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<b>Title:</b>	<b>Chief Executive's Update</b>
<b>Report of:</b>	Charlie Parker, Chief Executive
<b>Cabinet Member Portfolio</b>	Leader of the Council
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City for All
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## 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**  
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#### **APPENDICES:**

N/A

#### **BACKGROUND PAPERS**

N/A