



City of Westminster

Committee Agenda

Please note the earlier start time

Title: **Westminster Scrutiny Commission**

Meeting Date: **Wednesday 27th September, 2017**

Time: **6.30 pm**

Venue: **Rooms 3.9 and 3.10, 3rd Floor, 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 6.00pm. 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.

**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 24 May 2017.

(Pages 1 - 6)

4. THE LEADER OF THE COUNCIL

To receive an update on current and forthcoming issues from Councillor Nickie Aiken (Leader of the City Council).

(Pages 7 - 10)

5. THE CHIEF EXECUTIVE

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

(Pages 11 - 16)

6. 2017/18 WORK PROGRAMME AND ACTION TRACKER

To consider the draft work programme to the Commission.

(Pages 17 - 20)

**Charlie Parker
Chief Executive
19 September 2017**



CITY OF WESTMINSTER

DRAFT MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Wednesday 24 May 2017** at 7.00pm in Committee Rooms 3 & 4 - 17th Floor, City Hall.

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

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

1. MEMBERSHIP

- 1.1 Councillor Brian Connell was nominated to be the new Chairman of the Commission, and was duly appointed.
- 1.2 Apologies were received from Councillor Jonathan Glanz. As Councillor Glanz had been unable to attend, he had submitted extensive comments on the issues included in the agenda.

2. DECLARATIONS OF INTEREST

- 2.1 No declarations were received.

3. MINUTES

- 3.1 The Commission agreed the Minutes of the meeting held on 29 November 2016 as a correct record.
- 3.2 Matters Arising
 - 3.2.1 Members commended the model for scrutiny followed by the Commission, which included regular question and answer sessions with the Leader and Chief Executive. The need for all Members of the Commission to be consulted on the content of the Annual Report, in addition to the Committee Chairmen was also highlighted.

4. THE LEADER OF THE CITY COUNCIL – AND THE CHIEF EXECUTIVE

4.1 Councillor Nickie Aiken (Leader of the City Council) provided an update on current and forthcoming issues within her portfolio. Commission Members also received an update from Charlie Parker (Chief Executive) on matters of corporate interest.

4.2 The Leader commented on the recent terrorist attack in Manchester, and informed the Commission that she had written to the Mayor of Manchester and the Leader of the Council to offer condolences and support. She also congratulated them on the effectiveness of their response, which saw the emergency services, local authority and people of Manchester working together. The Lord Mayor of Westminster had similarly written to his counterpart in Manchester. The Local Government Chronical had contacted Councillor Aiken to determine what a local authority's response to terrorist attacks should be, particularly in view of the recent attack in Westminster. The Leader had considered that local authorities had an important part to play, particularly in the aftermath of an atrocity, in bringing the community together.

4.3 Changes to Shared Services

4.3.1 The Commission discussed the changes to Tri-borough working and dis-allocation of shared services, and acknowledged that the City Council was in a complex situation as the London Borough of Hammersmith & Fulham (LBHF) were yet to determine the model on how services would be reconfigured. At present, the changes only affected Adult Social Care, Public Health and Children's Services, and Westminster was working with the Royal Borough of Kensington & Chelsea (RBKC) to establish a bi-borough agreement. It was anticipated that the reconfiguration would be finalised in 12 months, with some changes being in place by the end of the year. The Leader highlighted the excellent services that were being provided and the savings that had been achieved, and considered Tri-borough working had been a success.

4.3.2 Services which currently remained within Tri-borough arrangements included legal services, libraries, and finance and treasury management. The Leader informed the Commission that LBHF may buy back a number of shared services, which could include fostering and adoption; together with services provided by the Multi Agency Safeguarding Hubs (MASH) and Youth Offending Team (YOT). Discussions were also taking place with LBHF on how legal services could be better commercialised.

4.3.3 It was agreed that the Scrutiny Commission should provide an oversight of how the overall programme of activity was proceeding, and of the costs associated with the de-segregation. The individual services would continue to be monitored by Policy and Scrutiny Committees.

4.4 West End Partnership (WEP)

4.4.1 The Commission discussed the WEP and Oxford Street Project, and highlighted the need for the Partnership to take into account the changes to

the retail and commercial offer which were being caused by online-shopping, and by the change in the use of property from office to residential. It was recognised that the vast majority of people visited stores in Oxford Street and then bought online, and the Leader considered that the offer provided by the Oxford Street district needed to become more of a retail experience with restaurants and cafes.

4.4.2 Consultation on responsible growth and the height of buildings in the West End had recently ended, and it was acknowledged that adding a few further stories to existing buildings could deliver the additional space that was needed to meet the City Council's objectives for affordable housing. The Commission recognised the need to work with the property industry to construct taller buildings where appropriate, while also protecting Westminster's world heritage status and unique character. It was agreed that each neighbourhood needed to be considered on its individual merits, and that the issue of housing needed to be discussed with other boroughs as London-wide issue.

4.4.3 The Leader updated the Commission on progress in the bid to government for a Tax Increment Financing Initiative (TIF) for the West End, and noted that alternative plans were being developed should the funding not be received. Resources for the WEP had so far mostly been provided through the working partnership, with research being undertaken independently by partners and shared with the WEP.

4.4.4 The WEP had now been meeting for a number of years, and as the new Chairman, the Leader had asked other members of the Partnership to consider what the main objectives of the WEP should be in the future. A lot of work had been undertaken on infrastructure, and it was suggested that the next stage should include marketing other areas such as culture and tourism.

4.5 Business Rates

4.5.1 The Commission noted that Westminster's rateable value had risen by 25% overall, compared to an average London rise of 22%. The City Council had lobbied the Government over the need for changes in business rates, which needed to reflect Westminster's unique position. Consideration was also being given to the introduction of super-prime supplements, which would be an addition to Council Tax for properties with a value above a certain value

4.6 STP

4.6.1 The Commission discussed progress in the development of the North West London Sustainability Transformation Plan (STP). Westminster continued to be the lead borough for the finance work stream of the partnership, and had developed an investment model for how certain activity could be supported without Transformation funding, but by recycling money already in the system. The Commission noted that separate funding had been secured for mental health work, diabetes, and also for some specialist cancer support.

4.7 The Leader commented on the perception by other parts of the country that London received too much financial support, and informed the Commission that she had begun a 'Your London' campaign, which sought to build a

narrative which highlighted the benefits of a strong London economy to the rest of the country.

- 4.8 Other issues discussed included the Managed Services Programme, and progress in London devolution and in the decant and refresh of Westminster City Hall.

5. OPTIONS FOR SCRUTINISING THE WEST END PARTNERSHIP (WEP)

- 5.1 In response to a request made at the last meeting of the Commission, Muge Dindjer (Policy & Scrutiny Manager) presented examples of comparative partnership scrutiny of public investment, to determine which model for scrutiny would be most appropriate and effective for the West End Partnership (WEP). The request had been made in the context of the bid to government for a Tax Increment Financing Initiative (TIF) for the West End.

- 5.2 The Commission noted the advantages and disadvantages of the different models, and considered how these could be applied to the WEP should it become responsible for overseeing the delivery of significant amounts of public funding.

- 5.3 The Commission considered three options:

- 1 To continue to receive regular updates from the Leader for the time being, until the WEP received more significant funding and was much more in delivery mode.
- 2 To scrutinise the WEP on an ad hoc exception basis at key times in the project timetable, if it became responsible for substantial additional sums of public money.
- 3 To act as a core for the purposes of looking at the WEP in more detail on an annual basis. This approach could be more suitable at a later stage when there was more public funding, and programmes were being delivered

- 5.4 It was noted that the WEP currently controlled low levels of public money, and that governance arrangements for the City Council and TfL already included an element of scrutiny. It was agreed that the level of scrutiny of the WEP needed to be proportionate, and be linked with the level of public money that was being spent. It was also recognised that Scrutiny had an important role with regard to transparency of WEP activities.

- 5.5 The Commission recognised the need for any scrutiny of the WEP to add value and coherence, and to avoid the duplication of any work already undertaken by partners. It was noted that the GLA Transport Committee on pedestrianising Oxford Street had published recommendations in September 2016 to which the Mayor had responded. The Commission agreed that any scrutiny of the WEP should avoid duplicating work, but could provide coherence for any gaps that there may be.

- 5.6 Although no significant public funds had yet been received, the Chief Executive highlighted the potential benefits of a separate review by the City Council of the TIF bid process, and what it had achieved.
- 5.7 Members considered the options for scrutiny that had been suggested, and agreed that until the WEP took on responsibility for the co-ordination of substantial additional sums of public money, or there was a significant delivery of projects or the nature of the work of the partnership change, the Commission should continue to receive regular updates from the Leader and Chief Executive.

6. DEVELOPING THE ROLE OF SCRUTINY

- 6.1 Muge Dindjer (Policy & Scrutiny Manager) presented a report that considered options for developing the role of scrutiny and enhancing the role of Ward Members. The report also considered the role of scrutiny in supporting the delivery of the new 'City for All' strategy; and suggested ways for greater openness, transparency and engagement for Members, staff and residents.
- 6.2 The Commission acknowledged that scrutiny was most effective when it contributed to policy development; and worked alongside the Executive to support the delivery of the City Council's policy goals. The Leader of the City Council and Chief Executive suggested that scrutiny could be more ambitious, and highlighted the need to seek the greater involvement of Westminster's residents and partners and take the scrutiny process into the community.
- 6.3 The Commission commented on the success of the 'Meet the Leader' sessions, and discussed the value of exit interviews where staff could flag up issues of corporate concern. Members also discussed the routes through which residents could add issues to Scrutiny Work Programmes; together with the difficulty in engaging with hard to reach communities.
- 6.4 The Commission discussed the options that had been set out in the report, and agreed to recommend that:
1. Draft scrutiny work programmes should be shared with all Ward Members to enable them to contribute their concerns and ideas as part of the annual development of the work programmes.
 2. The role of Ward Members be developed as part of scrutiny, which could include formalising their contribution to Committees as expert witnesses with special knowledge of their local areas and issues
 3. More prominence be given to Work Programmes on the website, and to contributions being invited from the public regarding items/services which scrutiny should consider to contribute to the annual work programme i.e. from January – April each year.
 4. Scrutiny and Cabinet Members should jointly agree a number of themes/areas where Task Groups should carry out policy development work

5. The City Council should establish a system whereby staff (perhaps anonymously) and any Member could suggest items for scrutiny at any stage in the year.
6. More scrutiny meetings be held outside of City Hall to make them more accessible to the public and advertise them.

7. SCRUTINY WORK PROGRAMMES

- 7.1 Muge Dindjer (Policy & Scrutiny Manager) presented the draft Work Programme for each of Westminster's Policy & Scrutiny Committees. The Commission noted that the Work Programmes were at different levels of approval, and were still to be finalised.
- 7.2 Members discussed the future Work Programme for the Commission, which would continue to include regular updates on the West End Partnership; together with the changes to Tri-borough shared services; Devolution; and the Transformation of Public Services. Commission Members also commented on the need to measure the time and resources that were being spent on scrutiny, together with the quality of outputs.
- 7.3 The Commission discussed the date of its next meeting, and agreed that the meeting currently set for 29 June would be rescheduled for 27 September 2017, with an earlier start time of 6.30, when the Leader and Chief Executive would both be available.

8. CLOSE OF MEETING

- 8.1 The Meeting ended at 8.57 pm.

CHAIRMAN: _____

DATE _____



Westminster Scrutiny Commission

Date:	27 September 2017
Classification:	General Release
Title:	The Leader Of The Council
Report of:	Councillor Nickie Aike, Leader of the City Council
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Richard Cressey x 3403 rcressey@westminster.gov.uk

1. Introduction

- 1.1 I last addressed the Commission via a verbal update on 24th May 2017, four months after I was appointed Leader of the Council and two months after I launched City for All 2017/18.
- 1.2 In my submission for this meeting, I provide the Commission with an update on the Council's City for All vision, key areas of new policy direction and other matters raised by the Commission in advance of the meeting.
- 1.3 The Chief Executive's Report provides an overview of issues of managerial importance and I have therefore limited the content of this report to those strategic matters which I have prioritised in recent months along with other areas of potential interest for the Commission.

2. City for All – update

- 2.1 Updating the City Plan and the Interim Statement of our New Approach to Housing delivery
 - 2.1.1 In June I spoke to the London Real Estate Forum (LREF) about the new direction the Council will take under my leadership to ensure Westminster is a place where people from all backgrounds can afford to live. This is the bedrock

of City for All because access to high quality reasonably priced housing is the single most important aspect of many people's lives.

2.1.2 I challenged the house building industry to do more to deliver affordable housing units in developments across the city. At the same time, the Council published an Interim Statement of our New Approach to Housing delivery. This document makes clear the Council's expectations under existing planning policy on issues such as use of Section 106 Funds, viability assessments, the cost of land and post-permission viability reviews.

2.1.3 A full review of the City Plan is ongoing and Members will be provided with the opportunity to be briefed on the contents and timetable for the revision.

2.2 Community Cohesion

2.2.1 Last year, as Cabinet Member for Public Protection, I 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. I committed to carrying this work forward as Leader as a key City for All priority.

2.2.2 The (Scrutiny) Commission will be aware that 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 my predecessor, the late Sir Simon Milton, launched a review in 2006 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 that has all impacted the way people in Westminster work and live with one another.

2.2.3 My review has sought to shine 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.

2.2.4 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.

2.2.5 Following this evidence gathering and extensive engagement activity, the findings have been collated and the Commission is now drafting its final report. We expect to launch the report in the Autumn at an event with partners, stakeholders and everyone we spoke to over the course of our engagement activity. With these stakeholders, we will develop an action plan to ensure that our recommendations are put into meaningful actions. I have asked that the (Scrutiny) Commission monitor the implementation of these actions on an on-going basis.

2.3 Don't Be Idle Campaign

2.3.1 In collaboration with Councillor David Harvey, I have launched and championed a major new anti-engine idling campaign called #DontBeldle. The campaign asks motorists to sign an online pledge to turn off engines at the side of the road and help to reduce asthma, heart disease and lung cancer in the area.

2.3.2 As of mid-September the campaign has achieved the following results.

- 300 pieces of media coverage across trade, regional, national, print and broadcast media with regular mentions throughout summer.
- 1.25 million people reached through use of the hashtag: #DontBeldle
- 700 retweets of #DontBeldle tweets to date
- 1,600 clicks through to pledge page
- 3,500 members of the public approached by parking marshals since the campaign launched including XX idling drivers.
- Over 50 idling drives agreed to stop idling in the first three anti-idling action days of the campaign.
- High levels of volunteer engagement with 45 volunteers within three months.
- 550 pledges of support from members of the public.
- Letters of support from Jesse Norman, Minister in the Department for Transport, responsible for idling and Steve Brine MP, Parliamentary Undersecretary of State for Public Health in the Department of Health.

2.3.3 We are also piloting a schools engagement programme with schools in the Marylebone Low Emission Neighbourhood involving air quality marshals.

2.4 Superfast broadband

2.4.1 Westminster has secured £2.8m to deliver a European Regional Development Fund (ERDF) project that aims to connect small and medium-sized enterprises (SMEs) within the city and the West End Partnership area to superfast fibre broadband connections.

2.4.2 To support the delivery of the scheme the council ran a supplier registration process to register a pool of registered suppliers who can deliver vouchers under the scheme. This process resulted in 104 suppliers registered to support the council to roll-out the scheme. The introduction of the scheme has resulted in significant positive benefits including major investment in fibre in the ground from companies in anticipation of the scheme and a diversion of investment from other parts of London to Westminster.

3. **Other issues to note**

3.1 Supporting the response to the Grenfell Tower Fire

3.1.1 The Chief Executive has provided a full update on the corporate response to the Grenfell Tower tragedy in his written report. I will not therefore cover the same ground in this report but I do feel it is important to recognise and thank Westminster officers for the exceptional work they undertook both in the aftermath of the fire to support the Royal Borough of Kensington and Chelsea and also to re-examine Westminster's own position on fire safety.

3.2 Move from tri-borough to bi-borough

3.2.1 In March, I took the decision, in consultation with the Cabinet, and alongside the Royal Borough of Kensington and Chelsea, to serve notice on the Section 113 agreement that existed between our two councils and the London Borough of Hammersmith & Fulham.

3.2.2 An intensive, large scale period of service reconfiguration has commenced to deliver the disaggregation of the shared service arrangements that are currently in place.

3.2.3 A corporate programme has been established, overseen by a small Group of key Cabinet Members whose services are directly affect, to plan and co-ordinate activity ensuring that the tri-borough exit is orderly and within the one year timeframe set. This includes design, consultation and finalisation of bi-borough organisational structures.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Richard Cressey x 3403
rcressey@westminster.gov.uk



Westminster Scrutiny Commission

Date:	27 September 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
- Corporate response to Grenfell
 - Health & Social Care Sustainability and Transformation (STP) Plan
 - Devolution (incl. Health) and Public Service Transformation

2. Key Matters for the Committee's Consideration

- 2.2 The Commission is asked to note the report and provide feedback on recent activity.

3. Corporate response to Grenfell

3.1 Context

- 3.1.1 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 from a range of London partners, including Westminster.

3.2 Impact on Staff and Implications on Service Delivery

- 3.2.1 The response involving WCC gradually increased to over 150 personnel as more departments and key individuals became involved, including the Westminster BECC amalgamating with RBKC BECC when staff were evacuated from Kensington Town Hall 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. However, the Grenfell Response Unit was also hosted in Portland House for several weeks from 16 June.
- 3.2.2 During our support for Grenfell throughout the summer, contingency plans were in place to ensure Westminster's "business-as-usual" services delivery continued. The final handover to RBKC from the Grenfell Response Team took place on 8 September. Staff have now returned to normal WCC service delivery roles.
- 3.2.3 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. Most WCC departments operated at 90-100% staffing capacity. Westminster's internal response subsequently focused on reviewing our own housing stock and supporting the Westminster Mortuary.

3.3 Partnership Working

- 3.3.1 Following the Grenfell fire, WCC has been working closely with DCLG, LFB and other partners to carry out the necessary tests on cladding and assess fire safety in CWH buildings.
- 3.3.2 Similar cladding panels to those at Grenfell have been found in 6 tower blocks in Little Venice to have failed the BRE tests. The programme to remove cladding will start on Thursday 7 September and residents have been notified beforehand. Westminster continues to work with Central Government and LFB to address fire safety issues going forward. Residents are being informed of any changes, as appropriate.
- 3.3.3 The Sprinkler Installation Programme for communal areas was agreed in July and is being assessed in light of updated advice from CLG and LFB for Little Venice, with follow on assessment planned for all blocks over 30 metres. Independent FRAs (fire risk assessments) are also being carried out for buildings over 11 stories (30 meters) and jointly with LFB for 10 stories.
- 3.3.4 Alongside London Fire Brigade, we are working to ensure privately owned tower-blocks are also supported in examining fire safeguarding private tenants from a fire safety perspective in the aftermath of the Grenfell Tower tragedy

We continue to monitor the cost of the additional fire safety works and are working with Central Government, as well as other partners, to confirm possible alternative / government funding arrangements.

3.4 Next Steps

3.4.1 London Resilience is currently coordinating feedback on the response to the fire and a pan London de-brief will take place in the autumn. WCC also plans to undertake a further detailed internal de-brief on the Westminster response to the incident.

3.4.2 The Grenfell Fire, as well as Westminster Bridge, London Bridge, Finsbury Park and Manchester have prompted us to review our contingency planning arrangements and 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 training, awareness and testing of plans.

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

4.1 Context

4.1.1 Work has continued over the summer to progress 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.

4.1.2 The diagram below provides an overview. Officers are involved and participate in each key STP Delivery Area and the Cabinet Member for Adult Social Care & Public Health, myself and other senior officers continue to represent the Tri-Borough on the North West London Health & Social Care Transformation Board, which acts as the Programme Board for the delivery of the overall STP.

The triple aim	STP delivery areas	JHWS priority areas	STP Plans
Improving health and wellbeing	DA1 Radically upgrading prevention	PA 5 Radically upgrade prevention and early intervention	a) Enabling and supporting healthier living for the whole population b) Keeping people mentally well and avoiding social isolation c) Helping children get the best start in life
	DA2 Eliminating unwarranted variation and improving LTC management	PA 1 Improving outcomes for children and young people	a) Delivering the Strategic Commissioning Framework and FYFV for Primary Care b) Improve cancer screening to increase early diagnosis c) Better outcomes and support for people d) Reducing variation by focusing on Right Care e) Improve self-management and 'patient activation'
Improving care and quality	DA3 Achieving better outcomes and experiences for older people	PA 2 Reducing the risk factors for and improving the management of long term conditions such as dementia	a) Improve market management and take a whole systems approach to commissioning b) Implement accountable care partnerships c) Upgrade rapid response and intermediate care services d) Create an integrated and consistent transfer of care approach e) Improve care in the last phase of life
	DA4 Improving outcomes for children and adults with mental health needs	PA 3 Improving mental health outcomes through prevention and self-management	a) Implement new models of care for people with serious and long-term mental health needs to improve physical and mental health and increase life expectancy b) Focused interventions for target populations c) Crisis support services d) Implementing Future in Mind
Improving productivity & closing the financial gap	DA5 Ensuring we have a safe, high quality sustainable acute services	PA 4 Creating and leading a sustainable and effective local health and care system	a) Specialised commissioning to improve pathways from primary care and support consolidation of specialised services b) Deliver 7 day service standards c) Reconfigure acute services d) NW London Productivity Programme
	Enablers		a) Estates b) Digital c) Workforce

4.1.3 It is anticipated that during the autumn, some changes will be made to the governance arrangements for delivering the plan.

4.1.4 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. A prudent view has been taken to assume that funding may not be available in the near future for WCC budget purposes. Nonetheless, some funding that has been agreed to go to the NHS in the next two years will improve services to reduce 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 and achieving finance efficiencies significantly more challenging.

4.1.5 In these circumstances various meetings have taken place between finance colleagues from NHS and Local Authorities on how to take STP business cases forward. There are currently 5 business cases which the joint finance community are focusing on due to the business cases being more developed and no direct dependence on STF funding. The business cases are, Discharge to Assess, Alcohol Prevention, Time of Crisis, Work & Health and Enhanced Care in Care Homes. Further detail on each of the business cases were considered by the Health & Wellbeing Board Report on 14 September.

5. Devolution

5.1 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

- 5.2 The government has recently sent a letter to the Mayor and Chair of London Councils confirming the government's intention to honour the MOU.
- 5.3 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.
- 5.4 As part of the devolution of the Work and Health Programme to London, the Council is entering into a MOU with the other member councils of CLF to enable the Corporation of London to commission the programme on our behalf. Westminster City Council and CLF's preferred provider will have been selected by early November 2017.
- 5.5 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.

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

This page is intentionally left blank



Westminster Scrutiny Commission

Date: 27 September 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

This page is intentionally left blank

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	<ul style="list-style-type: none"> Charlie Parker
The Leader of the Council	A Q&A session with the Leader of Westminster City Council	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Muge Dindjer
Developing the Role of Scrutiny	To consider options for developing the role of Scrutiny and enhancing the role of Ward Members	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Charlie Parker
The Leader of the Council	A Q&A session with the Leader of Westminster City Council	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Charlie Parker

Transformation	Strategic level overview not duplicating individual areas which each committee is examining.	
Tax Increment Financing	What learning can be extracted for future engagement with government	

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	<ul style="list-style-type: none"> • Councillor Nickie Aiken
Bi-Borough Program Update	Update at a strategic level.	
West End Partnership		<ul style="list-style-type: none"> • Ed Watson