



City of Westminster

Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Tuesday 28th June, 2016**

Time: **7.00 pm**

Venue: **Committee Rooms 3 & 4, 17th Floor, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**
Ian Adams
Brian Connell
Antonia Cox
Andrew Smith
Barrie Taylor



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

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.30pm. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.



An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Andrew Palmer, Senior Committee and Governance Officer.

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

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Legal & Democratic Services in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve the minutes of the meeting held on 30 November 2015.

(Pages 1 - 6)

4. UPDATE AND QUESTION AND ANSWER SESSION WITH THE CHIEF EXECUTIVE

Report of the Chief Executive.

(Pages 7 - 18)

5. THE SCRUTINY FUNCTION AND WORK PROGRAMMES FOR 2016/2017

To update the Commission on the Work Programmes and current or planned Task Groups of Westminster's Policy & Scrutiny Committees for the 2016/17 municipal year.

(Pages 19 - 38)

6. ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT

**Charlie Parker
Chief Executive
20 June 2016**



CITY OF WESTMINSTER

DRAFT MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Monday 30 November 2015** at 7.00pm in Committee Rooms 3 & 4 - 17th Floor, City Hall.

Members Present: Councillors Ian Adams (Chairman), David Harvey, Andrew Smith and Barrie Taylor.

Also present: Councillor Philippa Roe.

1. MEMBERSHIP

1.1 Apologies were received from Councillor Brian Connell.

2. DECLARATIONS OF INTEREST

2.1 No declarations were received.

3. MINUTES

3.1 The Commission agreed the minutes of the meeting held on 12 May 2015 as a correct record.

4. UPDATE AND QUESTION AND ANSWER SESSION WITH THE LEADER OF THE CITY COUNCIL

4.1 The Commission received an update on current and forthcoming issues from Councillor Philippa Roe, Leader of the City Council, who also responded to questions.

4.2 The Leader commented on the development of the *West End Partnership*, and highlighted the improvements for residents and the public realm that would arise from the associated investment. Responsible, managed business growth would also provide employment opportunities, and would support the Leader's three-year *City for All* vision.

- 4.3 The Leader also commented on progress in the City Council's skills and work programme, and on action that was being taken to reduce long-term unemployment in Westminster and to increase the number of apprenticeships for young people. The Leader considered that there was currently a significant mismatch between employers and skills, which needed to be addressed locally and on a regional or pan-London basis. The Commission noted that there were currently 18,000 unemployed people in Westminster, of who 11,000 were long-term unemployed; and 44 neither in employment, education or training (NEET).
- 4.4 The Commission discussed the programme for the devolution of powers from Central Government to London Councils, and noted that although the proposals had achieved general cross-party agreement, the governance structure for devolution was still to be determined. The Leader highlighted the need for the transfer of powers to support growth, and allow Westminster to benefit from the subsequent devolution of Business Rates in 2020. The Commission noted that the TfL capital budget was also due to be transferred to local authorities.
- 4.5 Commission Members also discussed measures that were being taken to make Westminster a Greener City. The Leader confirmed that environmental issues were taken very seriously, and that improvements were being made to air quality through reducing buses in Oxford Street by 40%, and by introducing electric buses and improved traffic flows.
- 4.6 The Commission commented on and the need to make provision for an aging population. The Leader acknowledged that this was a national issue that presented a particular challenge in Westminster, where land was expensive. The Leader considered that a new model may be needed for the care system, in which people could live in communities that would support enablement and avoid hospital admissions. The economic policy for people aged 70 and over was being challenged, as they currently received seven times the investment in health care required by people below that age. The Leader considered that public investment for the aging population could be more effective by integration with other areas such as care homes and employment.
- 4.7 The Leader acknowledged the importance of Westminster's residents having a sense of place, but did not support the creation of an overall vision, as the different village communities in Westminster had their own individual character. The Leader also confirmed that the City Council was moving forward on negotiations for the provision of super-fast broadband, which would benefit 75% of the borough.
- 4.8 Commission Members discussed the future of Tri-Borough working, and noted that although Tri-borough needed to be adjusted, the overall concept was still considered valid and would continue.
- 4.9 The Commission commended Westminster's Cabinet and Officers for the financial planning and modelling that had been undertaken in preparation for devolution, and noted that details of the financial settlement were anticipated on 17 December.

4.10 The Commission thanked the Leader for attending the meeting.

5. UPDATE AND QUESTION AND ANSWER SESSION WITH THE CHIEF EXECUTIVE

5.1 The Commission received an update on current and forthcoming corporate issues from Charlie Parker (Chief Executive), who also responded to questions.

5.2 The Chief Executive commented on the development and implementation of the *Westminster Way* programme, in which staff had attended sessions on leading through change; cultures and behaviours; managing expectations; and understanding how Westminster works in a political environment. The Commission noted that the response from Senior Managers and Band 4 staff had been good, and that the programme would continue to be rolled out to Band 4 and Band 3 staff during 2016.

5.3 The Commission discussed progress in the devolution of powers from Central Government to London Councils, together with the associated implications. It was acknowledged that the currently high number of FE colleges in Westminster was not sustainable, and that these would be consolidated following devolution with more specialisation on fewer sites.

5.4 The Chief Executive informed the Commission that the City Council was reviewing arrangements for the recruitment and retention of staff, and acknowledged that more could be done to recognise and reward outstanding work. Succession arrangements were also being reviewed, and the Commission noted that the national graduate scheme had been reintroduced at Westminster.

5.5 The Commission discussed the labour market in Westminster, and noted that the younger cohort of unemployed people often had no work experience which could lead to a disconnect. The Chief Executive acknowledged that people could need a phased transition into work, and Commission Members commented that young people often became carers, or could become fixed in low paid unskilled work.

5.6 The Chief Executive updated the Commission on progress in the Managed Services programme, and confirmed that Agresso had reached a milestone in clearing the backlog of payments. Improvements had also been made to other areas such as accounting, and the Commission noted that although the payroll success rate at Westminster had now reached 99%, this figure still needed to be improved.

5.7 The Chief Executive also commented on the provision of housing, and confirmed that work towards a pan-London approach was ongoing. The Commission recognised that land availability and prices made housing a particular problem for Westminster.

5.8 The Commission discussed the value of staff having a good geographical knowledge of Westminster and sense of place, together with an

understanding of the political background to the City Council's policies. Commission Members also discussed the findings of the Staff Survey, and the Chief Executive confirmed that since the last meeting, improvements had been made to concerns which had been raised concerning IT; the condition of City Hall; and bullying.

- 5.9 The Commission considered the effectiveness of scrutiny, and suggested that future updates from the Chief Executive include a contextual overview of what scrutiny had achieved, and how it had impacted on the City Council's business. The Chief Executive acknowledged the value of scrutiny in Westminster, and considered that it could be most effective when influencing policy.
- 5.10 Other issues discussed included asset transfers and Social Enterprise.
- 5.11 The Commission thanked the Chief Executive for attending the meeting.

6. POLICY & SCRUTINY UPDATE

- 6.1 Ezra Wallace (Head of Corporate Strategy, Members' Services) informed the Commission of the outcomes of the Centre for Public Scrutiny development session, which had taken place on 30 September, and invited Members to consider whether more targeted training was required to develop specific skill sets or capabilities.
- 6.2 The Commission noted that work planning for the year ahead had begun, and that a list of prospective issues would be circulated in the New Year for comment. The Commission discussed future ways of working, and agreed that Westminster's scrutiny process could be more ambitious; with larger single sessions looking at cross-cutting issues such as air quality, which impacted on the environment, health and young people. Commission Members also suggested that the City Council's statutory duty to scrutinise organisations such as the NHS could be extended to other partners; and that Ward Budgets could be used to commission and support scrutiny which could promote Ward priorities and influence policy.
- 6.3 The Commission also discussed the greater use of pre-meeting seminars and grounded topic-based briefings on specific issues; the creation of joint Task Groups; the work of Parliamentary Select Committees, and contributing to other scrutiny networks, such as London Councils and the GLA.

7. MARK EW BANK

- 7.1 The Commission noted that Mark Ewbank (Scrutiny Manager) would be leaving the City Council at the end of December, on secondment at the House of Commons. The Commission wished to record their thanks for the valuable work he had undertaken in the development and support of the Scrutiny process in Westminster.

8. TERMINATION OF MEETING

8.1 The Meeting ended at 8.50 pm.

CHAIRMAN: _____ **DATE** _____

This page is intentionally left blank

Chief Executive's Office

WESTMINSTER SCRUTINY COMMISSION

Meeting on 28th June 2016

CHIEF EXECUTIVE'S PROGRESS REPORT

Update on significant matters of corporate interest

1. Introduction

1.1 Members will be aware of the challenging financial and operational landscape that is affecting local government. This paper provides an overview of some of the key corporate issues that the Chief Executive is currently focused on to ensure that the Council is able to respond to these challenges and opportunities. The paper also summarises some of the highlights and issues that are being tackled at a London level.

2. Government's Programme and New Mayor

2.1 Cabinet Members have already received a briefing note relating to the Queen's Speech and the Government's programme for the next Parliamentary year. Alongside the Leader, I also met with the new Mayor of London, Sadiq Khan, to engage with him and his senior officials, and offer feedback and challenge on a variety of issues, including the West End Partnership, business rates, and housing. I am happy to discuss this in more detail during the Committee meeting.

3. Devolution and Growth Deals

3.1 Members will be aware of the new powers and flexibilities granted to London over employment, skills and health that were announced in the Spending Review.

Employment

3.2 The Spending Review announced the creation of a new Health and Work Programme. This will effectively replace the Work Programme and Work Choice from 2017. In doing so, the government made the specific commitment that the Mayor of London and London boroughs will jointly commission employment support (outside the Jobcentre Plus regime) to assist the very long-term unemployed and those with health conditions and disabilities to (re-)enter work. Discussions relating to the development of the Work and Health Programme with DWP are ongoing and Westminster is engaging with this through both CLF level and at pan-London level. There is approximately £50m available for CLF for the new programme.

- 3.3 London government is also continuing discussions around the development of local employment hubs in London. This has the potential to provide a single front door for local and Jobcentre Plus employment support services, building on the commitments from government to increase co-location between JCP and local authorities and to support the effective roll-out of Universal Credit and the support for more vulnerable claimants. Westminster has been central to this and the evidence from our Universal Credit pilot (Universal Support Delivered Locally) is being used to inform the design of the programme.

Skills

- 3.4 The government has indicated that the Adult Education Budget (AEB) will be devolved to London government from 2018/19 onwards.
- 3.5 The London proposition proposed a two-tier commissioning system for the devolution of adult skills funding at a pan-London and a sub-regional level. Commissioning at sub-regional level provides the opportunity to join up employment and skills activity across London and the first stage in this process is an area based review of skills provision which Westminster is engaging with through Central London Forward.
- 3.6 Barbara Holm, Head of Westminster Adult Education Service, will chair a pan-London review of community learning which will run in parallel to the area based review and feed into both the pan-London review of FE provision and the Central London review. This will make sure that WAES is engaged in the process but not directly in scope for the first stage of the Area Based Review.

Health and Sustainability Transformation Plans

- 3.7 In December 2015 two public agreements were announced:
- A London Health and Care Collaboration Agreement between London Partners, CCGs, London boroughs, the Mayor of London, NHS England in London and Public Health England in London.
 - A London Health Devolution Agreement between the Chancellor, Mayor of London, the Chief Executive of the NHS, the Chair of London Councils, the Secretary of State for Health, the Chair of the London Clinical Commissioning Council and the Chief Executive of Public Health England.
- 3.8 The London Health and Care Collaboration Agreement announced five pilots intended to test the devolution announced by the government and which, if successful, will be scaled-up or replicated across London. While Westminster was not one of the five pilots, we are a potential Phase 2 pilot for London. The London devolution pilots are approaching the mid-way mark and the Health Devolution Board has met to consider the emerging outputs.
- 3.9 In December 2015, the NHS outlined a new approach to help ensure that health and care services are built around the needs of local

populations. To do this, every health and care system in England will produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years.

- 3.10 North-West London faces big challenges to ensure that everyone living, working and visiting the area has the opportunity to 'be well and live well' over the next five years. The "base case" was submitted on Friday 15th April and the final STP will be submitted by 30th June.
- 3.11 Westminster has been closely involved in developing the STP for North West London (which is putting into practice a number of the devolution principles agreed for London) and aligning in closely to our Health & Wellbeing Strategy to ensure we maximise the local benefit for Westminster.

4. Staff Retention and Awards

- 4.1 The November Report provided an update on the steps being taken to retaining high calibre staff through reward and recognition, including an employer branding exercise, the Rewarding Your Contribution payment scheme and other, non-cash benefits, such as tea with the Lord Mayor.
- 4.2 In April, over 200 colleagues attended The Westminster Way Awards 2016 ceremony at Porchester Hall. The evening celebrated those who demonstrate their commitment to delivering excellent services to our residents and stakeholders. It was our chance to say thank you for all the hard work staff do and a key part of our commitment to celebrating the success of individuals and teams across all sites and departments. The event was sponsored by a number of our partners and feedback from staff and sponsors has been very positive.
- 4.3 Officers are reviewing the policies governing Staff Retention and Rewards following investment in the Westminster Way. Revisions to the retentions policy will be brought to Members for consideration over the next few months.

5. The Westminster Way Programme

- 5.1 In previous reports, I have updated you on the Leadership Academy we have established to improve the resilience of our managers as the Council goes through an extended period of change. Over two thirds of our middle and senior managers have now been through the programme and the remainder will have completed it by the end of October 2016. The feedback from managers has been overwhelmingly positive and there have been a palpable impact on how business is conducted within the organisation and with stakeholders as a result. Recognising that all staff should be supported and developed, we have recently extended an adapted version of the programme to all staff. We estimate that all staff will have been through the Academy by March 2016.

- 5.2 Outside the formal programme, a new Organisation Development team has been established as part of the People Services restructure. They are leading the development of a strategy that will ensure the learning from the Academy continues to be embedded within the organisation.

6. Corporate Services

- 6.1 Members will recall that WCC and RBKC had agreed that a permanent Bi-Borough Corporate Services Director would be established.
- 6.2 John Quinn joined the authorities as Director of Corporate Services on 29th March 2016. John leads on the Managed Services programme, tri-borough Legal and ICT Services and is the Executive Officer for Westminster's Human Resources and Procurement functions.
- 6.3 Lee Witham has been appointed to the role of Westminster's Director of People Services. Lee joins us from BT where he has served as the HR Vice President for BT Global Customer Service since 2012. He will begin his new role on Tuesday 30th August 2016.
- 6.4 He will continue to build on the strong work started by Carolyn Beech and current interim Director, Carmel Millar, to transform both the teams within People Services and our overall approach to recruiting, developing, rewarding and leading staff within the authority.

7. Managed Services Programme

- 7.1 Significant progress has been made on the MSP Programme since we last met although there is still work to be done to meet the June completion target. Most issues have now been resolved or will be resolved by 30th June. The completion of certain agreed items has been deferred past the end of June, including the asset management accounting model; a full debt management service and the Version 6 update. This is to coincide with the closure of RBKC and LBHF's accounts.
- 7.2 Officers are currently liaising with BT to clarify core contract requirements and programme delivery. Work is being taken forward with BT to agree Gate 4 exit criteria, corrective action and Gate 5 with the intention of a comprehensive review of operational quality in October.
- 7.3 The programme team will migrate to an Enhanced Intelligent Client Function (ICF) team in early July. The majority of personnel still involved in outstanding programme deliverables will remain. This is a transitional model that will manage the remaining outstanding deliverables and support the operational services through to stabilisation. The migration to the Enhanced ICF enables all parties to adopt the operating model as detailed within the contract enabling all parties to operate effectively within the commercial framework. Further work is being scheduled with the Managed Services sponsors to underpin some of the detail to support this.

- 7.4 The programme is working to improve the operation support governance arrangements such as Quality Management, Problem Management and Change Management. The issues with the operational delivery of service, such as Payroll, have been prioritised over programme delivery to get the fastest possible resolution. Most importantly the root cause of some recent problems regarding Payroll is being captured to prevent a repetition of the problem.

8. Accounts 2015/16

- 8.1 The new Accounts and Audit Regulations 2015 set out the requirements for the production and publication of the annual Statement of Accounts. Regulations state that the Council should submit its accounts for audit by 30 June 2016 and that a committee should approve the final, audited 2015-16 Statements for both the Council and the Pension Fund by 30th September 2016. In accordance with the Council's commitment to the agreed closure programme, these accounts were submitted to Grant Thornton for external audit on the 9th April 2016. The Council has achieved in 9 days what most local government bodies take 3 months to complete and are the earliest public sector accounts ever issued.
- 8.2 This year's closedown process was challenging given the need to bed down the new Agresso system which went live 1 April 2015 as part of MSP. However, despite these difficulties there have been a range of improvements in the accounts and accounting year on year covering back office processes and systems (e.g. a refreshed "cloud-based" asset register) and improved presentation, accuracy, better inclusion of information and improved accounting.
- 8.3 Grant Thornton, the Council's auditors have commented very positively on the accounts, as part of their audit testing they commented positively on the Council's efforts in proactively managing the go-live of MSP during 2015/16. There were no adjusted misstatements and no unadjusted misstatements to the accounts reported as part of the audit findings. Four misclassifications were identified, which were amended. These did not impact on the outturn of the Council, or any of the Core statements and were presentational in nature.
- 8.4 The accounts are currently open for public inspection and this period completes on the 14th July at which point it is anticipated that the accounts will be formally approved.

9. Medium Term Planning and Accounts 2016/17

- 9.1 As part of the provisional settlement for 2016/17, the Government announced that it would offer authorities an opportunity to accept a provisional four year funding settlement to 2019/20. The objective being to provide authorities with more certainty on future funding and so to enable improved planning for services and collaboration e.g. with partner organisations. This will give authorities a clearer budget position up until the point when they are expected to be financed by locally raised income and taxation only, without significant government grant.

- 9.2 To receive a four year settlement, the Council needs to publish an “Efficiency Plan”. Efficiency Plans are due to government from all Councils by 14th October 2016. It is intended that this will be presented to the Cabinet on 10th October 2016. It should be noted that Efficiency Plans are intended to be light touch, an early draft of the Efficiency Plan is currently being worked on by officers.
- 9.3 In addition to the above the Medium Term Planning process has the immediate aim of achieving a balanced budget over the period from 2016/17 to 2018/19. WCC has made good progress on this previously and has now commenced at officer level a review of progress on the achievement of the 2016/17 budget savings, along with the roll out of budget monitoring from the end of month 2 i.e. as at the 31 May to ensure a balanced budget in the current financial year combined with action to generate and consider options to balance the budget in future years.

10. Business Rates

- 10.1 Members will be aware of the Chancellor’s announcement in the Autumn Statement to bring forward 100% business rates retention to local authorities. We continue to await further detail of what additional burdens or reductions in other grants will be allocated to the GLA to keep this change fiscally viable.
- 10.2 The City Council has three objectives to pursue to address the current disincentives and anomalies in the existing NNDR Retention system:
- Ensure that Westminster is not disadvantaged by the government’s revised Business Rate Retention Scheme and to increase our income by at least £6m a year by securing the removal of the **appeals** anomaly from the revised 100% Retention scheme.
 - Secure the inclusion of retention of an element of **revaluation growth** in the new 100% Retention scheme incentive calculation.
 - Ensure that the new **needs assessment** for local government, fully meets Westminster’s costs to deliver core public services, including the costs of the new services that are to be rolled in to local government responsibility under the 100% Retention scheme. Funding arrangements should be flexible to fairly reflect changes in cost due to change in demand / demographics.
- 10.3 Cllr Mitchell represented Westminster’s interests in the recent Commons Select Committee’s examination of the Business Rates Devolution.
- 10.4 Westminster officers are in discussions with DCLG about the business rates pilots and await an outcome.

10.5 The government, in conjunction with the LGA, has set-up a Steering Group and four working groups to discuss and develop the detail of the revised scheme. The working groups cover:

- System Design
- New service responsibilities
- Reset/Needs Assessment
- Accountancy

10.6 The City Treasurer is on the main System Design working group. Although membership of all the groups is based solely on representation from specific bodies /agencies, rather than from individual local authorities, we are seeking individual Westminster representation due to our unique status as the largest collector of business rates in the country. Our representation appears to have received support in a recent letter from the Secretary of State for DCLG. We are awaiting feedback from DCLG officials.

10.7 Westminster can also formally respond to the government's proposals when the consultation process commences later in the summer.

11. West End Partnership (WEP) / Tax Incremental Finance (TIF)

11.1 In The West End Partnership (WEP) continues to provide strategic leadership and coordination across public and private partners to respond to the challenges and opportunities facing the West End.

11.2 WEP now has three fully functioning working groups covering People, Place and Prosperity. The delivery programme is supported by a small, cross-cutting delivery team.

11.3 WEP Board Membership continues to evolve, with Neil Thompson joining as the WPA representative and Simon Loomes as the Business Improvement District representative. Val Shawcross, Deputy Mayor for transport, is the new Mayor's representative on the Board of the WEP.

11.4 In partnership with TfL and the GLA, and with the support of the WEP Board and the London Borough of Camden, we have submitted a draft investment case to HM Treasury. The investment case supports the £1bn WEP Programme with £400m through a Tax Incremental Finance (TIF) arrangement linked to business rates.

11.5 We have demonstrated to HM Treasury that on a net basis – i.e. over and above the tax take they would otherwise receive without the WEP programme - the Exchequer would benefit substantially from further investment in the West End. For example, it would lead to additional tax revenues to the Government of some £3.8billion (NPV) over the 15 years of the WEP programme having accounted for the cost of the programme. The West End economy would also grow faster - GVA growth would be accelerated by £23bn, some £12 billion more than without the WEP programme. Jobs growth could also improve, supporting an additional 102,000 jobs, which will enable the West End

labour market to keep pace with the needs of London's growing population and make major advances in productivity and efficiency.

- 11.6 We have made the case that Crossrail 1 (the Elizabeth Line) will create additional opportunities for the West End but also add major pressures which unless addressed could do damage to London's and the UK's economy. We also look forward to the impact that Crossrail 2 will make on the area and show how the WEP programme will help prepare better for this major investment in the capital's transport network.
- 11.7 The initial feedback from both DCLG and HM Treasury has been very positive. The investment case is being developed further with input from HMT over the next few months for potential approval by HMT in the Autumn Statement. The Leader and I also raised the WEP Board's work with the new Mayor in early June, highlighting how the TIF will strategically support London and updated him on the impact it will have on the Exchequer's finances.
- 11.8 We are also in discussion with Lord Adonis who is leading the Government's National Infrastructure Commission about how the West End supports Crossrail and addresses major infrastructure challenges such as shortage of electricity and broadband.

12. City Hall

- 12.1 Officers have undertaken a thorough review of the Council's property portfolios and investments to identify opportunities to reduce costs and increase income to address the Council's future financial challenges.
- 12.2 City Hall is presently in a poor state of repair and fails to provide a positive reflection of the Council as an ambitious custodian of the City and an innovative leader of local government.
- 12.3 As part of this work, a review of the options for the Council's main office accommodation was undertaken and on 25th May, Cabinet approved the refurbishment of City Hall in order to both reduce costs and increase income for the Council.
- 12.4 It will be necessary for the Council to vacate City Hall to ensure the refurbishment is undertaken in the most cost-effective manner, with the minimum disturbance to staff and least disruption to services. The Council will decant from City Hall to temporary alternative accommodation whilst the refurbishment is being carried out.
- 12.5 Two separate sites have been identified which collectively provide sufficient, cost effective, temporary accommodation. Announcements will be made about locations once leases have been signed. No decision has yet been made about which staff are going where.
- 12.6 Governance arrangements are now in place at Member and officer level to ensure that the refurbishment programme is thoroughly managed, directed and held accountable for.

13. Digital Programme

13.1 The Digital Transformation Programme will digitise the delivery of WCC services, transform business organisational structures and processes, realise cost savings and provide an enhanced consistent service for its customers. The programme will allow digitally enabled customers to self-serve from any device, anywhere bringing 75% of Council services online. Backend organisational structures and business processes will be transformed to focus on the customer experience. E-payments will be consolidated to have one look and feel. The technology to support this will come in the form of a Council-wide strategic delivery platform. The end result will yield the dual benefit of efficiencies gained through online customer experience and reduced contacts by traditional channels, e.g. phone and email and will ultimately deliver cost savings.

13.2 The programme consists of five key work streams:

Business Transformation: Effect the business change: People, Process, Technology, Communication and realising efficiencies and benefits.

Managed Customer Services Procurement: Consolidate managed services contracts, enhancing end-to-end customer experiences and deliver efficiency savings.

Digital: Digitally enable Westminster - channel shift, achieving our target of 75% digital enable services for customers and a digitised workforce.

e-Payments: maximise e-payments capability, improve customer experience and reduce the end-to-end cost.

Electronic Document Management: Consolidate contracts, remove in-house postal processing reducing white paper

14. Ofsted Inspection

14.1 Members will recall that following the four week-long Ofsted inspection of child protection, children in care and care leavers' services, and the inspection of the Local Safeguarding Children Board [LSCB] that started in February 2016, Children's Services has been awarded an 'Outstanding' rating.

14.2 Of the 78 Councils previously inspected, none have been judged for Overall Effectiveness (the summary grade) as Outstanding, and only 17 as Good. This is a fantastic achievement for the Authority and a testimony to the staff in Children's Services.

14.3 Members will also be aware that Andrew Christie, Tri-Borough Director of Children's Services retired in May. Clare Chamberlain, Director of

Family Services at RBKC, was appointed as Interim Director for 12 months in May 2016.

15. Scrutiny Update

- 15.1 At the November meeting, it was agreed that the Chief Executive's future updates would include a contextual overview of what scrutiny had achieved, and how it had impacted on the City Council's business.
- 15.2 This year we have worked to establish work programmes for the year ahead in a collaborative way which involves the Cabinet Member and key officers, examines priorities for the year ahead, any performance issues, what residents care about (via the City Survey) and risks as identified in the business plans. The process has differed slightly with each Chairman. The focus has been both on reviewing existing services but also contributing pro-actively to new policy/service development. At a time of significant transformation, Scrutiny can play a real role in mitigating risk by examining plans in advance or at the early stages.
- 15.3 The Environment and Customer Services Committee's highlights in 2015/16 include publically examining the Baker Street 2-Way Project, scrutinizing the Nine Elms to Pimlico Pedestrian / Cycle Bridge proposal and calling BT and Openreach to account in terms of the availability of broadband for residents and businesses in Westminster. As a result of the latter, BT recommitted to the targets agreed with the Leader and agreed to work in partnership with WCC to unblock any issues they come across.
- 15.4 A Sustainable Travel Taskgroup has contributed to the development of the draft walking strategy and the strategic parking policy review. Air Quality will be examined by a dedicated Taskgroup with representation from the AH&PP and Children's, Sports and Leisure Committees.
- 15.5 Adults, Health and Public Protection Committee published "Safe in the City-a review of supported accommodation for 16-25 year olds in Westminster". Outcomes of this single member study led by Cllr Ian Rowley include that improved residual safeguarding concerns within Westminster were addressed immediately and closer working between Children's, Housing and Adults to ensure implementation of the Care Act. A Single Member Study on trafficking in Westminster is currently in progress.
- 15.6 The Committee has considered a range of issues some of which focus on the transformation of health and social care. Recent agendas have included Mental Health, a review of Shaping a Healthier Future the NHS reconfiguration programme and an item on finding and supporting carers where Scrutiny made recommendations about improving publicity of services for carers and reaching out to them. The committee is also working with MOPAC on a data dashboard to allow us to review crime trends and Met performance in Westminster compared to other inner London boroughs and to London as a whole.

- 15.7 A key focus of the Housing, Finance and Corporate Services Committee has been examining the impact of the Housing and Welfare reforms in the borough. As a result of discussion on the the impact of the Housing & Planning Bill's affordable housing provision and, in particular, the Starter Homes proposals, Westminster has joined up with the private sector in our lobbying around the regulations.
- 15.8 The Committee has also considered the corporate property strategy, the Westminster Adult Education Service and the Registered Provider Performance and City West Homes Resident Satisfaction.
- 15.9 The Committee's Budget Taskgroup has successfully again provided insight and recommendations on the proposed budget 2016/17. A Taskgroup has also been established to examine the City Hall Refurbishment Programme.
- 15.10 Children's Sports and Leisure committee has analysed a variety of issues, including the Integrated Gang's Unit (IGU), FGM and Year 6 to Year 7 Transition. The Committee has made several recommendations for the relevant Cabinet Member for consideration throughout 2015/16. For example, the discussion and outcomes of the IGU's work in September 2015 saw the committee recommend that the IGU explores and considers practical ways of sharing their work, knowledge and practices with other London Boroughs. In addition to arranged visits from other boroughs, e.g. Hackney and Islington, the IGU previously initiated two West London Fora for sharing information / best practice on gangs with representatives from other London Boroughs, charitable organisations and housing associations have attended. The second regular meeting looks specifically at the Quad borough serious youth and group violence issues. The IGU has attended Magistrates meetings for the TriB Youth Court to inform them of IGU practices too. The unit's participation in the MOPAC initiated Shield programme also enables them to meet other LA's and MOPAC on a regular basis.

This page is intentionally left blank



Westminster Scrutiny Commission

Date:	Tuesday 28 th June 2016
Classification:	General Release
Title:	The Scrutiny Function and Work Programmes for the next municipal year 2016/2017
Report of:	Julia Corkey-Director of Policy, Performance and Communications
Cabinet Member Portfolio	All
Wards Involved:	All
Policy Context:	City for Choice / Heritage / Aspiration
Report Author and Contact Details:	Muge Dindjer- Policy and Scrutiny Manager x 2636 mdindjer@westminster.gov.uk

1. Executive Summary

This report:

- Updates the Westminster Scrutiny Commission on the work programmes for all the Committees for the municipal year ahead and any Task Groups which are either running or planned.
- Reminds the Commission of the budget held to support the Scrutiny function which can be used for member development or research.

2. Key Matters for the Committee's Consideration

The Commission is asked to:

- note the work programmes for the year ahead
- Consider whether any events/member development would assist the delivery of these work programmes or future ambitions for Scrutiny
- Consider whether any of the items proposed or the task groups require the commissioning of research

3. Background

3.1 The Committee Work programmes

Since late January the Scrutiny team has been supporting the Chairmen and the committees to consider the work programme for each committee starting in June 2016. The process for this has varied slightly according to the Chairmen's wishes but has typically included; consultation with the cabinet member, consultation with chief officers and/or the relevant departmental management teams, following up on previous items/commitments from previous reports, consideration of business plans and challenges identified in those, performance data and data from the City Survey. The aim has been to culminate in work programmes which:

- Focus on what is important
- Focus on areas where performance might be improved
- Focus on services which are important to residents
- Focus on where scrutiny can make a difference and add value
- Feed into pro-active policy development by e.g. contributing to pre tender considerations or feeding into strategy development
- Use the insight of back bench members to act as critical friend to services of the City Council and our partners thereby enabling good governance and excellent services.

The work programmes are attached as Appendix 1. Each committee has discretion to establish task groups to examine key issues in more detail and also to commission Single Member Studies.

The current/planned task group or single member studies are listed below.

Adults, Health and Public Protection Policy and Scrutiny Committee. (AH&PP)

This committee has no task groups running or planned but does have a current single member study focussing on Trafficking within Westminster. The scope of this study is: Eastern European Trafficking, The implications of the Visa regime for domestic workers and Westminster Service Industry Trafficking.

This committee will also contribute its Chairman to the Air Quality Task Group of the Environment and Customer Services Committee.

AH&PP has also faced challenges in having capacity to cover two very different and significant policy/service areas. That is to adequately cover the social care and health world which is going through significant transformation currently and also the public protection/community safety area which is also significant. There has been some discussion at Committee that the recent work programme is not achieving the necessary balance. Whilst the Committee have been receiving regular updates from the cabinet member for public protection, it is acknowledged that the agenda has been over focussed

on health. In order to remedy this, committee have been consulted on which public protection KPI's they would like to receive regularly. Once this dashboard is agreed, committee will then have two meetings a year to focus in more depth on two areas of their choice. It is anticipated this will correct the imbalance and that committee members will be satisfied.

Environment and Customer Services Policy and Scrutiny Committee (E&CS)

This committee has just established an Air Quality task Group with membership invited from AH&PP and also Children's Committee. The first meeting will take place in July to agree terms of reference, a work plan and to commission an evidence base/desk top review.

This committee also has a Sustainable Travel task group which meets as required. It has worked on the walking strategy and the strategic parking policy review.

Housing, Finance and Customer Services Policy and Strategy Committee

This committee hosts our only standing committee which is the Budget and Performance task group. This task group exists:

"To consider, on behalf of the Policy and Scrutiny Committees, budget options and draft business plans and estimates at the appropriate stages in the business planning cycle and to submit recommendations / comments to the cabinet and/or Cabinet Members."

In turn;

Cabinet must take into account and give due regard of any views and recommendations from the Budget and Performance Task Group in drawing up firm budget proposals for submission to the Council, and the report to Council must reflect those comments (and those of other Task Groups and Committees, if any) and the Cabinet's response.

In addition this committee has established a City Hall refurbishment task group, the terms of reference for this are:

"To provide a critical friend to the City Hall Refurbishment Programme, covering issues including; finance, contract management and the decant. The Task group will examine the impact of the refurbishment on service delivery, Council staff and organisational culture. The Task group will also analyse any additional and unforeseen issues linked to the programme, as and when they arise."

Children's, Sports and Leisure Policy and Scrutiny Committee

This committee has wanted to establish a youth mental health task group. However the health and Well Being Board have had a report on the same

issue so the committee will consider alternative angles where they can add value.

3.2 Member Development and Transformation.

Members are aware that WCC has an award winning scrutiny function. In order to maintain our performance as a high performing function, it is important that we consider our support needs and the role of Scrutiny as local government continues to transform. The role of Scrutiny during transformation is crucial in providing a check about the direction of travel and ensuring that residents' needs are paramount throughout the journey. As such, members are encouraged to consider whether a facilitated session considering the potential role of scrutiny during transformation would be of merit.

Committees also individually or collectively have the opportunity to identify their development needs and request support. The Centre for Public Scrutiny provides a development function for officers and members and can customise for any particular requirements.

3.3 Research to support Scrutiny Reviews

Members are reminded that there is a small budget held for Scrutiny which can fund either member development or research to support scrutiny reviews. This may be most useful when conducting a longer term scrutiny review via a task group. The Environment and Customer Services Committee will commission an evidence base to support the Air Quality review for example as it requires independence and academic rigour in order to be support a review which we hope will be influential internally and externally.

3.4 Policy and Scrutiny Officer

Members will be aware that Anne Pollock is leaving this position in order to work full time for our Chief Executive as Policy and Governance officer. Anne was covering this role as well as carrying on with her scrutiny duties and we would like to acknowledge her hard work in doing so. We are currently in the process of recruiting a new Policy and Scrutiny Officer who will come into position in early July.


If you have any queries about this Report or wish to inspect any of the Background Papers please contact Muge Dindjer x2636

mdindjer@westminster.gov.uk

APPENDICES:

Appendix 1- Work programmes for each Committee

Work programmes for the Policy and Scrutiny Committees.



Environment and Customer Services		
ROUND ONE (8 JUNE 2016)		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To hold to account and review the activity of the Cabinet Member.	<ul style="list-style-type: none"> • Cabinet Member for the Built Environment • Cabinet Member for City Management & Customer Services • Cabinet Member for Sustainability & Parking
Update on the Baker Street two-way system	An update following the previous review and next steps.	<ul style="list-style-type: none"> • Graham King
Code of Construction	An update following previous report and public consultation	<ul style="list-style-type: none"> • Barry Smith • Nina Miles
Work Programme	To agree the annual work programme and terms of reference for the Air Quality Task Group	<ul style="list-style-type: none"> • Muge Dindjer
ROUND TWO (14 SEPTEMBER 2016)		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To hold to account and review the activity of the Cabinet Member.	<ul style="list-style-type: none"> •
Examine the use of Highways/allocation of road space to feed into the development of the Local Plan and related strategies. The examination to include a	A holistic enquiry into what our highways are or should be for that can inform the development of our spatial planning, transport and environmental policies	<ul style="list-style-type: none"> • Stuart Love • Barry Smith • Tim Long

focus on the road management issues caused by increased demand coming from the newer road users such as Deliveroo and Uber. To include; cycling, walking, parking, taxis, private hire vehicles and buses.		
Assets of Community Value	To cover planning, protection of Public Houses, our experience to date and the Carlton Vale decision. To request CAMRA as a witness and an independent Neighbourhood advocate. To consider witnesses who have experience of both successful and unsuccessful applications for ACV's.	<ul style="list-style-type: none"> • Barry Smith • Ed Watson (Planning) • Phoebe Morris-Jones
Waste and Recycling Collection, Street Cleansing and Ancillary Services Contract	To examine proposals for the retendering of this major contract	<ul style="list-style-type: none"> • Mark Banks • Phil Robson
ROUND THREE (16 NOVEMBER 2016)		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To hold to account and review the activity of the Cabinet Member.	<ul style="list-style-type: none"> • Cabinet Member for City Management & Customer Services • Cabinet Member for Sustainability & Parking
Update on delivery against the Cycling Strategy-one year on.	Committee asked to be kept updated on delivery against the strategy.	<ul style="list-style-type: none"> • Jayne Rusbatch • Toby Jacobs
Emissions Based Parking Charges-timing provisional dependent on LEN bid		<ul style="list-style-type: none"> • Heather Acton • Stuart Love
ROUND FOUR (30 JANUARY 2017)		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To hold to account and review the activity of the Cabinet Member.	<ul style="list-style-type: none"> • Cabinet Member for the Built Environment

Impact of the Utility Companies in the Borough?	A strategic examination of the overall impact on the public realm. Internal research and a call for evidence from the utilities that identifies their plans for strategic investment in infrastructure to support our growth objectives/projections.	<ul style="list-style-type: none"> • Barry Smith • Muge Dindjer
The Digital Programme	An update report to ascertain progress against strategic objectives. To include call centres and transformation.	<ul style="list-style-type: none"> • Tim Mitchell • Melvyn Caplan • Julia Corkey • Suzanne McArdle

ROUND FIVE (15 MARCH 2017)

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To hold to account and review the activity of the Cabinet Member.	<ul style="list-style-type: none"> • Cabinet Member for City Management & Customer Services Cabinet Member for Sustainability & Parking
Examination of the impact on the environment of new major transport/ infrastructure projects. To include: managing the impact of visitor numbers with the advent of Crossrail and the advent of the night tube. This committee will consider one major item.	To identify how risk to street cleanliness and ASB can be mitigated. To identify learning form Crossrail 1 and apply to Crossrail 2. To review operation to date – to include witnesses from TfL, MPS, BTP and local residents	<ul style="list-style-type: none"> • Stuart Love • Ed Watson • Graham King • Chris Wroe

Unallocated Items

Agenda Item	Reasons & objective for item	Represented by:
Update on the Nine Elms Bridge	As and when there is further news to follow up the initial inquiry held.	<ul style="list-style-type: none"> • Graham King
The Digital Programme	An update report to ascertain progress against strategic objectives. To include call centres and transformation.	<ul style="list-style-type: none"> • Tim Mitchell • Melvyn Caplan • Julia Corkey • Suzanne McArdle

Community Infrastructure Levy – to be considered in next work programme after one year of operation.(May 2017)	To review operation to date	<ul style="list-style-type: none"> • Barry Smith
Impact of the Utility Companies in the Borough	A strategic examination of the overall impact on the public realm. Internal research and a call for evidence from the utilities that identifies their plans for strategic investment in infrastructure to support our growth objectives/projections.	<ul style="list-style-type: none"> • Barry Smith • Muge Dindjer

Task Groups

Committee has just agreed to set up a task group on air quality. It will have representation from the AH&PP Committee and the Children’s, Sports and Leisure Committee.

The Sustainable Transport task Group will also reconvene in September to consider the Walking Strategy.

Work Programme



Adults, Health & Public Protection Committee ROUND ONE (22 JUNE 2016)

Agenda Item	Reasons & objective for item	Represented by:
2. Reviewing the Community Independence (CIS) review 1 year on-	One year on review of performance to include: <ul style="list-style-type: none"> Personalised budgets and relevant KPI's 	<ul style="list-style-type: none"> Imperial CCG
3. Holding to account the work of the Westminster Health and Wellbeing Board including the Sustainability and Transformation Plans.	To assess and review the work of the Westminster Health and Wellbeing Board and to review performance against Health and Wellbeing Strategy. To understand the purpose and progress of the Sustainability and Transformation Plans in Westminster.	<ul style="list-style-type: none"> Chris Neill Liz Bruce Meenara Islam
4. Public Protection data requirements	For committee to agree the set of data they wish to receive regularly following consultation	<ul style="list-style-type: none"> Muge Dindjer
5. Work programme	To agree the annual work programme	<ul style="list-style-type: none"> Muge Dindjer

ROUND TWO (21 SEPTEMBER 2016)

Agenda Item	Reasons & objective for item	Represented by:
1. Review Service outcomes in Public Protection	To assess the outcomes for service users /assess how new service is meeting its objectives following reconfiguration.	<ul style="list-style-type: none"> Councillor Aiken Stuart Love
2. Safeguarding Adults- Annual Review to include update on Safer Recruitment.	The Committee needs to assure itself annually that the Adult's Safeguarding Review report is robust. To include safer recruitment.	<ul style="list-style-type: none"> Helen Banham

3. Cumulative Impact (Stress) Areas for Licensing	To receive a report on current cumulative impact areas and whether any new areas are being considered.	<ul style="list-style-type: none"> Chris Wroe
4. Update on the work of the Safer Westminster Partnership	Annual Review as per the committees statutory obligations	<ul style="list-style-type: none"> Councillor Aiken Mick Smith

ROUND THREE (23 NOVEMBER 2016)

Agenda Item	Reasons & objective for item	Represented by:
1. UCC and A & E progress report from Northern Doctors	To consider a progress report and receive information on mental health specialists in A & E in ST Mary's.	<ul style="list-style-type: none"> Imperial CCGs?
2. Imperial- Planning Process and Strategic interests	To review and interrogate their plans.	<ul style="list-style-type: none"> Imperial

ROUND FOUR (1 FEBRUARY 2017)

Agenda Item	Reasons & objective for item	Represented by:
1. End of Life Care	To assess whether services in Westminster meets best practice standards and whether funding is being spent in the most effective way. Nationally 65% of healthcare spend occurs in the last 6 months of life	<ul style="list-style-type: none"> CCG's
6. Better Care Fund	Review post Council Tax funding increase	<ul style="list-style-type: none"> Rachel Wigley Liz Bruce Chris Neill CCGs

ROUND FIVE (29 MARCH 2017)

Agenda Item	Reasons & objective for item	Represented by:
1. Children's healthy weight Information item	To assess whether the Council and our partners are doing all we can to improve children's healthy weight in the light of the new JSNA.	<ul style="list-style-type: none"> Eva Hrobonova Gayan Pereira

ROUND SIX (8 MAY 2017)		
Agenda Item	Reasons & objective for item	Represented by:
1. Review of core drug and alcohol services	To assess the new service one year after implementation.	<ul style="list-style-type: none"> Gaynor Driscoll
2. Dementia	To examine the current provision of services for those living with dementia and their carers and understand how the service is planning for the increase in demand. 45% increase in incidence of dementia is expected over the next 15 years.	<ul style="list-style-type: none"> Mike Robinson Liz Bruce Stella Baillie
Health Urgency Sub Committee- tbc		
A new service model for NHS 111 and wider integrated urgent care.	The Committee have been asked to contribute to the development of this new service	At the request of the NWL CCG

Other Committee Events & Task Groups		
Briefings	Reason	Type
Safer Westminster Partnership	To assess the work of the Safer Westminster Partnership. Please note that this is one of the statutory duties of the Committee.	On-going
NHS Provider Complaints	To assess complaints from local Provider Trusts as a result of the Francis Inquiry and new Health Scrutiny powers.	A potential briefing

Unallocated items	
MOPAC priorities and Funding Post 2017?	Public Protection and Police- we have £1m worth of funding which is not secure beyond 2017
Shield Pilot concludes October 2016?	Does Scrutiny want to review this pilot in dealing with gang related work
Two thematic Public Protection meetings to be agreed.	To help achieve balance across the portfolios of this committee.

<p>To assess and review GP's awareness of and levels of referral to community services</p>	<p>Are GP's maximising their role in reducing pressure on hospitals? To seek assurance on this especially in relation to children.</p>
<p style="text-align: center;">Task Groups</p> <p>This committee has a single member study (Councillor Ian Rowley) on Trafficking in Westminster running and is contributing its Chairman to the Air Quality task group.</p>	

Housing, Finance and Corporate Services
ROUND ONE – 13 June 2016
Main Theme – Finance and Corporate Services

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Finance & Corporate Services	A Q&A session with the Cabinet Member for Finance and Customer Services	<ul style="list-style-type: none"> • Cllr Mitchell
Employment & Business Support	To provide a critical friend of the operational plans for the new employment service proposed in the Leader's Speech and to support the City for All ambition of reducing long term unemployment. The Plan is due in September and has interwoven links with PH Parental Employment Programme.	<ul style="list-style-type: none"> • Greg Ward • Tom Harding
Rationalisation of the Operational Property Portfolio	To analyse the on-going work and the strategy, which is due to be completed in August.	<ul style="list-style-type: none"> • Guy Slocombe
Treasury outturn for 2015/16	Statutory review of the treasury outturn for 2015/16. Report to include an update on progress in signing up to a Municipal Bonds Agency in the Treasury Outturn report for 2014/15 (as per Committee decision of 9 March 2015).	<ul style="list-style-type: none"> • Steve Mair

ROUND TWO - 12 September 2016
Main Theme – Housing, Regeneration, Business and Economic Development

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Housing, Regeneration, Business and Economic Development	A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development	<ul style="list-style-type: none"> • Cllr Astaire
Rough Sleeping Strategy	The Rough Sleeping Strategy will go out to public consultation in Sept/Oct. This will allow the Committee time to scrutinise the strategy ahead of this.	<ul style="list-style-type: none"> • Sarah Monaghan/ Jennifer Travassos
Return on Investment	To analyse alternative options for maximising the council's rate	<ul style="list-style-type: none"> • Steve Mair

	of return on its investments.	
ROUND THREE – 7 November 2016 Main Theme – Finance and Corporate Services		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Finance & Corporate Services	A Q&A session with the Cabinet Member for Finance and Customer Services	<ul style="list-style-type: none"> • Cllr Mitchell
CWH – Changes to Estates/Changes to Operating Model	To review the changes to the CWH Operating Model.	<ul style="list-style-type: none"> • Jonathan Cowie
Treasury Performance Half Year Statutory Review	To review treasury performance.	<ul style="list-style-type: none"> • Steve Mair
HOS Transformation	To examine the HOS Reprocurement before the new contract begins in November 2017.	<ul style="list-style-type: none"> • Barbara Brownlee
Major Projects	To update the Committee on Major Projects taking place in the borough.	<ul style="list-style-type: none"> • Stuart Reilly
ROUND FOUR – 9 January 2017 Main Theme – Housing, Regeneration, Business and Economic Development		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Housing, Regeneration, Business and Economic Development	A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development	<ul style="list-style-type: none"> • Cllr Astaire
Draft Treasury Management Strategy 2016/17	To assess the draft treasury management strategy prior to submission to Council for approval.	<ul style="list-style-type: none"> • Steve Mair
HRA Business Plan	To review and comment upon the annual 30 year HRA business plan for 2017-18. To note the direction of travel and capital investment priorities.	<ul style="list-style-type: none"> • Barbara Brownlee
ROUND FIVE – 6 March 2017 Main Theme – Finance and Corporate Services		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Finance & Corporate Services	A Q&A session with the Cabinet Member for Finance and Customer Services	<ul style="list-style-type: none"> • Cllr Mitchell

Affordable Housing Supply	A review of the delivery of affordable housing supply including social housing and intermediate housing.	<ul style="list-style-type: none"> Fergus Coleman
Supply and Allocation of Social Housing	To scrutinise the supply and allocation of social housing in the City of Westminster.	<ul style="list-style-type: none"> Greg Roberts
Estate Regeneration Programme Review	A review of the Ebury Bridge Project/Church Street Regeneration Programme	<ul style="list-style-type: none"> Barbara Brownlee

ROUND SIX – 10 April 2017
Main Theme – Housing, Regeneration, Business and Economic Development

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Housing, Regeneration, Business and Economic Development	A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development	<ul style="list-style-type: none"> Cllr Astaire
MSP Review – 1 year on	To analyse the progress of the re-launched Managed Services Programme.	<ul style="list-style-type: none"> John Quinn
IT/ O365 – review 1 year on	How well supporting agile working is going – change security/privacy; how to enable more customer-centric approach:	<ul style="list-style-type: none"> John Quinn

Other Committee Events & Task Groups

Briefings	Reason	Date
Budget T/G	Standing task Group to consider the budget of Council	Jan/Feb 2017
City Hall T/G	Task group to analyse the City Hall Refurbishment Programme	June 2016 -

Work Programme



Children, Sports and Customer Services Committee

ROUND ONE - 20 June 2016

Main Theme – Sport, Leisure and Open Spaces/ Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Sport, Leisure and Open Spaces
Prevent	To provide a critical friend to the Prevent Programme, its local delivery and the impact of radicalisation on young people in the City.	Mark Chalmers
Focus on Practice Programme – Year review	Phase 1 is now complete but it was noted that WCC is now a partner in Practice with DoE. We can bid for more funding and will know in the Summer if this bid has been successful.	Julie Rooke

ROUND TWO - 17 October 2016

Main Theme – Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
Annual Looked After Children Report	Evaluation of work undertaken into LAC, Care Leavers and Corporate Parenting. This report will include information on asylum seeker children and comparator figures with other local authorities.	Glen Peache Jean Daintith
Annual Safeguarding Review	To examine the work of the Safeguarding Board in the last year and the plans for the following year. This could examine any recent Serious Case reviews and trafficking.	Tri Borough Safeguarding Officers Board chair: Jean Daintith

ROUND THREE – 28 November 2016
Main Theme –Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give ‘critical friend’ challenge to the portfolio holder.	Cabinet Member for Children and Young People
Annual Education Report	The committee will evaluate the key areas of success and areas to be developed in the Annual Education Report.	Ian Heggs
Libraries Transformation	To analyse the libraries transformation programme.	Mike Clarke
Community Cohesion Commission (Report circulated for information)	A report on the published report of the Community Cohesion Commission. The Commission will be examining evidence of any local barriers to community cohesion, which includes a review of approaches taken to address the risk of radicalisation in relation to all forms of extremism.	Charlotte Breen

ROUND FOUR – 6 February 2017
Main Theme – Sport, Leisure and Open Spaces

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give ‘critical friend’ challenge to the portfolio holder.	Cabinet Member for Sport, Leisure and Open Spaces
Community Engagement	To review the new programme and its first year, including Open Forums.	Neil Wholey
Troubled Families Year 2	To review Year 2 of the Troubled Families Service and suggest areas to be developed.	Melissa Caslake

ROUND FIVE – 13 March 2017
Main Theme – Children and Young People

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give ‘critical friend’ challenge to the portfolio holder.	Cabinet Member for Children and Young People
SEN 6-Month Milestone Report	To review the SEN Programme	Ian Heggs

Families of Service Personnel Update (For Information – Briefing note)	An annual update on the service was requested by the Committee in February 2016.	Steve Bywater
ROUND SIX – 15 May 2017 Main Theme – Children and Young People		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member questioning	To hold to account and give ‘critical friend’ challenge to the portfolio holder.	Cabinet Member for Children and Young People
Access to the Cultural Offer in Westminster for Young People	To examine the uptake of the cultural offer by Young People and how the relationships with partner organisations work with the institutions based in Westminster.	Mike Clarke
Healthy Schools	To examine measures to improve health in schools, including a review of the new school meals contract mobilised in Westminster in April 2016.	Annabel Saunders
Unallocated items		
Review of Youth Services/ Young Westminster Foundation	To analyse the changes to the Youth Services (Rachael Wright-Turner)	
Reduction in Fostering Numbers/Regionalisation of Adoption	Changes to the adoption and fostering services to be tracked through Cabinet Member updates to the Committee (Annabel Saunders)	
Action for Change	To examine the work with organisations from Italy/Romania/UK/Hungary on mothers affected by domestic violence and the impact on their children (see RBKC). (Natasha Bishopp)	
The Two Year-Old Offer in Early Intervention	To examine the promotion of the two year old offer and an update on uptake. A regular update to the Committee on this was agreed at P&S in January 2015.	
GCSE to ‘A’ Level School Transition	To examine the promotion of the two year old offer and an update on uptake. A regular update to the Committee on this was agreed at P&S in February 2016.	
The Role of Social Workers	To examine the role of Social Workers, as requested at P&S in March 2016.	

Local Area Inspection Self-Assessment and Action Plan	To analyse the local area inspection self-assessment and action plan.
Changes to School Funding	To look at how prepared WCC will be as an Academy chain.
Volunteering	New Strategy development –November 2017?
Social Value	Autumn 2017-after 1 year of operation.

Other Committee Events & Task Groups

Group/ Issue	Update	Type
Youth Mental Health	Meeting dates tbc.	T/G

This page is intentionally left blank