



City of Westminster

Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Thursday 30th November, 2017**

Time: **7.00 pm**

Venue: **Room 3.4, 5 Strand, London WC2 5HR**

Members: **Councillors:**

Brian Connell (Chairman)
Tony Devenish
Jonathan Glanz
Andrew Smith
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 5 Strand 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.

**Email: apalmer@westminster.gov.uk Tel: 020 7641 2802
Corporate Website: 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)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of the existence and nature of any personal or prejudicial interests in matters on this agenda.

3. MINUTES

To approve the Minutes of the meeting held on 27 September 2017.

(Pages 1 - 6)

4. THE CHIEF EXECUTIVE

To receive an update from the Chief Executive on key issues of corporate interest.

(Pages 7 - 12)

5. LEARNING FROM TERRORIST INCIDENTS AND THE GRENFELL FIRE DURING 2017

To provide an update on the City Council's response to the Grenfell Tower Fire and terrorist related incidents during 2017, and on areas of learning.

(Pages 13 - 24)

6. COMMUNITY COHESION

To note the launch of the Westminster Community Cohesion Commission's report, and the plans for the next steps.

(Pages 25 - 28)

7. 2017/18 WORK PROGRAMME AND ACTION TRACKER

To consider the Commission's Work Programme, and to note progress in the Action Tracker.

(Pages 29 - 32)

8. ANY OTHER BUSINESS

To consider any other business which the Chairman considers urgent.

**Charlie Parker
Chief Executive
22 November 2017**

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CITY OF WESTMINSTER

DRAFT MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Wednesday 27 September 2017** at 6.30pm in Rooms 3.9 and 3.10 - 3rd Floor, 5 Strand, London WC2 5HR

Members Present: Councillors Brian Connell (Chairman), Tony Devenish, Jonathan Glanz, Andrew Smith and Barrie Taylor.

Also present: Councillor Nickie Aiken (Leader of the City Council).

1. MEMBERSHIP

1.1 There were no changes to Membership. All Members of the Commission were present.

2. DECLARATIONS OF INTEREST

2.1 No declarations were received.

3. MINUTES

3.1 The Minutes of the meeting held on 24 May 2017 were approved as a correct record.

3.2 Matters Arising

3.2.1 Minute 4.6 - Sustainability & Transformation Plan (STP): Members repeated the request made at the Adults, Health & Public Protection Policy & Scrutiny Committee to receive the minutes from meetings of the Joint Health & Care Transformation Group, which sought to deliver the STP for North West London. The Chief Executive agreed to clarify whether the minutes were available.

4. THE LEADER OF THE COUNCIL

4.1 Councillor Nickie Aiken (Leader of the City Council) provided an update on current and forthcoming issues within her portfolio, which included progress in the City Plan and the interim statement of Westminster's new approach to housing delivery; Community Cohesion; and the move from tri-borough to bi-borough.

- 4.2.1 The Commission discussed the possible effect of Brexit, and noted the impact that it could have on the provision of social care; the labour supply for areas such as the construction industry; and on specialist areas of research. An article in the Evening Standard and supporting press release had reported that the Leader had joined with the Leaders of RB Kensington & Chelsea and LB Wandsworth to write to Michel Barnier (EU Chief Negotiator), urging him to work more closely with the government to provide clarity and secure the residencies of European nationals following Brexit. The Leader acknowledged that Westminster's EU residents were Council Tax payers, who played a significant role in their neighbourhoods and in providing essential services in many public sector areas. The Commission agreed that both sides needed to recognise the human element of the negotiations, and prioritise securing the rights of residents.
- 4.2.2 The Commission also discussed the potential impact of Brexit on the business and reputation of the City, and noted that there were indications of a softening in the development market and in the letting of commercial space. A large proportion of essential skills in the health sector and building industry were currently provided by EU nationals, which had caused concerns over the labour supply post-Brexit. Concerns over the future of specialist research were also being raised, as grants at a number of institutions and universities were at risk, and foreign nationals were unsure of their future status and were seeking jobs elsewhere.
- 4.3.1 The Leader commented on progress in the delivery of the City Plan, and on the commitment to provide 1,800 affordable homes by 2022. The Commission noted that the property industry and landowners were aware of the reasons for the greater focus on the provision of affordable homes, and had shown a better understanding and willingness to work with the City Council.
- 4.3.2 Members highlighted the need to consider innovative building techniques in new developments, which could make better use of available space by delivering a greater number of smaller units while also meeting the criteria for size set by the Mayor of London. It was acknowledged that there would still be some exceptional circumstances where the payment of a commuted sum could be more appropriate than the provision of affordable homes.
- 4.3.3 The Commission commented on the number of young people and families who were seeking accommodation in Westminster, and discussed the benefits of revisiting existing planning consents which had not been implemented, and which could provide rented accommodation for people who were active and present in the community. Members suggested that living space could also be increased by a change to planning conditions that would ensure residential elements within properties were let before office use could commence.
- 4.4.1 The Commission discussed the measures that were being taken to improve air quality, and the Leader confirmed that Westminster was continuing to work with business partners and other boroughs to reduce pollution. Stuart Love (Acting Interim Chief Executive) acknowledged that although the ability of the differing groups to work together had improved significantly over the last 12 to 18 months, more needed to be done and action taken to further reduce

emissions from property and transport. Officers were also reviewing possible conflicts in the City Council's policies.

- 4.4.2 Members commented on the benefits of electric vehicles and of using electric scooters for deliveries, and noted that the Mayor of London's 40% reduction in the number of buses in Oxford Street would continue, and would in future result in only two bus routes which operated electric vehicles. The Leader confirmed that Licensing approvals for transport in Westminster now included a condition that only electric vehicles could be used. Members also commented on air quality within public transport, and suggested that Transport for London could be encouraged to introduce the technology to clean and purify the air in the London Underground.
- 4.4.3 The Commission highlighted the need to avoid constructing tall buildings by busy roads, which could concentrate and retain pollution by placing two buildings along busy road; and to also avoid building schools next to busy roads.
- 4.5 Members informed the Leader of a proposal made at the Adults, Health & Public Protection Policy & Scrutiny Committee that Public Health should undertake a Health & Wellbeing survey in Westminster, which could provide indicators that could inform key issues and priorities. The Leader agreed with the proposal, which could be particularly relevant for young people.
- 4.6 The Commission sought clarification of progress in implementation of the Sustainability & Transformation Plan (STP) for North West London. The Acting Interim Chief Executive acknowledged that the STP comprised of a complex set of proposals, and agreed to provide Members with a written briefing.
- 4.7 The Leader reported that the Council Budget for 2018-19 would be announced in November 2017, rather than at the end of the financial year.

5. CHIEF EXECUTIVE'S UPDATE

- 5.1 Stuart Love (Acting Interim Chief Executive) provided an update on matters of corporate interest, which included the corporate response to Grenfell; the Health & Social Care Sustainability & Transformation Plan (STP); Devolution and Public Service Transformation.
- 5.2.1 The Commission discussed the City Council's role in responding to the Grenfell fire, and sought clarification of the organisational impact of Westminster's involvement. The Acting Interim Chief Executive confirmed that the City Council had been invited to set up a structure at Portland House to accommodate the response team, and to oversee the relocation of displaced residents. The Commission commended Officers and Members for taking a leading role when required, and highlighted the cross-departmental working that had involved 150 members of staff working long hours over four weeks. Westminster's Emergency Plan had been considered a model of best practice, and the City Council had been complimented on how it had responded to Grenfell and on the effectiveness of its staff. The Acting Interim

Chief Executive confirmed that diverting resources had affected the City Council's ability to perform, particularly in the housing function and in the stock for housing allocation.

- 5.2.2 The Commission discussed the impact that working closely with the aftermath of Grenfell may have had on staff. Although the Acting Interim Chief Executive did not consider that morale had been negatively affected, he acknowledged the need for provision to be made for any delayed support or counselling that may be needed. The Commission noted that staff had received honorariums for outstanding additional work, and were also receiving recognition through a Council-wide response which included the Staff Awards, the Staff Conference, and a reception in the Mayor's Parlour.
- 5.2.3 The Commission noted that Westminster's Finance team were still overseeing financial element of the response, and sought clarification of the financial implications for the City Council. Stuart Love confirmed that a Memorandum of Understanding agreed with the government, the Greater London Authority and London Councils provided for mutual aid in the case of emergency, but had not been designed for a situation like Grenfell. It had however been agreed that local authorities could reclaim staffing expenses over £100,000 which were incurred in assisting neighbouring boroughs. The Commission noted that while Westminster had performed some functions for which it would not be reimbursed, it would be eligible to claim staffing costs associated with the Grenfell response from LB Kensington & Chelsea. The Acting Interim Chief Executive confirmed that the City Council would similarly be seeking reimbursement of the rent for the floor at Portland House, together with other costs. Both Westminster and RB Kensington & Chelsea would also be seeking to access funds from the government's Bellwin scheme, which offered emergency assistance.
- 5.2.4 The Acting Interim Chief Executive acknowledged that there were still lessons to be learned that would enable the City Council to further improve, and confirmed that a review of Westminster's response to Grenfell and to the recent terror attacks was currently being undertaken, which would be referred to scrutiny. In view of the cross-cutting nature of the response, Members agreed that the review should be submitted to the Westminster Scrutiny Commission, and should include an evaluation of the process and outcome of the application for funding.
- 5.2.5 Central Government continued to maintain an overview of the progress being made by RB Kensington & Chelsea in response to the fire. The Commission noted that Grenfell could have significant long-term implications, if areas of responsibility moved to local government without the provision of additional resources.
- 5.2.6 Other issues relating to the City Council's response to the Grenfell fire included the distinction in accountability between health partners and the local authority in recognising borough boundaries; the effective contribution of the voluntary sector; channeling the generosity of the public; and the importance of community cohesion and trust.

5.3 Members also discussed progress in joint working with the Metropolitan Police to provide a new system of CCTV in Westminster, and noted that the Police were proposing camera locations at 65 sites, rather than the previous 75. Although the timing of the project was out of the City Council's control, it was hoped that the new system would become operational before the Christmas/New Year period. Stuart Love agreed to provide the Commission with a more detailed written update.

5.4 The Commission noted that Charlie Parker would be leaving Westminster on 31 December, to become Chief Executive for the States of Jersey. Stuart Love would become Acting Chief Executive on 1 January 2018, and it was anticipated that a new Chief Executive would be in place by early May.

6. 2017-18 WORK PROGRAMME

6.1 Aaron Hardy (Policy & Scrutiny Officer) presented the current Work Programme for the Commission, and invited Members to consider the scope of items to be presented to the next meeting on 30 November.

6.2 It was agreed that the meeting would focus on the emergency response to the recent fire at Grenfell Tower and the lessons that had been learnt. An update on the Corporate Transformation Programme would also be included in the agenda, or held over to the following meeting in March. The Commission requested that the standing reports from the Leader and Chief Executive include updates on Community Cohesion and Tax Increment Financing (TIF).

6.3 In response to the lateness of reports to Scrutiny Committees, the Commission agreed that agenda papers should be submitted to Committee Members no later than five days before the meeting unless there were special circumstances. It was further agreed that to enable effective scrutiny, responses to requests for further information should be sought within two weeks of the date of the meeting.

7. CLOSE OF MEETING

7.1 The Meeting ended at 8.07 pm.

CHAIRMAN: _____

DATE _____

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Westminster Scrutiny Commission

Date:	30 November 2017
Classification:	General Release
Title:	Chief Executive's Update
Report of:	Charlie Parker, Chief Executive
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Anne Pollock x2757 apollock@westminster.gov.uk

1. Executive Summary

1.1 This report provides an update for the Westminster Scrutiny Commission on the following items

- TIF Bid
- Devolution
- Health & Social Care Sustainability and Transformation (STP) Plan
- Tri-Borough to Bi-Borough Programme
- Corporate Transformation Update
- Managed Services Update

2. Key Matters for the Committee's Consideration

2.1 The Commission is asked to:

- Note the report and provide feedback on recent activity

3. Tax Incremental Finance (TIF) Bid

3.1 The West End is the most dynamic and diverse city centre in the world, with a huge capacity to rapidly generate economic growth and jobs of benefit to the country as a whole. It competes internationally, rather than with other UK cities, but creates benefits for elsewhere in the country. But, without

investment in the West End's public spaces, transport and other infrastructure, private investment will become attracted to better global business environments elsewhere. The West End's current and future prosperity is at risk as other major international cities are embarking on huge investment in their infrastructure, public realm, retail and commercial offers.

- 3.2 The West End is the heart of the economic and cultural life of the UK – it is our national shop window, front of house, meeting place, summit host and headquarters. What happens next in the West End will be a signal of how well the UK is responding to the profound economic challenges ahead.
- 3.3 Members will be aware that as a result, in partnership with TfL and the GLA, and with the support of the WEP Board and the London Borough of Camden, we have submitted Full Business Cases (FBC) to Government in early October. The investment case supports the £1bn WEP Programme with £320m through a TIF arrangement linked to business rates.
- 3.4 We have explained to HMT that we are looking to retain only £40m more a year of the £1.8bn of business rates generated in the area. In return, we have demonstrated to HM Treasury that on a net basis – i.e. over and above the tax take they would otherwise receive without the WEP programme - the Exchequer would benefit substantially from further investment in the West End. By retaining 6.5% rather than the current 4% of local business rates and reinvesting that additional sum into the West End, major co-finance can be attracted from the business sector. This £320m TIF agreement to 2030 will create £12.3bn additional economic output (GVA) and £3.8bn more taxes for the Exchequer over the 15 years of the WEP programme, having accounted for the cost of the programme. Jobs growth could also improve, supporting an additional 102,000 jobs, which will enable the West End labour market to keep pace with the needs of London's growing population and make major advances in productivity and efficiency.
- 3.5 We have made the case that Crossrail 1 (the Elizabeth Line) will create additional opportunities for the West End but also add major pressures, which, unless addressed, could do damage to London's and the UK's economy. We also look forward to the impact that Crossrail 2 will make on the area and show how the WEP programme will help prepare better for this major investment in the capital's transport network.
- 3.6 Since the submission of the FBCs to Government this autumn, an extensive programme of lobbying has been implemented to ensure that that key players at the Treasury and across Government are aware of the strength of support from the Business Community, as well as the public sector.
- 3.7 Should the bid not be included in the Autumn Budget, officers are also liaising with central government and the business community to consider alternative approaches to securing the necessary finance to complete the transformation phase of the programme with TfL financing the transition scheme

4. Devolution

4.1 The government agreed a Memorandum of Understanding (MOU) on further devolution to London alongside the Spring Budget on the 8 March. The agreement with the GLA and London Councils includes joint working to explore the benefits of and scope for;

- Development and funding infrastructure
- Transport
- Criminal Justice
- Business Rates
- Health
- Skills
- Employment Support

4.2 The government has written to the Mayor and Chair of London Councils confirming the government's intention to honour the MOU.

4.3 The Work and Health Programme represents the first devolution to London government and is part of a wider ambitious set of devolution proposals being progressed by Central London Forward (CLF) and London Government, which includes adult skills budgets. The Work and Health Programme is a five-year employment scheme to provide support for benefit claimants across Central London with an estimated value of £55 million.

4.4 As part of the devolution of the Work and Health Programme to London, the Council has entered into a MOU with the other members of CLF to enable the Corporation of London to commission the programme on our behalf. Westminster and CLF's preferred provider has been selected and the mobilisation process for the contract has begun. The selection of a preferred bidder is a significant step for the programme and will enable officers to progress the work to integrate Central London Works with existing local services.

4.5 London Councils & the GLA also signed a MOU with DCLG to explore the potential for London to create a business rates pooling pilot from 2018/19. Work is on-going to finalise this and London Leaders have committed in principle to form a pool for a two-year period from April 2018. The Council has until mid-January to formalise its support for on this pilot.

4.6 Further announcements relating to Health & Social Care and Housing devolution continue to be expected in due course. I will continue to update the Westminster Scrutiny Commission on the progress of this work.

5. Health & Social Care Sustainability and Transformation (STP) Plan

5.1 Work continues to further the implementation of the North West London STP Plan. A programme delivery infrastructure has now become well embedded based around 5 STP Delivery Areas, which are aligned with Health and Wellbeing Priority Areas.

- 5.2 It is anticipated that during the autumn, some changes will be made to the governance arrangements for delivering the plan.
- 5.3 Sustainable Transformational Funding (STF) is not available for local authorities in this and the next financial year. However, it is anticipated that some additional funding will be made available in 2019/20. For WCC budget purposes, it is being assumed that funding may not be available in the near future. Nonetheless, some funding that has been agreed to go to the NHS in the next two years, which will improve services to reduce the number of people staying in hospital and creating more beds in the system. The profile of the funding does, however, make the delivery of STP objectives of improving wellbeing, improve quality of care & achieving finance efficiencies significantly more challenging.
- 5.4 In these circumstances, officers continue to meet with colleagues from the NHS and other Local Authorities to progress the STP Business Cases. Officers are focusing on 5 Business Cases as they are more developed and are not reliant on STF funding; they are namely
- Discharge to Assess
 - Alcohol Prevention
 - Time of Crisis
 - Work & Health
 - Enhanced Care in Care Homes
- 5.5 While STP funding profiles is being clarified, alternative means of delivering better, more joined-up health & social care services (that might include funding for NHS parties through the first phase of STP monies) are being pursued. This includes
- Integrated Better Care Fund (iBCF)
 - Integrated Health & Social Care Services
 - Mental Health Transformation & Reconfiguration of Hospital Services
 - NWL CCGs Sub-Regional Collaboration Plans

6. Tri-Borough to Bi-Borough Programme

- 6.1 The consultation of affected staff in Tri-Borough Adult Social Care, Public Health and Children's Services ran from 3 October until 2 November. The consultation was supported by a thorough communications programme, including staff engagement events, as well as a dedicated intranet hub.
- 6.2 The consultation report and final staff structures were published internally on 15 November. A small number of staff will be subject to a competitive assimilation process ahead of a phased launch of the new Bi-Borough services in the New Year.

6.3 The new Bi-Borough staff structures will be fully implemented by 1 April 2018. A report will be considered by Cabinet in December, finalising all the arrangements.

7. Corporate Transformation Update

7.1 Cabinet agreed the high-level definition for the corporate transformation portfolio at Cabinet Briefing in April 2017.

7.2 The corporate transformation programmes are:

- **Hubs:** To increase access to preventative services for those with multiple needs and improve the use of our estate / resources with others.
- **One Front Door:** Better local services & reduced cost through better client records, effective data sharing, joint assessment protocols & multi-skilled staff
- **Digital:** End to end review of customer contacts to identify digitally-enabled solution to more effectively manage demand
- **Differential Services:** Introduce tiered pricing and alternative revenue streams.
- **More Effective Neighbourhood Working:** Local delivery of services, which are tailored to the needs of the community
- **City Hall:** to improve the quality and efficiency of Westminster City Hall, to reduce overall cost to the Council, to provide interim accommodation for the period of the refurbishment and to manage the associated change.
- **Tri- to Bi-Borough Programme:** To establish bi-borough arrangements for Children's Services, ASC & Public Health, providing certainty for staff and safeguarding frontline services for the most vulnerable.

7.3 The programmes now report directly to EMT and the Commercial and Transformation Review Board, which is chaired by Cllr Tim Mitchell.

8. Managed Services Update

8.1 The Bi-Borough and BT have agreed the changes in service requirements, a Recovery Plan for any outstanding work, and Call-Off Contract arrangements.

8.2 Progress continues to be made with payroll and pensions recovery.

8.3 A report on the preferred managed services provider to replace BT will be presented to WCC's Cabinet meeting in December.

8.4 Detailed discussions will take place with LBHF and RBKC about the exiting arrangements for the BT contract, and to agree next steps for the relevant services.

8.5 Detailed scheduling of the implementation of new arrangements will begin in the New Year, subject to Cabinet's approval in early December.

If you have any queries about this Report or wish to inspect any of the
Background Papers please contact Anne Pollock x2757
apollock@westminster.gov.uk

APPENDICES: N/A

BACKGROUND PAPERS: N/A



City of Westminster

Westminster Scrutiny Commission

Date:	November 2017
Classification:	General Release
Title:	Learning from Terrorist Incidents and the Grenfell Fire during 2017
Report of:	Sara Sutton: Director Public Protection & Licensing
Cabinet Member Portfolio	Public Protection and Licensing
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Report Author Mick Smith x4252 msmith@westminster.gov.uk Head of Community Safety

1. Executive Summary

1.1 This report provides an update for the Westminster Scrutiny Commission on the following items;

- Response to the Grenfell Tower Fire and areas of learning
- Response to other terrorist related incidents and areas of learning

2. Key matters for the Commission's Consideration

2.1 The Commission are asked to note the contents of this report and provide feedback on the following questions;

- How would the Commission like to be updated going forward?
- Is there a specific area of focus that the Commission would like a more detailed report?
- Would the Commission like to review the recommendations and action plan once developed?

3. Introduction

- 3.1 During 2017 there have been terrorist attacks on Westminster Bridge and at the Palace of Westminster, London Bridge and Manchester. We have also seen the threat level raised to critical for the first time since 2011. All of these incidents have had some degree of impact on the council. In addition, a number of councils have had a role in the recovery operation following the tragic fire at Grenfell Tower in Kensington and Chelsea with Westminster City Council taking a lead role and providing most of the day to day resource to support the operation. It is worth noting that in addition to the attacks in Manchester and on Westminster and London Bridges, we are aware of at least five other viable terrorist attack plots that have been thwarted by the security services.
- 3.2 Whilst members of the Scrutiny Commission can be reassured that City Council has detailed plans in place for responding to such incidents and an excellent track record in incident management given our previous experience of incidents such as July 2005 bombings and the poisoning of Alexander Litvinenko by polonium in 2006, in addition to the internal and multi-agency training/testing that takes place. Furthermore, our command structures are well rehearsed at a number of high profile events, protests and ceremonial events that take place in the city on a regular basis. However, the number, nature and frequency of incidents in 2017 has prompted us to review our contingency planning arrangements to consider what changes need to be made and where additional capacity or resilience needs to be created. They have also highlighted the importance of regular training, awareness and testing of plans. Of particular note, has been the impact of the Grenfell Tower fire on our own business continuity plans, particularly around accommodation and staff. An overview of Westminster City Council and Pan London emergency planning arrangements can be found in appendix one, which is confidential and has been circulated separately to Members of the Commission.
- 3.3 This report will provide a summary of the City Council's response and highlight areas of learning for each of the key incidents, up to and including the tragic fire at Grenfell.

4. Response to the Grenfell Tower fire and areas of learning

4.1 Context

- 4.1.1 On 14 June 2017, the Grenfell Tower fire occurred in North Kensington, which, due to the nature and scale of the incident, required a significant response

over the coming days and weeks from a range of London partners, including Westminster.

4.2 Response to the incident

- 4.2.1 We focused our initial response around reviewing our own housing stock and supporting the Westminster Mortuary that was designated as the mortuary for the incident. A Westminster BECC (Borough Emergency Coordination Centre) was stood up to coordinate support and the Local Disaster Mortuary plan was kept under constant review to ensure appropriate governance was put in place around the mortuary.
- 4.2.2 Public Protection & Licensing had a significant role to play within this initial response including the contingency planning team, who initiated and coordinated relevant emergency and business continuity plans on behalf of the council, and to those staff working within Westminster Mortuary who implemented elements of the disaster mortuary plan and coordinated activity to meet the needs of being allocated the dedicated mortuary for the incident.
- 4.2.3 The response involving WCC gradually increased as more departments and key individuals became involved, including the Westminster BECC amalgamating with the Royal Borough Kensington & Chelsea BECC, when their staff were evacuated from Kensington Town Hall following a “breach” when protestors entered Kensington Town Hall. The joint BECC received mutual aid from across London and remained in place for 14 days until it was returned to Kensington & Chelsea to continue its function.
- 4.2.4 The impact on WCC became significant as the Grenfell Fire Response took over the 23rd floor at Portland House and over 150 WCC staff became directly involved as part of the response with WCC taking a lead role on housing and finance aspects of the recovery, as well as oversight of the BECC. Tri-borough social services staff also provided direct support for families.
- 4.2.5 The impact on WCC staff and accommodation was significant, requiring business continuity plans to be reviewed, implemented and constantly monitored to measure the impact on service delivery. Staff were required to work in a more agile manner and those usually working on the 23rd floor of Portland House had to work from other sites across Westminster or at home. Most WCC departments operated at 90-100% staffing capacity, the lowest being two directorates who operated at 70-80%.
- 4.2.6 Mass fatality arrangements were put in place and a number of changes to the Mortuary site were implemented resulting in the installation of an anthropology suite to support HM Coroner and disaster victim identification. The suite is still in situ but is expected to be decommissioned by the end of the year.

4.3 Fire Safety

Following the Grenfell Tower incident, Westminster Council provided specific focus around its housing stock, managed through City West Homes and to residential housing.

City West Homes

- 4.3.1 Significant engagement has taken place with residents through City West Homes (CWH) and the Council following the Grenfell fire. Information regarding CWH's regime for maintaining fire safety of the housing stock was shared with and explained to residents, to provide reassurance. The tower blocks at Little Venice on the Warwick and Brindley estates have cladding similar to that at Grenfell Tower and a bespoke communications plan was put in place for those residents. Cladding at Little Venice is in the process of being removed and will be replaced by the end of April 2018. Temporary changes to the fire evacuation procedure are in place until the cladding is completely removed and a 'waking watch' has been installed. Once the cladding is removed the 'stay put' fire evacuation advice will once again be in place for the whole building.
- 4.3.2 All tower blocks over ten stories were visited within the first few days following the fire, to carry out visual checks and to ensure all fire related signs and guidance was up to date and appropriate. Independent and/or scheduled Fire Risk Assessments (FRA) with London Fire Brigade (LFB) have been put into place and have escalated the FRA's for all blocks over six storeys. CWH' fire safety team are working closely with LFB to ensure the safety of the stock. Although there is no requirement to retrospectively fit sprinklers, the Council has committed to provide sprinklers in all its housing stock over 30 metres. Independent advice and options for installation are currently being considered by WCC. CWH has also completed a review of its portfolio and identified circa fifty blocks where non – ACM cladding systems or infill panels are present and will be completing a full technical review of these systems.
- 4.3.3 CWH has undertaken a review of its fire safety management systems following the Grenfell Tower fire and will be instigating the following changes:
- Enhanced risk assessments, moving from a Type 2 to 3, which includes sampling a number of flat doors and flat layouts. Type 4 is currently being used on all blocks over 30 meters.
 - Carrying out independent fire door checks on all blocks above 6 floors.
 - Enhancing fire assessments within street properties and low rise.

Residential Housing

- 4.3.4 Following the Grenfell fire, Westminster City Council has been working closely with Department for Communities and Local Government, London Fire Brigade and other partners to carry out the necessary tests on cladding and assess fire safety.
- 4.3.5 Residential Services distributed fire safety advice and guidance to private sector landlords and agents, as well as Registered Providers, in the weeks following the Grenfell tragedy. Officers have also fielded queries and service requests from concerned tenants, including those living in high rise developments.
- 4.3.6 The service is currently undertaking checks of all privately owned high rise residential buildings in Westminster as part of the government's ongoing response to the tragedy to identify and assess any cladding in respect of its fire safety. Officers are working alongside London Fire Brigade (LFB) colleagues to ensure building owners are carrying out necessary checks and remedial measures. Where buildings identified with non-compliant cladding are identified we are working alongside LFB to engage with responsible persons to ensure the necessary remediation and mitigation measures are implemented.

4.4 Financial Support

- 4.4.1 Westminster Council Finance Directorate provided the lead on financial matters in relation to the Grenfell response and officers worked closely with partner agencies to deliver financial support to those families requiring help in relation to their effected accommodation. Their role included providing reports to the Department for Communities and Local Government, monitoring costs, paying discretionary payments to residents and providing leadership on policy.
- 4.4.2 A number of financial issues were identified as learning opportunities following the incident. Recognising the complexity of the incident, more clarity on who and which addresses were eligible for payments could have improved the timeliness of payments and having up to date residential information could have supported this process.
- 4.4.3 The Bellwin scheme provides emergency financial assistance to local authorities under Section 155 of the Local Government and Housing Act 1989 provides the Government with the ability to provide financial assistance to Local Authorities where an emergency or disaster has occurred. The scheme is intended to reimburse the cost of local authority actions taken in the immediate phase of an emergency, not those taken as part of the recovery phase. It is not intended to fund longer term repairs or cost and this is reflected in the eligible spending period of one month from the date when a qualifying

incident comes to an end. There is no automatic entitlement to financial assistance; Ministers are empowered by the Act to decide whether or not to activate a scheme after considering the circumstances of each individual case.

4.4.4 There is a threshold for claiming costs. Before being eligible for the grant, an individual authority is required to have spent 0.2 per cent of its calculated annual budget on works that have been reported to the Department as eligible for the grant. For Westminster threshold has been calculated as £353,519 in 2017/18.

4.4.5 This legislation is currently being used to claim the cost of expenditure incurred by Westminster City Council and Kensington and Chelsea during the initial 4 weeks of the response to the fire. Further expenditure claims are being processed on costs incurred by Westminster mortuary as the dedicated mortuary for the fire. These will be submitted to the Ministry of Justice. In addition, some costs are being directly funded by RBKC.

4.5 **Areas of Learning**

4.5.1 London Resilience is currently coordinating feedback on the response to the fire and a pan London de brief is anticipated to take place before the end of the year.

4.5.2 Recognising the importance of debriefing incidents and taking forward areas of learning, Westminster organised a series of internal debriefs that included a Corporate Leadership Session that focused on recent incidents. This provided an opportunity for senior leaders within WCC and City West Homes to reflect on recent terrorist incidents and the Grenfell fire, discussing their impact on service areas and areas of learning. Further sessions are now taking place with individual directorate senior management teams.

4.5.4 Discussions are currently taking place to examine options for improving resilience and capacity in key areas including contingency planning highlighted during the Grenfell response. Examples identified thus far include;

- Developing enhanced internal communications and cascade systems
- Reviewing the arrangements for identifying and equipping suitable premises for Rest Centres, Community Assistance Centres or Humanitarian Assistance Centres
- Developing procedures for managing large volumes of donated goods
- Reviewing protocols for providing food, money and supplies to large numbers of evacuees

- Developing enhanced relationships with community groups and businesses in emergency planning to build community resilience
- Further training for staff and command teams
- Desktop exercises are being arranged and some have already taken place to test the ability of the organisation to respond to large scale incidents. This will focus on our response to an emergency but also to maintain business as usual through our business continuity plans.

The taskforce initial report from the Independent Grenfell Recovery Taskforce is also being reviewed and further actions arising will be incorporated into our plans.

5. Response to other terrorist related incidents and areas of learning

5.1 Westminster Bridge Terrorist Incident

Context

- 5.1.1 On 22 March 2017, a vehicle mounted the southern pavement of Westminster Bridge and subsequently injured and killed a number of pedestrians. The vehicle then crashed into the railings of the Palace of Westminster, the driver exited the vehicle and approached Carriage Gate where he entered the grounds of the Palace of Westminster, fatally injuring a police officer. The driver of the vehicle subsequently sustained fatal injuries.

Response

- 5.1.2 Initial reports of the incident were received by the contingency planning team and calls were then made to the duty silver officer, management, duty communications officer and an incident management log was opened. The council's response continued intensively for the next three days with the contingency planning office being used to coordinate this. Council officers from a number of departments were involved in the response, recovery and return to normality.

Areas of Learning

- 5.1.3 In order to effectively coordinate those areas of work linked to designing out terrorist opportunities in the public realm, a Strategic Counter Terrorism meeting has been introduced, chaired by the Executive Director for City Management and Communities, which provides additional support and direction to the three 'CONTEST' sub groups that are currently in place within Westminster City Council i.e. prepare, protect and prevent.

5.1.4 A strategic and tactical debrief session was undertaken to examine Westminster City Council's response to the incident, which highlighted good practice and areas of learning. Feedback focused around several key themes including governance, response, internal / external communications and equipment.

5.1.5 The following key areas are examples of work being taken forward as areas for learning;

- Cascade the command structure internally and externally following an incident, which should be distributed with guidance on how to escalate issues through the command structure.
- Reviewing the role and responsibilities of key staff directly involved in the response to an incident.
- Use a centralised email account for command roles to allow access by the various officers performing those roles, ensuring no information is lost by using personalised accounts.
- Review methods of communication with staff to ensure they are effectively and efficiently informed and kept apprised of the incident.
- Review the arrangements for humanitarian assistance and post incident welfare support.
- Providing feedback to London resilience on Pan-London issues that impact on Westminster Council.

5.2 **London Bridge Terrorist Incident**

Context

5.2.1 On 3 June 2017, a van mounted the pavement of London Bridge and was driven into pedestrians. The van then crashed and the three male occupants ran into the nearby Borough Market pub and restaurant area, where they stabbed various people with knives. Eight people were killed and forty eight injured, including four unarmed police officers who attempted to stop the assailants. The three attackers, who wore fake explosive vests, were all shot dead by armed police officers. The incident was declared as a terrorist incident.

Response

5.2.2 Although primacy rested with Southwark borough, the WCC contingency planning team contacted their colleagues in Southwark and offered support, which was duly accepted.

5.2.3 The London Bridge incident had far more resonance with businesses in Westminster than the Westminster Bridge attack had and in the aftermath of the incident the council worked closely with the police at borough and counter terrorism level to engage with and, as far as possible, reassure businesses. This included holding a public meeting at the Apollo Theatre which included presentations from the relevant agencies and a Q & A session.

Areas of learning

5.2.4 It was apparent from the public meeting that the vast majority of businesses who attended have well-rehearsed business continuity arrangements of their own, however there were those in attendance who did not understand their roles or responsibilities in relation to terrorist incidents or other incidents and it was clear that more work needed to be done to support these businesses. This area of work is being progressed by the contingency planning team in partnership with the police.

5.3 Manchester Terrorist Incident

Context

5.3.1 On 22nd May 2017, a terrorist suicide bomber detonated a device in the Manchester Arena during an Ariana Grande concert. Twenty-three people were killed, including the suicide bomber and one hundred and sixteen people injured. This was the first terrorist attack of this nature to occur in the United Kingdom since the 7th July 2005 London bombings.

Response

5.3.2 The impact on Westminster City Council was significant in terms of event management, leading to the review of many events by the council as well as working with the police who wanted to implement increased levels of counter terrorism measures to target harden certain events.

Areas of Learning

5.3.3 In subsequent days after the incident, Manchester City Council sought advice from the contingency planning team to support their planning around returning to normality. This focused on their experience from the Westminster Bridge incident relating to floral tributes, humanitarian assistance and victim support. Officers from WCC subsequently attended a seminar in Manchester during September to discuss aspects of their experience around humanitarian assistance and 'return to normality'.

6 Review of emergency planning arrangements in London

6.1 Even prior to these incidents, the Local Authorities' Panel commissioned a review of London's local authority emergency planning arrangements early in 2016, the review set out a series of recommendations which are designed to ensure that local authorities can continue to provide strong emergency planning services that deliver individual and collective leadership on resilience into the 2020s. The 13 recommendations made identified the aim to:

- Establish a corporate resource of professional advice, support and oversight, where not already established, to support authorities to withstand increasing pressures and ensure chief executives have ready access to high quality corporate advice and support in their localities;
- Strengthen collaborative working to better utilise experience, knowledge and expertise;
- Support a more cost effective and efficient service;
- Increase opportunities to share scarce resource;
- Create a more robust Duty London Local Authority Gold arrangement which will further compliment the leadership on resilience role and participation at the heart of London strategic coordination;
- Establish a more robust and meaningful assurance process to improve corporate oversight.

6.2 In addition the Lord Harris review of London preparedness was also published in 2016. It made 127 recommendations for the Mayor, the Central and local Government and other agencies to consider. Lord Harris highlighted the London Local Authority Gold arrangements and welcomed the agreed principles of collaboration and cooperation, including mutual aid, underpinned by the regular testing and exercising of arrangements. Lord Harris discussed the increase in sub-regional working, which he welcomed, but cautioned that local knowledge and connections must not be lost. He suggests that sub-regional working on emergency planning might be formal in some places and informal in others. The Local Authority Panel considered Lord Harris' report and reported that the concerns of substance outlined by Lord Harris – in terms of local authority operational resilience and capacity to respond - largely match the concerns addressed by the Local Authority Panel's own review.

6.3 However, given the cumulative significance of events over the last year a further peer review of London Local Government's Collective Resilience Arrangements has been commissioned and is expected to report in early 2018. Officers from the City Council are taking part in this peer review.

7. Conclusion

- 7.1. All of these incidents have tested the council's ability to respond within the framework of counter terrorism, major incidents and the Civil Contingency's Act. They have also challenged our emergency and business continuity plans. The learning from these incidents and the feedback from the on-going reviews will be developed into a detailed action plan with a series of recommendations that will provide the foundation on which to build and enhance our approach to future incidents.
- 7.2 Positive feedback has been received from a range of partners and external organisation's regarding our ability to respond with specific praise for the dedication and commitment of our staff, which has been exemplary during the most challenging of circumstances.
- 7.3 The threat from terrorism and the risk of incidents linked to civil contingencies will continue to exist and it is our priority to ensure that as Council we are prepared and resilient by having robust local contingency and emergency plans in place alongside providing support the wider pan London arrangements.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Report Author x4252
msmith@westminster.gov.uk**

APPENDICES

Appendix 1 (CONFIDENTIAL) - An overview of Westminster City Council and Pan London emergency planning arrangements

BACKGROUND PAPERS

N/A

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Westminster Scrutiny Commission

Date:	30 th November 2017
Classification:	General Release
Title:	Community Cohesion Report and Plan for Next Steps
Report of:	Julia Corkey, Director of Policy, Performance and Communications
Cabinet Member Portfolio	Cllr Nickie Aiken, Leader of the Council
Wards Involved:	All
Policy Context:	Civic Leadership
Report Author and Contact Details:	Lucy Hoyte x8532 lhoyte@westminster.gov.uk

1 Executive Summary

- 1.1 Further to the Leader's update to the Westminster Scrutiny Commission (WSC) in September, this report notes the launch of the Westminster Community Cohesion Commission's report and outlines plans for the next steps.
- 1.2 The report will be launched on 29th November 2017 at a summit with stakeholders who contributed to the development of the report.
- 1.3 At the summit, we started discussions with stakeholders about what the action plan to take forward the report's recommendations should look like. The ideas from these discussions will be collated into a draft action plan which will then be consulted on more widely until Spring 2018. The final action plan will be launched at MyWestminster Day 2018.
- 1.4 The Leader has asked the WSC to then take on the monitoring of the implementation of the action plan.

2 Key Matters for the WSC's Consideration

2.1 The WSC is asked to consider:

- Whether there is anything arising from the findings in the report that is of particular interest and worth exploring further via a task group?
- If the strategy for developing the action plan suitably engages stakeholders and the community?
- What should be included in the action plan to ensure that it is measurable?
- How can scrutiny embed community cohesion across all its work?

3 Background

3.1 In 2016, as Cabinet Member for Public Protection, Cllr Aiken established a cross-party Community Cohesion Commission to undertake a review of the social integration of Westminster's communities and strengthen our work on cohesion. Cllr Aiken committed to carrying this work forward as Leader as a key City for All priority.

3.2 Westminster is one of the most diverse places in the world, with a rich array of residents and a thriving entertainment and cultural hub which attracts millions of visitors a week. With this in mind, the City Council has always had a particular focus on building strong and cohesive communities and a review was first launched in 2006 by Sir Simon Milton to develop a better idea of what people thought was needed for a cohesive community. Since then, a lot has changed - from the global economic recession to the decision to leave the European Union, changes in demographics, policy developments and a host of other activity which has all impacted the way in which people in Westminster work and live with one another.

3.3 The current review seeks to put a spotlight onto the current state of community cohesion in Westminster and ensure that the City Council and our partners are in a strong position respond to these challenges and changes.

3.4 Over the last year, the Commission has undertaken a four tiered, evidence based approach to inform our understanding of cohesion in Westminster. These were:

i). Reviewing national policy, literature and developments including talking to experts in the field such as Ted Cante and evaluating the Government's position and response following major disturbances.

ii). Analysing local survey based data analysis to gauge how residents feel about living in Westminster and get a sense of how far communities are gelling together at a rudimentary level.

iii). Benchmarking best practise with neighbouring authorities including a visit to Hackney Council to discuss how they are using their borough's unique assets to address similar challenges.

iv). Extensive active engagement with residents, stakeholders and local groups from all over the borough including over 25 events involving roundtables, evidence sessions, focus groups, attendances at partner forums and meetings. In parallel, we also launched a public online consultation page inviting people to share their experiences and stories of community cohesion.

3.5 Following this evidence gathering and extensive engagement activity, the findings and recommendations have been collated into a report.

4 Next Steps

4.1 Through its engagement activities, the Commission heard from a huge variety of stakeholders and experts. People from across Westminster and beyond gave up their time to tell us their views and we are keen to ensure that we continue to work together with stakeholders in our work going forward.

4.2 Therefore, we are holding a Community Cohesion Summit on the 29th November which stakeholders from across Westminster and who took part in our engagement activity have been invited to. The majority of the time at the summit will be used to discuss the shape of the action plan with these stakeholders. Their feedback will be collated to develop a draft action plan. We will then enable a broader conversation about the important values in Westminster by opening more channels, including a digital platform, for the community to discuss and feed-in ideas for the action plan. This will be promoted widely, to attain maximum engagement, and run until Spring 2018. Feedback will then be collated and the final action plan will be developed into a '#MyWestminster Charter'. With the approval of all members of the Community Cohesion Commission, this will be formally launched on #MyWestminsterDay 2018.

4.3 The Leader has asked the WSC to take on the monitoring of the implementation of the action plan.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Lucy Hoyte x8532
lhoyte@westminster.gov.uk

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Westminster Scrutiny Commission

Date:	30 November 2017
Classification:	General Release
Title:	2017/18 Work Programme and Action Tracker
Report of:	Director of Policy, Performance & Communications
Lead Member	Councillor Brian Connell
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Aaron Hardy x 2894 ahardy1@westminster.gov.uk

1. Executive Summary

1.1 This report presents the current work programme for approval.

2. Key Matters for the Committee's Consideration

2.1 The Commission is asked to consider the work programme and discuss the scope of the items to be presented at the November meeting.

3. Background

3.1 This report presents the draft work programme to the Commission for discussion and comment.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please Aaron Hardy**

ahardy1@westminster.gov.uk

APPENDICES:

Appendix 1- Draft work programme

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Work Programme

Westminster Scrutiny Commission

ROUND ONE (24 May 2017)

Agenda Item	Reasons & objective for item	Represented by:
The Chief Executive of Westminster City Council	A Q&A session with the Chief Executive of Westminster City Council	Charlie Parker
The Leader of the Council	A Q&A session with the Leader of Westminster City Council	Councillor Nickie Aiken
Options for Scrutinising the West End Partnership	To consider examples of comparative partnership delivery and public investment, to determine which model for scrutiny would be most appropriate and effective for the West End Partnership	Muge Dindjer
Developing the Role of Scrutiny	To consider options for developing the role of Scrutiny and enhancing the role of Ward Members	Muge Dindjer
The Scrutiny Function and Work Programmes 2016/17	A report updating the Commission on the work programmes for the committees, task group activity and the research/development budget available.	Muge Dindjer

ROUND TWO (27 September 2017)

Agenda Item	Reasons & objective for item	Represented by:
The Chief Executive of Westminster City Council	A written update from the Chief Executive of Westminster City Council	Charlie Parker
The Leader of the Council	A Q&A session with the Leader of Westminster City Council	Councillor Nickie Aiken

ROUND THREE (30 November 2017)

Agenda Item	Reasons & objective for item	Represented by:
The Chief Executive of Westminster City Council	A Q&A session with the Chief Executive of Westminster City Council	Charlie Parker

Learning from 2017	Strategic level overview not duplicating individual areas which each committee is examining.	Stuart Love
Community Cohesion	What learning can be extracted for future engagement with government	Ezra Wallace

ROUND FOUR (22 March 2018)		
Agenda Item	Reasons & objective for item	Represented by:
The Leader of the Council	A Q&A session with the Leader of Westminster City Council	Councillor Nickie Aiken
Bi-Borough Program Update	Update at a strategic level.	
West End Partnership	Update since the last report to the Commission	Ed Watson

Action Tracker

ROUND TWO (27 SEPTEMBER 2017)		
Agenda Item	Action and Responsible Officer	Update
Minutes	Circulate STP minutes to member of the Adults, Health and Public Protection Policy and Scrutiny Committee	Circulate 04.10.17
The Chief Executive of Westminster City Council	Provide members with a briefing on the North West London Sustainability and Transformation Plan (Charlie Parker)	Requested
	Provide members with an update on the Police's implementation of CCTV in Westminster.	Circulated 29.09.17