



City of Westminster

Title:

Westminster Scrutiny Commission

Meeting Date:

Tuesday 11th December, 2018

Time:

6.30 pm

Venue:

**Westminster City Council, City Hall, Room 3.6/3.7, 3rd Floor,
5 Strand, WC2 5HR**

Members:

Councillors:

Melvyn Caplan (Chairman)
Nafsika Butler-Thalassis
Tony Devenish
Paul Dimoldenberg
Jonathan Glanz
Karen Scarborough



Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.00pm. 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, Reuben Segal, Acting Head of Committee and Governance Services.

**Email: rsegal@westminster.gov.uk Tel: 020 7641 3160
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 Director of Law in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note that Councillor Dimoldenberg has replaced Councillor Adam Hug.

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 28 June 2018.

(Pages 3 - 6)

4. LEADER OF THE COUNCIL'S UPDATE

(Pages 7 - 16)

5. EMERGENCY PREPAREDNESS UPDATE

Report of the Director Public Protection & Licensing

(Pages 17 - 36)

6. WORK PROGRAMME 2018-2019 AND ACTION TRACKER

(Pages 37 - 56)

Stuart Love
Chief Executive
30 November 2018



CITY OF WESTMINSTER

MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Thursday 28th June, 2018**, Room 3.6 and 3.7, 3rd Floor, 5 Strand, London, WC2 5HR.

Members Present: Councillors Nafsika Butler-Thalassis, Adam Hug, Melvyn Caplan (Chairman), Tony Devenish and Jonathan Glanz

Apologies for Absence: Councillor Karen Scarborough

1 MEMBERSHIP

1.1 **RESOLVED:** That Councillor Melvyn Caplan be elected as chairman.

2 DECLARATIONS OF INTEREST

2.2 No declarations were received.

3 MINUTES

3.1 **RESOLVED:** That the minutes of the meeting held on 22 March 2018 were approved as a correct record of proceedings.

4 CHIEF EXECUTIVE'S UPDATE

4.1 Stuart Love (Deputy Chief Executive) provided an update on matters of corporate interest, which included (1) Oxford Street; (2) Planning Review; (3) CityWest Homes Review; (4) the Transition from Tri-Borough to Bi-Borough for the Shared Adult Social Care, Children's and Public Health Services and (5) an Update on the Transfer of Managed Service's Finance, Payroll and HR Services from BT to Hampshire Integrated Business Centre.

4.2 The Chief Executive explained that an update on Health/Adult Social Care Integration had not been included in his report, contrary to its reference in the executive summary, as there had been little movement since the commission received an update on it at its last meeting.

- 4.3 With regards to the review of CityWest Homes (CWH), the Chief Executive informed members that a report from consultants Campbell Tickell was expected at the end of August which will inform a report to the Cabinet Member for Housing and Customer Services. The Chief Executive was informed that a task group of the Housing, Finance & Customer Services Policy and Scrutiny Committee into CWH had been established and he agreed to ensure that the decision report is not issued until the task group had reported its finding to the committee on 27 September. He suggested that the task group may wish to invite a representative of Campbell Tickell to one of its meetings to assist members in their considerations.
- 4.4 Members commented that concerns over air pollution has influenced to a greater degree than need to improve Oxford Street. A range of developments in transport practices and technology, both positive (freight consolidation, electric taxis) and negative (motorised pedicabs), were coming forward. Members sought reassurance that such issues would be taken into account when developing new solutions to improve and transform the Street. The Chief Executive commented that pedestrian safety is another important factor that has influenced the need for a new solution for the entire district. He explained that Crossrail stations at Tottenham Court Road and Bond Street will open in December 2018, however, the impact of the additional passenger numbers will not be evident until a year later. The Council will shortly be undertaking a safety audit on the measures that need to be put in place immediately when the stations begin operating and again in December 2019.
- 4.5 Members commented in relation to the Planning Review that whilst development requires a degree of regulation any changes to the service needed to be measured and not burdensome for applicants. The Chief Executive advised that any proposals will be widely consulted upon. The Council will ensure that its reputation of having a fair and user-friendly planning service is not jeopardised. He further stated that the Council's planning, licensing and parking services generate significant income for the Council and any changes will need to take this into account.
- 4.6 The Chief Executive was asked whether the impact of the Grenfell Tower Fire on the Royal Borough of Kensington and Chelsea (RBKC) was likely to have an effect on Bi-borough arrangements. Stuart Love explained that RBKC had separated this work from other parts of the Council and that day-to-day there was very little impact on Children's and Adult Services. He further explained that he has regular discussions with his counterpart Barry Quirk on issues of common interest so that he is kept abreast of any important developments.
- 4.7 The Commission asked the Chief Executive to forecast other issues that were likely to have an impact on the Council over the next few years. In response he provided updates on (1) the Council's Digital Transformation programme, (2) Police and NHS Resources, (3) future funding and (4) Business Rates - devolution and the impact of revaluations.
- 4.8 With regards to the Council's Digital Transformation programme, members raised concerns about the technical problems with the online 'Report-it'

function that has led some users to abandon it and report matters via other methods. They also stated that the requirement to register as a user will limit its use and they suggested that this should be optional. The Chief Executive advised that the programme, which had been running over the last 3 years, had initially been driven by customer preferences but had been expanded to deliver efficiencies to internal processes. With regards to the 'Report-it' function, he acknowledged that it needed to be made more mobile friendly. Experts were being brought in to facilitate this. He agreed to ensure that councillors form part of the group that test any new feature and to revisit the requirement for users to register to use it.

- 4.9 The Chief Executive explained that a consequence of a reduction in police numbers was a reduced visibility of police on the street. This had resulted in previously addressed problems re-emerging. He stated that given the further reductions expected in police numbers the Council will need to work closely with them to mitigate such issues. On the subject of the NHS, he stated that the £20 billion additional funding for the service in England by 2023/24 that had been announced by the government was not expected to include any money for Adult Social Care. He stated that in the absence of any new legislation or funding the ability of the local authority to deliver public health services would remain challenging.
- 4.10 The Chief Executive advised that like all local authorities the Council will face ongoing budgetary challenges due to demographic and inflationary pressures. He stated that savings had been identified in the current financial year and the following.
- 4.11 With the recent store closures announced by the House of Fraser and Waitrose in mind, the Commission asked about the Council's lobbying of government on business rates. Stuart Love advised that as part of the Leader's priorities the Council's lobbying agenda will be refreshed. He advised that the Council needed to look beyond retail as being the only offer for the high street. This will require looking at the Council's planning policies and land use designations. Members commented that restaurants as well as retail was struggling. Although demand for some services remained high, rent increases were leading to businesses becoming commercially unviable.
- 4.12 Members also asked about funding for Council projects and schemes that was provided by or contributed to by the GLA and any changes to these. The Chief Executive advised that the Council was reviewing the forward looking programme and identifying where projects or schemes might be at risk. He advised that Transport for London had indicated that they would be reducing funding for some highway works, however, the risks were smaller than initially thought. He stated that there were a number of projects that the Council undertakes in conjunction with the GLA and it is in both organisation's interest, as well as for London regionally, for these to continue.

5 WORK PROGRAMME 2018/19

- 5.1 Aaron Hardy (Policy & Scrutiny Manager) presented a report on the Work Programme for 2018-19 and invited Members to review the list of suggested items at Appendix A to the report and decide which of these items or other topics it may wish to include on the work programme.
- 5.2 The Commission supported receiving reports and future meetings on emergency planning, staff survey, MyWestminster Programme and progress in implementing the Community Cohesion Programme.
- 5.3 **RESOLVED:** That the agenda for the meeting on 29 November 2018 should include a question and answer session with the Leader of the Council and a report on emergency planning and preparedness.
- 5.4 **ACTIONS:** To facilitate its responsibility for the management and coordination of the policy and scrutiny function, Members would like an overview of each policy and scrutiny committee's work programme and a summary of their activities. (**Action for: Aaron Hardy, Policy and Scrutiny Manager**).

The Meeting ended at 7.42 pm

CHAIRMAN: _____

DATE _____



City of Westminster

Westminster Scrutiny Commission

Date: Tuesday 11 December 2018

Title: Update from Councillor Nickie Aiken, Leader of the Council

Report of: The Leader of the Council

Briefing Author and Richard Cressey
Contact Details: Private Secretary to the Leader of the Council
rcressey@westminster.gov.uk
Tel: 020 7641 3403

1. Introduction

- 1.1. I last updated the Commission on 22nd March 2018. Since then, there has been a local election and the Council has launched City for All 2018/19 – our vision to make Westminster a city where people from all backgrounds are empowered to make choices to make their lives better, a city where people are protected from harm and a city where people have the opportunity to build their lives and raise the families
- 1.2. In my submission for this meeting, I provide the Commission with an update on the Council's City for All vision, the MyWestminster Programme and other key areas of new policy direction.

2. Westminster Community Contribution

- 2.1. The Westminster Community Contribution has raised £426,529 at the end of the first fundraising period in November 2018. The average donation is above the suggested donation amount of £833.
- 2.2. A second round of fundraising has now commenced and funds continue to grow. An individual donation of £10,000 was made towards the end of November.
- 2.3. On 7th March 2018, following a consultation with Band H properties between November and December 2017, the Council resolved to introduce the Westminster Community Contribution scheme to allow higher value properties in the city to voluntarily contribute towards funding local discretionary services.

- 2.4. Letters were sent to all 15,600 Band H properties inviting occupiers to make a community contribution to the City of Westminster Charitable Trust.
- 2.5. The Trust has agreed that any funds collected through the Community Contribution scheme would be distributed to support the following three priorities:
- Extra support for people who find themselves sleeping on Westminster's streets
 - £60,000 for a scheme employing ex-rough sleepers to become outreach workers – the trust is asked to allocate money directly to an agreed organisation.
 - £70,000 for a grant fund which any organisation that has an innovative idea to help people off the streets can bid to with specific projects.
 - Helping young people – investing in youth support
 - £130,000 for grant funding to attract initiatives which support children into employment and align to the Westminster City Lions (see below).
 - Helping to tackle isolation and loneliness – not just amongst the elderly but across all age groups, including children
 - Proposals are still being worked up and will be launched with the Council's wider loneliness campaign in 2019
- 2.6. Funding allocated by the Trust must support services or projects which are additional to core Council services.

3. Parental leave policies

- 3.1. One of the Council's key priorities for staff is diversity and we have committed to close our gender pay gap.
- 3.2. For many years our approach to maternity pay has been below industry standard and has not helped the Council to attract or retain working parents. We previously paid the minimum amounts possible under the national agreements with Trade Unions.
- 3.3. We have therefore reviewed our approach to maternity pay and parental leave policies as a whole and we have benchmarked our current offer against a number of organisations across both public and private sectors.
- 3.4. Our new policy will give employees the right to 26 weeks full pay, followed by 26 weeks half pay whilst on maternity leave. This allowance will be also be available under the Shared Parental Leave policy so that partners can also access it.
- 3.5. The Council is now also committed to supporting the 'Smallest Things' campaign, which will see proactive steps to assist employees dealing with the premature birth

of their baby. This will specifically mean that parents of babies born at or before 37 weeks would be entitled to receive an extra week's leave and pay for every week their premature baby spends in hospital before their due date.

- 3.6. These policy changes will benefit the lowest paid in the organisation the most.
- 3.7. The additional costs of amending these policies will be balanced against the hidden costs of recruitment and training that are a consequence of the turnover generated by our current approach. The benefits will be felt immediately by our employees and we would market these proactively to publicise Westminster City Council as one of the most modern and progressive employers of women and families in London.

4. Support for EU Nationals

- 4.1. The Council remains committed to supporting the large number of EU nationals living in Westminster. We continue to provide funding to the Citizen's Advice Bureau who have now undertaken nearly 400 assessment or advice sessions with Westminster residents since the start of the year.
- 4.2. People using the service have commented that the support provided has improved their capacity to manage any future problems that may arise for them and increased their knowledge and confidence regarding their rights and responsibilities.
- 4.3. In addition the council is working with the Home Office to organise a second information session to residents early in 2019. This will build on the success of the first of these events held in March 2018 and seek to provide more residents with access to information on how their situation may or may not be affected once the UK leaves the European Union.

5. MyWestminster programme

5.1. MyWestminster Fund

- 5.1.1. This is an open fund for community groups to bid in to for funds to be used on projects to support the needs of the Westminster community and its residents.
- 5.1.2. There are around 700 voluntary and community sector organisations in Westminster that focus on the needs of Westminster, our community and our residents. There are many more faith groups, amenity societies, and residents and tenant's associations.
- 5.1.3. The MyWestminster Fund offers voluntary and community sector organisations in the city the opportunity to access funding for up to two years.

- 5.1.4. Bids were expected to demonstrate how funding will contribute to the delivery of City for All objectives with a particular focus on priority areas set out when the Fund was launched. Groups are able to bid for funds up to £10,000 per project.
- 5.1.5. The first round of the Fund opened in December 2017 and closed in February 2018, 140 applications were received and the Members Board awarded to 29 projects to a total of just under £200,000.
- 5.1.6. The second round opened in June 2018 and closed at the end of August, 96 applications were received; 19 projects were awarded funding totalling just over £123,000.
- 5.1.7. A full list of all successful applications is provided at appendix 1.

5.2. **MyWestminster Projects**

- 5.2.1. The MyWestminster Projects are a range of Council-led initiatives to improve the lives of residents and the city as a whole.
- 5.2.2. Made up of seventeen distinct projects funded from a variety of sources, the projects offer Westminster fresh approaches to issues the Council has been grappling with for a number of years. The full list of projects and aims is provided at appendix 2.
- 5.2.3. The projects are all progressing in line with their original brief and new monitoring arrangements have been put in place to quantify the impact of each project. The data from these new monitoring arrangements is currently being gathered following a baselining exercise over the summer and a full update will be provided to the Scrutiny Commission at a future date. Reporting will be in line with quarterly Council-wide performance management to ensure data is captured once, and in a straightforward manner.

5.3. **City Lions**

- 5.3.1. City Lions aims to connect young Westminster residents, aged 13-16, to the best cultural and creative opportunities in the city. City Lions will target young people who are from 30% of the most deprived wards in the city and will provide a programme of activities for 600 young people to include the following:
 - Build their confidence and meet other young people from across the city;
 - Boost their CV through experiences of work in some of the city's most prominent organisations;
 - Explore different career paths through taster sessions and inspirational workshops with local young entrepreneurs; and
 - Exclusive 'behind the scenes' access to arts and cultural venues and events such as the theatre and exhibitions at museums and galleries.

- 5.3.1. We have sought the support of over 60 businesses for the experience of work part of the project. Six schools (King Solomon Academy, St Marylebone Bridge School, St Marylebone School, St Marylebone Boys School, Paddington Academy and Westminster Academy) and two youth clubs (St Andrews & Caxton) are currently involved in the project with others due to come on board next year, Somerset House also signed up as a regular cultural deliver partner for each of the school programmes.
- 5.3.2. The first workshops started on 22 October at the Westminster Reference Library, 7 young people mainly referred from Children Services attended the whole 3 day programme. Day 2 featured a visit to Somerset House, exposing the group to a stimulating art exhibition by Athi-Patra Ruga, which inspired them to create their own spoken word pieces that may be used in a future exhibition at Somerset House.
- 5.3.3. Tickets have been donated for the family premiere of Smallfoot and an NFL game at Wembley, photographic work shop from the Photographers gallery, Tickets for the premieres of "The Hate U Give" and "Been So Long" from the BFI. The V&A also provided exclusive places on their Saturday club for City Lions in addition The Screen Community have given places on the Game Building Course and a film making course.

5.4. **MyWestminster Day**

- 5.4.1. On 1 July 2018, we held our second ever MyWestminster Day, doubling the number of people attending the event from the previous year.
- 5.4.2. This year we had 40 community exhibitors representing our diverse community, giving up their Sunday in the hot weather to support their community in creative and inspiring ways, as well as a large number of voluntary performers who brought the event to life.
- 5.4.3. From the Maida Hill food tent running their Big Eat training programme to the Mosaic Community Trust providing Indian head massages given by local BME women as part of a wellbeing and employment programme, we had a great, diverse mix of activity to suit everyone.
- 5.4.4. I am extremely proud that Westminster can put on an event like the MyWestminster Day and I am even more delighted that we can do so in a sustainable manner, with no plastic bottles or printed programmes.

Appendix 1 – list of successful applicants to the MyWestminster Fund

Successful organisations from tranche 1

Organisation	Project	Amount awarded
Art Alive Arts Trust	To create an art based project to engage with local homeless NEETs and help them develop soft and tangible skills as a route to employment.	£5,000
Beauchamp Lodge Settlement	Floating Classroom sessions for Westminster Children's University	£4,080
Chinese Community Centre	Youth Worker	£9,508
Communities for a Better World	After school programme and trips	£9,983
Creative Futures	Childhood Festival	£5,670
Donmar Warehouse	Extend schools programme into Westminster	£10,000
DreamArts	Young Carers Express Project	£10,000
Greenhouse Sports	After school sports programme	£5,000
Hafs Academy	Summer Streets event	£5,000
Heartstone	Procession and broadcast of International Stories	£9,000
KIDS	Weekly developmental play group that supports disabled babies and toddlers in Westminster	£10,000
Local Giving Foundation	Increasing skills for charitable groups	£10,000
London Basketball Association	Annual City of Westminster league and competitions	£5,000
Octavia Foundation	Base@the River - free cultural and creative club in Westminster for disadvantaged young people aged 7-21 years	£10,000
Paddington Arts	Westminster Past, Present and Future workshops and exhibitions	£9,060

Paddington Development Trust	Birth, Bump, Baby	£9,785
QPG Football and Academy Sports Hub	Girls only football	£6,000
Regent Street Cinema	Social isolation project	£1,216.20
Rising Stars Support CIC	Rising Stars Support CIC	£4,980
SENsational Tutors	Specialised holiday club	£7,850
SouthWest Fest	Community Festival	£10,000
St Andrew's Club	Junior Club	£9,500
The Abbey Community Association	A year's programme focusing on communities	£3,000
The Photographers Gallery	The Photographers Gallery	£1,410
The Screen Film Community t/a The Screen Community	The Screen Film Community t/a The Screen Community	£9,920
WECH	Summer Festival	£3,000
Westbourne Forum	Westbourne Summer Festival	£5,000
Westminster Boating Base	Community Summer Fun Festival	£5,000
Westminster Youth Council	Increase presence of the Youth Council and develop the Duke of Edinburgh Programme	£6,000

Successful organisations from tranche 2

Organisation	Project	Amount awarded
Abundance Arts	Community project with autistic and SEND children	£4,900
Association A Future Without Rubbish (AAFWR)	Changing perceptions via schools projects	£9,900
Avenues Youth Project	Girls Group	£9,615
Connaught Opera	Concerts for older people	£2,450

Diversity Role Models	LGBT+ Schools Inclusion Project	£5,726.33
Fitzrovia Chapel Foundation	Autumn 2018 Dwelling exhibition	£1,200
Iniva (Institute of International Visual Art)	Art workshops	£10,000
London Action Welfare Services (LAWS)	After school healthy cooking classes	£5,192
Orion Orchestra	Tickets for children to attend concerts and backstage tours at Cadogan Hall	£1,500
Polonia Ladies Volleyball Club	Developing a junior academy	£6,270
Safe Haven Basketball	Monday night basketball club for children with learning disabilities	£2,500
Soho Parish School	Equipping a sensory room	£10,000
Soho Theatre	Soho Young Company	£3,000
The Pimlico Foundation	Outbreak project: Hot Chocolate Thursdays, Emotional Literacy Mentoring and Sky Pitch Football	£9,617.40
Westminster Bangladeshi Association	Community Empowerment: Badminton, Spring Festival and Community Action Day	£6,580
Westminster Bangladeshi Welfare Trust	Sewing and henna classes	£9,990
Westminster Street Pastors	Street Pastors	£7,500
Westminster Warriors	Basketball Club at Moberly Centre	£9,200
Zumba Sandra	Zumba classes	£8,500

Appendix 2 – list of MyWestminster projects

Project	Expected benefits
Housing Standards Force	Increase in formal action against rogue landlords to address non-compliant behaviours
	Increase in enforcement actions against landlords and letting agents in order to improve the quality of property standards
	Increase in number of actions taken to reduce anti-social behaviour in relation to short-term lets
ActiveStreets	Enable physical activity, leisure and sport opportunities on the doorstep in our neighbourhoods for children, young people and families
	Increase in the number of people who report they know their neighbours and can ask them for help
	Improve air quality and increasing active travel and physical activity, leisure and sport opportunities
Air Quality Manifesto	Increase the number of EV charging points
	Reduce pollution from older vehicles travelling within Westminster
	Implement measures to reduce pollution around primary schools
	Engage businesses and reduce pollution from unnecessary vehicle idling
Reducing Elderly Isolation	Reduced isolation and loneliness amongst older persons
EU Citizens Support Programme	Support EU citizens to remain in Westminster following the UK's exit from the EU
	Increased engagement with EU citizens regarding advice about the implications of Brexit
	Improved knowledge and online support for EU citizens about the implications of Brexit
Stay Safe	Improved support to young people who are repeated victims of crime and reduction in the number of these groups going on to perpetrate crime.
	Young people have improved perception of their safety in Westminster
Life Skills Lessons	Increased number of schools operating as a Centre of Excellence and provide outreach services to other Westminster Schools
	Improved training and guidance offer to schools based on a needs analysis framework
Life Skills Short Breaks	Increased number of people with SEND accessing employment, education or training workshops
	Increased satisfaction among young people with SEND, carers and parents for employment support
	Increased programme participation of young people with SEND
	Increased participation of young people with SEND whose parents completed IAG sessions
Supported Accommodation Plus	Increased number of supported accommodation visits
	Increased awareness of the signs of ill mental health
	Increased awareness of mental health services offered
	Increased number of young people that complete the support programme
	Increased number of staff that understand mental health
	Increased staff confidence in referring to mental health services
	Increased staff confidence to support young people with mental health
Integrated Street Engagement Unit	Decrease in street-based anti-social behaviour and criminality across the high impact locations in the City
	Increase the number of referrals to support services
	Increase the number of on street engagements, advice and signposting in day time
	Increase the number of individuals referred to treatment programmes

Constructors' Community Pledge	A reduction in the number of resident and business complaints relating to major developments in the city - <i>Lancaster Gate</i>
	Increase in residents who feel able to influence decision-making - <i>Lancaster Gate</i>
	A reduction in the number of resident and business complaints relating to major developments in the city - <i>Marylebone High Street</i>
	Increase in residents who feel able to influence decision-making - <i>Marylebone High Street</i>
	A reduction in the number of resident and business complaints relating to major developments in the city - <i>Bayswater</i>
	Increased number of residents who feel able to influence decision-making - <i>Bayswater</i>
Road to Wellbeing - Westminster Sings	Increased number of residents who feel informed about mental health services
Cultural Strategy	Residents gain greater awareness and access to cultural opportunities in Westminster
	Increase the number of residents that can benefit from opportunities created through physical regeneration
	Contribute to Westminster's perception as a beneficial place to do business
	Culture is used as a tool to achieve greater health and wellbeing outcomes
Market Curator	Increased satisfaction with Westminster's street markets by residents and visitors
	Number of market traders report increased level of support from the council
Nightsafe	Reduced crime and anti-social behaviour in the evening and night time (ENT)
	Reduced number of alcohol related ambulance call outs in the ENT in the West End
	Increase of West End residents who feel safe at night
	Reduced perception of drunk and rowdiness among residents in West End
	Prevention of night time risks and escalation through early intervention of Night Hub
	Awareness of the Night Safe campaign among residents
	Residents in relevant wards who have heard of the Night Safe campaign
	Reduced ENT call presentations and admissions
Street Waste Action Team	Reduction in incidents of flytipping - <i>Hyde Park</i>
	Increased resident satisfaction on street recycling facilities bins - <i>Hyde Park</i>
	Reduction in incidents of flytipping - <i>Tachbrook</i>
	Increased resident satisfaction on street recycling facilities bins - <i>Tachbrook</i>
	Reduction in incidents of flytipping - <i>Vincent Square</i>
	Increased resident satisfaction on street recycling facilities bins - <i>Vincent Square</i>
	Increased resident satisfaction with clean streets - <i>Warwick</i>
	Increased resident satisfaction on street recycling facilities bins - <i>Warwick</i>
	Reduction in incidents of flytipping - <i>Harrow Road</i>
	Increased resident satisfaction on street recycling facilities bins - <i>Harrow Road</i>
	Reduction in incidents of flytipping - <i>Maida Vale</i>
	Increased resident satisfaction on street recycling facilities bins - <i>Maida Vale</i>
	Reduction in incidents of flytipping - <i>Marylebone High Street</i>
	Increased resident satisfaction on street recycling facilities bins - <i>Marylebone High Street</i>
City Tree Scheme	Increase the number of street trees across the city



Westminster Scrutiny Commission

Date:	11 December 2018
Classification:	General Release
Title:	Emergency Preparedness Update
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:	Mark Chalmers Operational CONTEST Manager x6032 mchalmers@westminster.gov.uk

1. Executive Summary

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

- Overview of current activity
- Raising awareness of Emergency Planning and Business Continuity
- Key areas of ongoing work:
 - Standardisation of emergency response capabilities in London
 - A review of Humanitarian Assistance provision
 - Interim Assurance Processes
- Role of Elected Members in Emergency Preparedness

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:

- Is the Commission satisfied with receiving an update annually?

- Is there a specific area of focus that the Commission would like a more detailed report?

3. Introduction

- 3.1. An update was provided to the Scrutiny Commission in 2017 on the council's response to the Grenfell Tower Fire and also the terrorist-related incidents that took place in 2017.
- 3.2. The report also highlighted particular areas of learning that had arisen from those incidents and the response to them. These areas of learning are being progressed, with some being completed, such as updating the disaster mortuary, others being tested and explored such as cascade communications to staff and others, for example around Borough Emergency Control Centre operation being scheduled for delivery through EP2020 (see below)
- 3.3. This report addresses specific areas of interest to the Commission: the role of elected members in emergency preparedness and current activity to raise awareness of emergency planning and business continuity with residents and businesses. This report also provides an update on the implementation of measures to improve resilience and preparedness across London and locally.

4. Overview of current activity

- 4.1 The table below highlights some of the core business as usual activity that the Emergency Planning team undertake. Of note are the 17 incidents responded to which include fires and gas leaks as well as the terrorist incident at the Palace of Westminster.

Performance Indicator	2017/18 Total	2018/19 Qtr 2 Update	Comments
ACT Awareness Sessions delivered	9	5	Primacy for coordinating the delivery rests with the police. Internal training will be scheduled early 2019
Argus Sessions delivered	20	Internal 3 External 8	Primacy for coordinating external delivery rests with the police. Internal Council sessions arranged monthly
Incidents Responded to	24	17	BECC activation for Palace of Westminster incident
Emergency Planning Tests or Exercises	8	1 control room exercise 8 Event Tabletops 6 Other external	NYE exercise to be planned
Business Continuity Tests or Exercises	7	0	Service areas are responsible for arranging tests of their internal plans, supported by corporate BC. Internal cascade training took place in Q3
Training Sessions Delivered	4	1 LALO 1 Silver 1 Gold 1 Loggist	Further training will be delivered as part of EP2020 implementation

- 4.2 Significant activity also goes in to planning for and testing ahead of events, including the POTUS visit and Commonwealth Heads of Government meeting.

5. Raising awareness of Emergency Planning and Business Continuity

- 5.1 One of the duties that the Civil Contingencies Act 2004 places on the council is to
- Provide advice and assistance to businesses and voluntary organisations regarding business continuity management.
- 5.2 The Council's Contingency Planning team provide advice to businesses in relation to emergency planning, the Council's role within it and also emphasising the importance of business continuity planning. In the financial year to date, 13 such sessions have been delivered and business continuity input provided at a further 8 Project Argus Counter-terrorism Awareness sessions.
- 5.3 These sessions are typically delivered through Business Improvement Districts or at the request of large organisations. It is recognised that such an approach will often miss many of the City's small and medium sized businesses and organisations. As such, an engagement plan will be written in order to improve the council's awareness raising activity in this regard.
- 5.4 Information is currently provided on the council's website, including signposting to residents and visitors to advice on preparing for an emergency and tips for recovering from one. The site also includes details of how to report an emergency and contact numbers for both emergency services and utilities.
- 5.5 The site also includes advice to businesses on the importance of business continuity planning, including contact details for the council Contingency Planning team and other online resources.
- 5.6 The content and location of this advice will be reviewed in line with the engagement plan above in order to ensure that it is accurate and fit for purpose.

6. Review of Emergency Planning Arrangements in London

- 6.1 The Local Authorities' Panel commissioned a review of London's local authority (LLA) 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.
- 6.2 Alongside this, the Lord Harris review of London preparedness was also published in 2016. 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 Details of these reviews were previously provided to the Scrutiny Commission. A programme of standardisation of emergency response capabilities across London Local Authorities has been developed from these, commonly referred to as EP2020.

7. Westminster EP2020 Implementation

- 7.1 The aim of EP2020 is to standardise LLA response capabilities across six areas of work: Borough Emergency Control Centre (BECC); Local Authority Liaison Officer (LALO); Rest Centres; Friends and Family Reception Centres; Survivor Reception Centres and wider Humanitarian Assistance. This includes standardising ways of working (Concept of Operations), roles and staff training.
- 7.2 The Council has committed to participating fully in this standardisation process.
- 7.3 A pan-London implementation plan has been developed with a target for completion of implementation of CONOPS, BECC and LALO by May 2019 and for Emergency Centres of September 2019. An implementation plan for Westminster has been written with a view to implementing in advance of these deadlines.
- 7.4 Implementation will include changing and updating current processes within the council's emergency plan; reviewing staffing levels; delivering updated staff training and then validating implementation through testing and exercising.

8. Humanitarian Assistance

- 8.1 A review of humanitarian assistance arrangements across Kensington and Chelsea and Westminster is being undertaken by Adults Social Care & Health, Children's Services and Housing services.
- 8.2 The aims of the proposal under consideration are to:
- ensure consistency in the planning and provision of humanitarian or welfare assistance in major incidents across the two boroughs
 - rationalise the training and support of responders on a Bi-borough basis
 - ensure resilience for all welfare response roles.
- 8.3 The aim of this proposal is to improve consistency across the two boroughs; rationalise the training and support of responders and provide greater resilience for all Welfare Response roles.
- 8.4 The proposal is under consideration. Any changes will be compliant with and delivered in conjunction with EP2020.

9. Interim Assessment Process

- 9.1 An externally commissioned report, (Sean Ruth Report, February 2018) identified the need for London Local Authorities (LLAs) to enhance the assurance of their preparedness and capability to provide a response in support of members of public to, and lead the recovery of the community from, emergencies.
- 9.2 In response, the Local Authorities Panel approved significant changes to the current Minimum Standards for London and set in motion a process to replace them with Resilience Standards for London by the autumn of 2019.
- 9.3 Whilst these new standards are being consulted upon and developed over an 18 month period, there is an interim assurance process (IAP). The aim of the IAP is to help boroughs transition to the new resilience standards and to help verify progress towards standardisation.
- 9.4 The IAP consists of a self-assessment against 32 standards followed by a peer challenge process held at a sub-regional level. The outcomes are then discussed at a Chief Officer level with a combined pan-London report compiled.
- 9.5 The self-assessment for Westminster has been completed and peer challenge is scheduled for late November 2018. The self-assessment identifies three broad areas of development:
 - Borough Emergency Co-ordination Centre staffing and training will be improved through the EP2020 implementation process.
 - There are likely to be some challenges around staffing and resourcing rest, reception and humanitarian assistance centres which will be addressed through joint planning with People's Services as part of the second stage of EP2020 implementation, as outlined above.
 - A plan needs to be developed around engaging and working with the community and voluntary sector to work effectively and collaboratively in response to emergencies.

10. Role of Elected Members in Emergency Preparedness

- 10.1 While it is not the role of a member/ward councillor to get directly involved in the delivery of the strategic, tactical or operational coordination elements of the response or recovery, elected members have an important role to play in emergency planning.
- 10.2 This is not just being involved in response and recovery but also through engaging with planning and preparation to ensure resilience and readiness. This involves being aware of the responsibilities of the council, being aware that appropriate plans are in place and in fulfilling their role as civic leaders through providing reassurance to the community. Members can also assist by providing relevant local knowledge and helping to identify the needs of individuals and the wider community. Conversely, they can communicate information to the public and media as required by the local authority Gold.

- 10.3 It is the responsibility of local authority Gold to notify elected members of an incident or emergency and to provide any appropriate updates. This may be done directly or through the council's communications team. Enquiries or information in relation to the incident should be communicated back in to the council through the communications team.
- 10.4 A more detailed report for elected members introducing key elements of emergency planning and their role within it accompanies this report.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Mark Chalmers x6032
mchalmers@westminster.gov.uk**

APPENDICES

Appendix 1 - Overview of Westminster and pan-London Emergency Planning Arrangements: A guide for elected members

BACKGROUND PAPERS

N/A

****OFFICIAL****

Overview of Westminster and pan-London Emergency Planning Arrangements

A guide for elected members

12/11/18
V - 1.1

1.0 INTRODUCTION

This document aims to give an overview of the emergency planning arrangements across London and locally within the City of Westminster. Emergency planning arrangements are regularly reviewed and updated following incidents and exercises and as such this is a live document.

- Overview of key aspects of Emergency Planning
- London Emergency Planning Arrangements
- Westminster Emergency Planning Arrangements
- Role of elected members

There are also appendices which include further details of levels of emergency, cordons and definitions.

1.1 Overview

Nationally, emergency planning arrangements are based on the statutory duties laid out in the Civil Contingencies Act 2004 (CCA). The CCA was introduced in 2004 as a replacement for the Civil Defence Act 1984 and is divided into two parts; Part 1 of the act outlines the definitions for an 'emergency' and the key statutory duties for category 1 responders. Part 2 of the act covers emergency powers that the government can use to create temporary emergency legislation during or to deal with a serious emergency.

Local Authorities have seven duties under the Civil Contingencies Act 2004:

- To operate with other local responders to enhance coordination and efficiency
- Ensure information is shared with other local responders to enhance coordination
- Carry out risk assessments
- Have emergency plans in place
- Have business continuity management arrangements in place
- Have arrangements in place to be able to warn and inform the public in the event of an Emergency
- Provide advice and assistance to businesses and voluntary organisations regarding business continuity management

Category 1 & 2 responders

Category 1 responders, 'Core responders', include the usual 'blue light' responders and agencies that would be directly involved in the response to a major incident. Alongside police, fire and ambulance services, this group also includes local authorities, health trusts and the Environment Agency.

Category 2 responders, 'supporting agencies', are key cooperating responders that support category 1 responders. This group includes utilities, transport providers, telecommunications providers and the Health and Safety Executive.

1.2 Levels of Emergencies

The UK central government response; concept of operations, defines the various scale of emergencies. They are as follows:

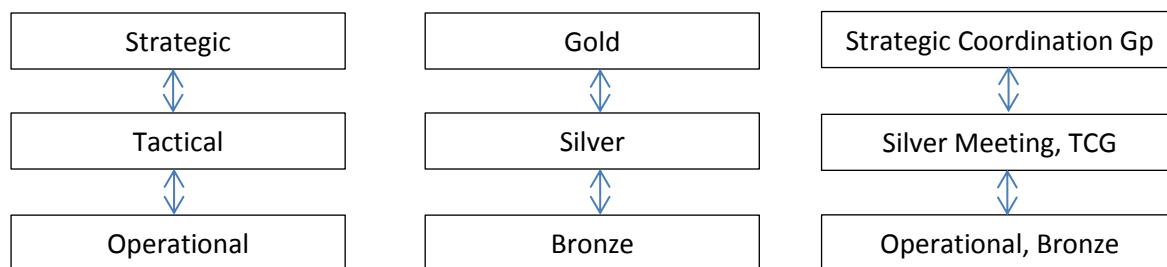
- Local incident
- Local Large Scale incident
- Significant Emergency (Level 1)
- Serious Emergency (Level 2)
- Catastrophic Emergency (Level 3).

Details of these are provided in Appendix 1.

1.3 Interoperability between Services

The same levels of Command, Operational (Bronze), Tactical (Silver), Strategic (Gold) are used by each of the emergency services and a number of other responding organisations, including local authorities. By using these universal tiers of command the emergency services and other responders are able to communicate appropriately with one another and understand each other's function and authority.

The below diagram shows the levels of command and the interchangeable terms used, the right hand column shows terms that may be used for meetings at the three levels of command.



The Joint emergency services interoperability program (JESIP) was initially a national two year program that ran between 2012-2014 and was primarily about improving the way police, fire and ambulance services work together when responding to major multi-agency incidents. The JESIP program produced a practical guide to help improve multi-agency response - the joint doctrine. This interoperability framework sets out a standardised approach to multi-agency working, along with training and awareness for agencies to train their staff.

2.0 LONDON EMERGENCY PLANNING ARRANGEMENTS

Emergency planning/ Contingency planning in London are delivered by contingency planning teams across all category 1 responders. These include the Metropolitan Police SC&O 22 (13), London Fire Brigade Emergency Planning Authority, London Ambulance service Emergency Planning resilience and response and all 33 London Boroughs.

2.1 Resilience Forums

All Category 1 and 2 responders meet regularly at a number of resilience forums. In London this consists of the London Resilience forum, sub-regional resilience forums and 33 borough resilience forums. Alongside this, there are structures in place to test, assure and improve London's emergency preparedness.

2.2 Pan-London Response

A pan London response to an "immediate impact" incident will activate the London Local Authority Gold arrangements (LAG). The Gold Resolution was agreed in 2004 across the 33 London chief executives, the purpose of the resolution to enable a single nominated chief executive to act on behalf of all London boroughs while responding to a catastrophic incident, including the power to incur expenditure. The 'on-call' Chief Executive would provide strategic input into the wider "Gold" group, chaired by the Metropolitan Police, and will manage the collective response to the catastrophic incident. The strategic coordination or 'Gold group' includes representatives of all emergency services, the health services and utilities. Borough chief executives cover 3 to 4 weeks throughout the year as the duty local authority Gold (LAG) or deputy LAG.

2.3 LLACC

The London local authority coordination centre (LLACC) is operated by the London fire and emergency planning authority on behalf of the 33 London boroughs to act as a single point of coordination during a major incident. When the LLACC is activated following a 'Local large scale emergency' or more serious emergency the LLACC manages the compiling of situation reports from the boroughs to London Local Authority Gold. The LLACC would also coordinate mutual aid requests from the affected borough/s.

2.4 SOR

The Special Operations Room is primarily a metropolitan police facility. During a major incident, partner agencies may be invited to attend. The strategic coordination group (SCG) would typically meet at this location depending on the incident severity and impacted area.

2.5 Resilience Standards for London

The Local Authorities Panel play a role in assuring the levels of preparedness and capability of London Local Authorities to provide a response in support of members of public to, and lead the recovery of the community from, emergencies. An externally commissioned report, (Sean Ruth Report, February 2018) identified that this should be enhanced from the previous Minimum Standards for London. Work is underway to replace them with Resilience Standards for London by the autumn of 2019. In the meantime, an interim assurance process is in place.

3.0 WESTMINSTER EMERGENCY PLANNING ARRANGEMENTS

Emergency planning/ Contingency planning in Westminster is coordinated by the Westminster Contingency Planning Team, which is located within the City-wide Operations within the Public Protection and Licensing directorate.

3.1 Contingency Plans

The contingency planning team produce, maintain, review and update the council's generic contingency plan for major emergencies and a number of specific emergency plans and supporting documents. Contingency plans are regularly reviewed and exercised with any post incident learning points applied to further plan updates.

3.2 Risks

The Borough Resilience Forum is responsible for maintaining and updating the Borough Risk Register. Examples of key risks identified on this include: industrial accidents; severe weather; pandemic influenza and terrorism.

3.3 Westminster Response - 'On call' arrangements

The contingency planning team maintain a constant on call response with a first call and second call contingency planning officer available throughout the year. Officers receive notification of a major incident from the emergency services via the Westminster contact centre dedicated major incident contact number.

Westminster maintains a constant on call rota of first call and second call Gold and silver officers. These officers have been trained in emergency response and are the initial tactical (silver) and strategic (gold) level representatives for the borough during a major incident.

Details of officers who are designated as 'on call' for a major incident or other serious emergency requiring an out of hours response from the council, is circulated twice weekly.

3.4 Major incidents

A major incident may be declared by one or more emergency services and in certain circumstances, such as flooding, the local authority may declare a major incident.

Each of the other emergency services will attend with an appropriate pre-determined response and notify the relevant supporting agencies, such as utilities providers or transport operators.

If the scale of the incident is such that a service area requires additional resources the appropriate Voluntary Services may be called in to assist and or the Borough Mutual Aid arrangements may be activated to use resources from another Borough.

3.5 BECC (Borough Emergency Coordination Centre) Arrangements

The BECC is activated following the declaration of a major incident to provide a central point for the council's emergency management and communications by;

- Locating the appropriately trained staff and responding service managers together;
- Providing a single point for all relevant information and directives to be received and sent;
- To maintain an overview of the total response to the incident and
- To ensure all the required protocols and procedures are maintained.

A BECC is scalable and can involve just a single officer acting as a liaison and coordination point or multiple officers over a sustained period of time. A BECC may also be activated for a local incident if the scale, duration or impact requires it.

A number of officers may be requested to work within the BECC during a major incident. Specific roles have been identified and training has taken place with these officers. Service leads would be identified during an incident and requested to work in the BECC as a single point of contact for their service area. BECC service leads may change during the incident response depending on the requirements and services involved at any point.

A communications officer would also be present in the BECC while operational to ensure a link between the incident response and the wider communications team.

3.6 Local Authority Liaison Officers (LALO)

Trained officers located at the scene of the incident to act as the Council's front line point of contact for the emergency services. If the incident is large scale and depending on availability, a Duty Contingency Planning Manager will go to the scene and attend any Silver meetings. The Borough Liaison Officer reports back to the Duty Contingency Planning Manager until such time as the BECC is operational.

3.7 Welfare Services

The majority of major incidents either directly or indirectly involve people, including those who need to be removed to a place of safety until safe to return to their homes and those affected by the trauma of what they have witnessed or been involved in.

The immediate need following the impact of an incident is to establish a place of safety for survivors, this is the responsibility of the police who will use the nearest available premises and operate a Survivor Reception Centre.

Local Authorities are required to co-ordinate the provision of welfare support to the community and lead the establishment of key humanitarian assistance facilities. The Council retains two emergency stores for essential basic equipment for use in the event of an emergency. Equipment retained includes items for sleeping evacuated people overnight, signage, low volume pumps, lighting and other generic rest and reception centre equipment.

Survivor Reception Centres (SRC)

SRC's are established and managed by the police immediately following an incident. A Westminster welfare services officer will attend the centre and in liaison with the police, assess the situation regarding the care of the survivors over the next 4 / 6 hours.

Resident details would normally be recorded to enable any follow up assistance that may be required.

If it is necessary to relocate evacuees, Westminster Contingency Planning Team will identify a suitable premises that is available and coordinate transport arrangements.

Reception Centres

Reception centres are places of safety for those who have been evacuated from their homes, work or other place but who are uninjured. Access to premises such as schools, leisure centres and other

public halls has been pre-arranged for use as a reception centre by the Westminster Contingency Planning Team.

Reception centres are activated through the Contingency Planning Team and managed by Westminster welfare services staff and / or if requested, the voluntary services.

The purpose of a reception centre is to provide a place of safety where both the immediate and longer term requirements of evacuees can be assessed.

Rest Centres

Rest centres are activated and managed the same way as Reception Centres but are used to provide emergency sleeping accommodation for evacuees who are unable to return to their homes and have nowhere else to go and stay and where temporary accommodation cannot be found.

3.8 Humanitarian Assistance Centres

Humanitarian Assistance Centres (HAC) are set up jointly between the Police and the Council when a large scale incident has occurred involving many people and where there have been a large number of fatalities or persons reported missing. Welfare services and voluntary agencies may also be located at the centre to provide further support and guidance for those requesting it.

3.9 Local Disaster Mortuary Plan

The Westminster City Council Public Mortuary, located at rear of 65 Horseferry Road, has been designated by the Home Office as a Designated Disaster Mortuary for mass fatalities in any of the boroughs within the jurisdiction of HM Coroner for Inner West London (Westminster, Kensington & Chelsea, Wandsworth and Merton).

There is also a memorandum of understanding in place between Westminster City Council and the City of London to allow them to use the Mortuary as the City of London Designated Disaster Mortuary. Plans to support National Emergency Mortuary Arrangements are also in place.

3.10 Recovery Phase

After the emergency services have left the scene of a major incident the local authority will take on the lead role in the rehabilitation and reconstruction of the community. A Major Incident Recovery Plan is in place for Westminster.

3.11 Financial Support – Bellwin Scheme

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.

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.

4.0 ROLE OF ELECTED MEMBERS

While it is not the role of a member/ward councillor to get directly involved in the delivery of the strategic, tactical or operational coordination elements of the response or recovery, elected members have an important role to play in emergency planning. This is not just being involved in response and recovery but also through engaging with planning and preparation to ensure resilience and readiness. This involves being aware of the responsibilities of the council, being aware that appropriate plans are in place and in fulfilling their role as civic leaders through providing reassurance to the community.

It is the responsibility of local authority Gold to notify elected members of an incident or emergency and to provide any appropriate updates. This may be done directly or through the council's communications team. Enquiries or information in relation to the incident should be communicated back in to the council through the communications team.

Members should also assist by providing relevant local knowledge and helping to identify the needs of individuals and the wider community. This may include communicating information to the public and media as required by the local authority Gold.

Examples of some activities that elected members may engage in response to or in recovery from an emergency are below:

Senior political leaders:

- Key policy decisions or strategic choices
- Liaising with other elected representatives
- Making representation to Government for additional resources and financial assistance
- Public spokesperson

All elected members

- Promote and communicate the council's role and response to an emergency
- Providing community leadership in their wards, including managing expectations.
- Acting as a conduit of information - feeding community sentiment to the council to inform decision making and messages to the community.
- Providing support and encouragement to officers and the affected community.
- Restoring, rehabilitating and reassuring affected communities

Examples of some activities that elected members may engage in either in advance of an emergency are below:

Portfolio holders

- Providing oversight and challenge to ensure that service areas are ready to respond to an emergency.
- Similarly, seeking reassurance that the service area has adequate and tested business continuity plans.

All elected members

- Identifying local community groups and partners who may be able to play a role in response to an emergency or recovery
- Promoting self-resilience within the community and with small businesses.
- Acting as a conduit of information - feeding community sentiment to the council to inform decision making and messages to the community.

Scrutiny

- Ensuring effective emergency planning and preparedness is in place
- That staff are trained and arrangements tested.
- Ensuring that 'lessons learned' following incidents result in service change and improvements

APPENDIX 1: Levels of Emergency

Local incident,

The majority of incidents that occur are resolved at a local level, these may include; fires, burst water mains, gas leaks, power failures and chemical incidents. These incidents are confined to a relatively small area and generally have a time scale of 4 to 6 hours, therefore the level of response required from the Council, whilst it may create some pressure on the service areas responding to the incident, is such that the Council can continue to operate business as usual.

The local response is co-ordinated by the Duty Contingency Planning Officer (DCPO), in consultation with council officers. Depending on the incident, the press office can be involved who will support any necessary briefings to members. The Borough Emergency Coordination Centre (BECC) is not usually made operational unless additional support is required.

Local Large Scale Incident,

Similar to a Local level incident, which may be resolved at a local level, but on a larger scale, e.g a number of buildings involved in a fire or multiple/ large premises evacuated.

The larger incidents may have a time scale up to 24 - 48 hours and may, for example, require the activation of occupants to a rest centre and overnight accommodation. Due to the extended response period, it may be necessary to either use additional staff or activate the voluntary services to assist.

The response will be coordinated by the Duty Contingency Planning Officer, in consultation with the 'on call' Silver or Gold officer. It may be decided that the BECC is required, if there are a large number of service areas or contractors involved in the response, or where Mutual Aid arrangements are activated with neighbouring Boroughs.

Significant emergency (Level 1),

This has a wider focus and requires central government involvement or support, primarily from a lead government department (LGD), alongside the work of the emergency services, local authorities and other organisations. Examples of emergencies on this scale include most severe weather-related problems.

Serious emergency (Level 2),

This incident has, or threatens, a wide and/or prolonged impact requiring sustained central government co-ordination and support from a number of departments and agencies, usually including the regional tier in England. The central government response to such an emergency would be co-ordinated from the Cabinet Office Briefing Rooms (COBR), under the leadership of the lead government department. Examples of an emergency at this level could be a terrorist attack, widespread urban flooding, widespread and prolonged loss of essential services, or a serious outbreak of animal disease. Examples of emergencies on this scale include the H1N1 Swine Flu pandemic, the 2007 summer floods, and the response to the 7th July bombings in London.

Catastrophic emergency (Level 3),

This has an exceptionally high and potentially widespread impact and requires immediate central government direction and support, such as a major natural disaster, or a Chernobyl-scale industrial accident. Characteristics might include a top-down response in circumstances where the local response had been overwhelmed, or the use of emergency powers were required to direct the response or requisition assets and resources. The Prime Minister would lead the national response.

APPENDIX 2: Cordons

To enable the emergency services to operate and to prevent the risk of injury to members of the public the area around the incident will be closed off by use of cordons which are managed by the police. A series of cordons are used and these are:

Inner cordon:

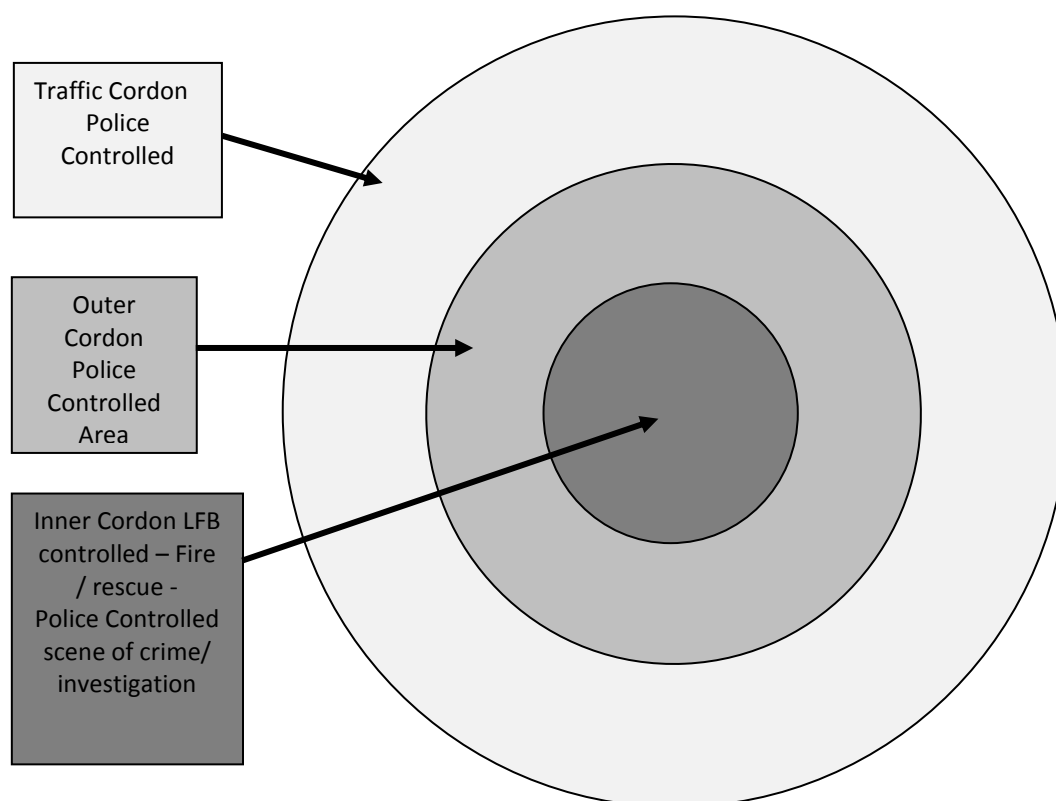
This cordon is established around the actual scene of the incident. This area is generally evacuated to enable search and rescue, fire fighting etc to be carried out. Management of this internal cordon will depend on the nature of the incident.

Outer Cordon:

This cordon extends out beyond the inner cordon. The outer cordon area is managed by the police with access control points. The area is more extensive than the inner cordon and is routinely provided to facilitate emergency services vehicles and equipment. It is also where the incident control point will be set up. The area is not generally evacuated, however people may be advised to remain inside the area and the general public will not be permitted entry into the cordon area.

Traffic Cordon:

This may be set up a considerable distance from the incident with the intention of diverting traffic away from the area to reduce congestion nearer to the scene.



APPENDIX 3: Definitions

Emergency –	“an event or situation which threatens serious damage to human welfare in a place in the United Kingdom” and/ or “An event which threatens serious damage to the environment of a place in the United Kingdom” and/ or “War or terrorism which threatens serious damage to the security of the United Kingdom.” (Civil Contingencies Act 2004)
Local -	A major incident within Westminster, which is of such a scale the Council’s resources (with or without the aid of voluntary services and mutual aid arrangements) are sufficient to manage the local authority response.
Major incident –	<p>An event or situation requiring the implementation of special arrangements by one or more of the emergency services. Typically, a major incident involves one or more of the following:</p> <ul style="list-style-type: none">• Involvement, either directly or indirectly, of large numbers of people.• The rescue and transportation of a potentially large number of casualties• The large scale combined resources of police, London fire brigade and London ambulance service.• The mobilisation and organisation of the emergency services and support services, for example: local authority, to cater for the threat of death, serious injury or homelessness to a large number of people: and transport operators actively managing the road and rail networks to support emergency response• The handling of large numbers of enquiries likely to be generated both from the public and the news media – usually made to the police.• Acts of terrorism, including suspected involvement of chemical, biological, radiological and nuclear devices, are subject to a specific multi-agency response supported by HM Government. <p>(London emergency services Liaison Panel (LESP) Major Incident Manual)</p>
Pan London –	all London Boroughs
Rising tide –	The type of event that may have a lead in time of days, weeks or months and includes such events as health pandemics and industrial action where the onset can be gradual and the final impact may not always be apparent early on.
Significant Incident –	“is an incident where following the advice of the emergency services an appropriate government minister is of the opinion that it is of such magnitude that it will require a specific or exceptional response, from members of the London Local Resilience Forum. Their strategic priorities will be to assist with both the immediate issues and achieving a return to normality. In so doing it is recognised that full Government involvement will be required”. (London Region Resilience Forum, LRRF).
Sudden Impact -	An event which happens with little or no warning and where the effects are immediate and include accidents and utilities failures etc.

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Westminster Scrutiny Commission

Date:	11 th December 2018
Classification:	General Release
Title:	2018/19 Work Programme and Action Tracker
Report of:	Director of Policy, Performance & Communications
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Scrutiny Officer x 2894 Ahardy1@westminster.gov.uk

1. Executive Summary

1. This report presents the current version of the work programme for 2018/19.

2. Key Matters for the Commission's Consideration

- 2.1 The Commission is asked to:

- Review and approve the draft list of suggested items (appendix 1) and prioritise where required
- Note the work programmes of the Policy and Scrutiny Committees (appendices 2-5)

3. Changes to the work programme following the last meeting

- 3.1 The commission's last meeting was the first of the municipal year. The work programme was produced taking into account the commission's comments at that meeting.

**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- Suggested work programme

Appendix 2 – City Management and Public Protection Policy and Scrutiny Committee work programme

Appendix 3 – Economic Development, Education, Community and Place Shaping Policy and Scrutiny Committee work programme

Appendix 4 – Family and People Services Policy and Scrutiny Committee work programme

Appendix 5 – Housing, Finance and Customer Services Policy and Scrutiny Committee work programme

Westminster Scrutiny Commission 2018/2019 Work Programme

ROUND 28 JUNE 2018		
Agenda Item	Reasons & objective for item	Represented by:
Chief Executive Q&A	To receive an update	Stuart Love – Chief Executive
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services

ROUND TWO 11 DECEMBER 2018		
Agenda Item	Reasons & objective for item	Represented by:
Leader Q&A	To receive an update	Councillor Nickie Aiken – Leader of the Council
Emergency Preparedness	To review Emergency Planning and Business Continuity in Westminster.	Sara Sutton, Director of Public Protection and Licensing

ROUND THREE 28 MARCH 2019		
Agenda Item	Reasons & objective for item	Represented by:
Chief Executive Q&A	To receive an update	Stuart Love – Chief Executive
Staff Survey	To consider the results of the staff survey and the council's approach to responding to concerns raised.	Lee Witham – Director of Human Resources

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City Management and Public Protection Policy and Scrutiny Committee 2018/2019 Work Programme

ROUND ONE 6 JUNE 2018		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Ian Adams Cabinet Member for Public Protection and Licensing
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Tim Mitchell Cabinet Member for Environment and City Planning

ROUND TWO 20 September 2018		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide "critical friend" challenge	Councillor Ian Adams Cabinet Member for Public Protection and Licensing
Street Licensing Policy	To feed into the development of a street licensing policy, with focus on street entertainment	Sara Sutton

ROUND THREE 21 NOVEMBER 2018		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide "critical friend" challenge	Councillor Tim Mitchell Cabinet Member for Environment and City Planning
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Ian Adams Cabinet Member for Public Protection and Licensing
Basic Command Units	To review changes to policing in Westminster in view of the transition from borough-level policing to Basic Command Unit structure	BCU Commander Ch Supt Rob Jones, MPS

ROUND FOUR 6 FEBRUARY 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Ian Adams Cabinet Member for Public Protection and Licensing
Homelessness	Review proposed changes to homelessness strategy in response to new statutory responsibilities	Jenny Trevassos
Air Quality	Review of initiatives in Westminster aimed at reducing poor air quality, including reports providing the annual update on the Greener City Action Plan (GCAP) and an update on the Air Quality Manifesto and proposed Clean Air Action Plan 2019-2023	Josephine Gay Adam Webber

ROUND FIVE 3 APRIL 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Tim Mitchell Cabinet Member for Environment and City Planning
Community Safety Partnership	Review the Community Safety Partnership report	Sara Sutton
Hate Crime	Review of hate crime in the borough and initiatives aimed at tackling it. To feed into the development of a Hate Crime Strategy in the City	Sara Sutton Kirsty Munro

UNALLOCATED ITEMS		
Agenda Item	Reasons & objective for item	Represented by
Domestic abuse	Review of refuge provision in light of Government proposals to change funding	Sara Sutton/Wayne Chance-McKay
Sexual Exploitation	Review of sexual exploitation in the Westminster	Kevin Goad

		Committee meeting. Item suitable for an initial briefing
Gambling Policy	Review proposals and comment	Kerry Simpkin Item suitable for a briefing
Lane Rental	Review the results of the DfT's consultation on lane rental schemes and consider the impact on Westminster	
Utilities Update	An investigation into the practices of utility companies	
Flood Strategy	Review the council's flood strategy and planning	

TASK GROUPS AND STUDIES		
Subject	Reasons & objective	Type
Basic Command Units	Review changes to policing in Westminster in view of the transition from borough-level policing to Basic Command Unit structure	Task Group – commenced. Meeting held in June 2018. Item reviewed by committee in November 2018
Inclusion in the ENTE	Report on inclusion within, access to and diversity in Westminster's dance entertainment venues (nightclubs) which operate within the evening and night-time economy, identifying areas of best practice and making recommendations aimed at further improving standards	Task Group – scoping and research commenced
Violent Crime/Youth Violence	Review youth violence in Westminster and the initiatives to combat it. Focus on the IGU work	Task Group (possibly joint with FPS P&S Committee)
Illegal Dumping of Waste	Review of illegal dumping (fly tipping) in Westminster	
Waste and Recycling	Investigate ways of increasing recycling in Westminster	Task Group – scoping and research commenced
Criminalisation of Mental Health	Understand the experiences which people with mental health issues have of the criminal justice system	Task Group (possibly joint with FPS P&S Committee)
Noise Pollution	Research the problems associated with noise pollution and ways of tackling it. Proactive policy development	Task Group. Timing to complement the update of the Noise Strategy next year

Post Office Closures	Review the possible impact of potential post office closures and investigate the viability of council support	Committee meeting/Task Group with public involvement
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Economic Development, Education, Community and Place Shaping Policy and Scrutiny Committee
2018/2019 Work Programme

ROUND ONE 11 JUNE 2018		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor David Harvey Cabinet Member for Economic Development, Education and Community
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Richard Beddoe Cabinet Member for Place Shaping and Planning

ROUND TWO 17 SEPTEMBER 2018		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide "critical friend" challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Community
Social Value	To review the social value work which Westminster is undertaking (including the changing nature of Social Value, the scale of the opportunity, its work with Heart of the City, section 106, CIL and the role of technology)	Greg Ward
SEND Strategy (briefing)	To review the Strategy and provide comment	Ian Heggs

**ROUND THREE
19 NOVEMBER 2018**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Community
Education – School Organisation and Investment Strategy	To receive an update and provide comment on the strategy	Ian Heggs Wendy Anthony
Early Years Funding	To review nursery funding (member request)	Ian Heggs Anita Stokes

**ROUND FOUR
30 JANUARY 2019**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Richard Beddoe Cabinet Member for Place Shaping and Planning
City Plan	To review the draft City Plan and provide comment as part of the consultation process	Julia Corkey Ezra Wallace Kimberley Hopkins
Education – School Performance report	To evaluate areas of success and areas to be developed. To make recommendations	Andrew Stanley

**ROUND FIVE
3 APRIL 2019**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Community

UNALLOCATED ITEMS		
Agenda Item	Reasons & objective for item	Represented by
Employment Support	To review the provision of employment support, the challenges and opportunities presented by Brexit. Link to the Mayor's skill strategy	Greg Ward
Westminster Employment Service/Hubs linked with adult education	To review the Westminster Employment Service one year on, with particular focus on the assistance provided to the long-term unemployed (member request)	Greg Ward
Active Westminster	To review, including an update on Moberly Sports Centre	Andy Durrant
Free Schools	To review the performance of free schools in the City (member request)	Ian Heggs/Richard Stanley
BIDs	To review the work of these and similar council-supported bodies (member request)	Greg Ward
Libraries Advisory Board	To review how scrutiny's previous recommendations have been acted upon	Michael Clarke
Create Church Street	To review this project, supporting and encouraging arts and culture in a local community	
Made in Libraries/Fun Palaces	To evaluate key areas of success of the Made in Libraries pilot project and where lessons learnt are applicable to the Fun Palaces national scheme pilot	Michael Clarke
Westminster Youth Foundation	To review youth engagement	
Healthy Eating and Physical Activity in Schools	To review how healthy eating and physical activity are supported in Westminster schools (member request)	
The Planning Process	For the committee to be briefed on the planning process in the City	Michela Leoni/Marina Mollà Bolta

TASK GROUPS AND STUDIES		
Subject	Reasons & objective	Type
Access to culture	To review how Westminster families, particularly those on low-incomes, can access culture within the City (member request)	Task Group commissioned at committee meeting in November 2018. Research commenced.
Volunteering in Westminster	Scope of volunteering in Westminster. Evaluate the cost of volunteering to individuals and organisations. What value does volunteering add to those who receive volunteering and volunteers themselves? Long-term impacts of volunteering. Investigate whether the council should do more to direct volunteering towards priorities	Task Group

Family and People Services Policy and Scrutiny Committee 2018/19 Work Programme

ROUND ONE 18 JUNE 2018		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Heather Acton – Cabinet Member for Family Services and Public Health

ROUND TWO 15 OCTOBER 2018		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update	Councillor Heather Acton – Cabinet Member for Family Services and Public Health
Care Home Improvement Programme	Review the purpose and effectiveness of the care home improvement programme. What does it do, what impact has it had, how has the programme affected service users, are there any ways that the programme could improve?	Bernie Flaherty - Bi-Borough Executive Director of Adult Social Care

ROUND THREE 3 DECEMBER 2018		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update.	Councillor Heather Acton – Cabinet Member for Family Services and Public Health
Safeguarding Adults Board Annual Report	To review the annual report of the SAB	
Soho Square Surgery	To review the progress towards addressing points raised by the CQC report into Soho Square Surgery and the lessons learnt from the practice.	Central London CCG/LivingCare

Direct Payments/Personal Budgets	To review the council's approach to the administration of direct payments and personalisation.	Chris Greenway, Bi-Borough Director of Integrated Commissioning
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**ROUND FOUR
4 FEBRUARY 2019**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update.	Councillor Heather Acton – Cabinet Member for Family Services and Public Health
Childhood obesity	To review action taken to address childhood obesity in Westminster	
Local Children's Safeguarding Board	Annual report	
Annual looked after children and care leavers	Annual report	

**ROUND FIVE
1 APRIL 2019**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update.	Councillor Heather Acton – Cabinet Member for Family Services and Public Health
Sexual Health in Westminster		

UNALLOCATED ITEMS

Agenda Item	Reasons & objective for item	Represented by
Technology in care		
Female genital mutilation	Update on FGM project.	
Preparedness for SEND inspection	To review the council's readiness for SEND inspections. What will Ofsted be looking for? Can we learn anything from other inspections that have already taken	

	place? What kind of preparations are the council doing?	
Child sexual exploitation	Update on the project focusing on perpetrators of CSE being run in partnership with Community Safety, Barnardo's and 7 other London local authorities.	
Support for young carers	What support does the council offer to young carers? Can we do more to help them and those they care for?	
Green paper on social care	To understand the impact on Westminster and inform future priorities	
Out of area placements in mental health services	The Government has set a target of ending out-of-area mental health care by 2020/21 but last year almost 6,000 patients in England were sent elsewhere - a rise of almost 40% in two years. How is this affecting Westminster residents, what are the reasons behind this, how we can we improve this and achieve the government's target?	
Support for addicts	Review support for addicts in Westminster. How has the removal of the ring-fenced drug and alcohol budget affected services and outcomes in Westminster? Nationally, interventions have fallen, budgets have fallen by 15%, drug-related deaths are at a record high and hospitals receive over 1m alcohol and drug related admissions a year. Possible focus on services aimed at rough sleepers.	Bi-Borough Director of Public Health

TASK GROUPS		
Subject	Reasons & objective	Type
Adolescent mental health in the 21 st Century	A review of the effect of technology on the mental health of young people.	Task Group

Community Independence Service	Update on the CIS report published in 2017.	Single member study led by Councillor McAllister
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Housing, Finance and Customer Services Policy and Scrutiny Committee 2018/2019 Work Programme

ROUND ONE 20 JUNE 2018		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services

ROUND TWO 27 SEPTEMBER 2018		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services
CityWest Homes Task Group	To receive the report of the CityWest Homes Task group and comment on the proposed recommendations.	CityWest Homes Task Group
Sprinklers Task Group	To receive the report of the Sprinklers Task group and comment on the proposed recommendations.	Sprinklers Task Group
Digital Transformation Strategy	To receive an update on the council's digital transformation plan.	John Quin - Bi-borough Executive Director of Corporate Services

ROUND THREE 28 NOVEMBER 2018		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services

Capital Programme Strategy	To review the corporate programme strategy.	Steve Muldoon, Assistant City Treasurer (Commercial and Financial Management)
Treasury Management Strategy Mid-Year Review 2018-19	To review the implementation of the strategy to date.	Phil Triggs, TriBorough Director of Treasury and Pensions

ROUND FOUR 14 JANUARY 2019		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services
Response to the recommendations of the Sprinklers Task group	To receive the Cabinet Member’s response to the recommendations of the Sprinklers Task Group	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services
Response to the recommendations of the CityWest Homes Task group	To receive the Cabinet Member’s response to the recommendations of the CityWest Homes Task Group	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services
Wholly Owned Housing Company (WOC)	To review the progress of the wholly owned housing company	Steve Muldoon, Assistant City Treasurer (Commercial and Financial Management)

ROUND FIVE 18 MARCH 2019		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services
Westco		Ian Farrow, Managing Director of Westco Trading Ltd

CityWest Homes Update		
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UNALLOCATED ITEMS		
Agenda Item	Reasons & objective for item	Represented by:
Regeneration	To review the council's regeneration programmes	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Corporate Property		Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration

TASK GROUPS AND STUDIES		
Subject	Reasons & objective	Type
2019/20 Budget	Standing task Group to consider the budget of Council	Task Group September 2018 Completed
CityWest Homes	To review the experience of CityWest Homes' customers	Task Group July – September 2018 Completed
Sprinklers	To examine the legal and practical issues surrounding retrofitting sprinklers in buildings	Task Group July 2018 Completed

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