



City of Westminster

# Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Tuesday 29th November, 2016**

Time: **7.00 pm**

Venue: **Committee Rooms 3 and 4, 17<sup>th</sup> Floor, City Hall,  
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](mailto:apalmer@westminster.gov.uk) Tel: 020 7641 2802  
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**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 28 June 2016.

**(Pages 1 - 6)**

#### **4. WEST END PARTNERSHIP UPDATE**

To consider the achievements of the West End Partnership; together with a review of the delivery arrangements created for the Oxford Street project, and an update on the Tax Incremental Financing (TIF) proposal submitted to HM Treasury to support the programme.

**(Pages 7 - 60)**

#### **5. DRAFT SCRUTINY ANNUAL REPORT 2015/16**

To consider the draft Annual Report for the work undertaken by Westminster's Policy & Scrutiny Committees over the June 2015 – May 2016 municipal year.

**(Pages 61 - 90)**

#### **6. WORK PROGRAMME 2016/17**

To consider the Work Programme for the Westminster Scrutiny Commission and to discuss the scope of the items to be presented at the April meeting.

**(Pages 91 - 94)**

#### **7. ANY OTHER BUSINESS**

To consider any other business which the Chairman considers urgent.

**Charlie Parker**  
**Chief Executive**  
**21 November 2016**

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**CITY OF WESTMINSTER**

## **DRAFT MINUTES**

### **Westminster Scrutiny Commission**

#### **MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Tuesday 28 June 2016** at 7.00pm in Committee Rooms 3 & 4 - 17th Floor, City Hall.

**Members Present:** Councillors Ian Adams (Chairman), Brian Connell, Antonia Cox, and Barrie Taylor.

**Also present:** Councillor Ian Rowley.

#### **1. MEMBERSHIP**

- 1.1 The Commission welcomed Councillor Antonia Cox, and also welcomed Councillor Ian Rowley.
- 1.2 Apologies were received from Councillor Andrew Smith.

#### **2. DECLARATIONS OF INTEREST**

- 2.1 No declarations were received.

#### **3. MINUTES**

- 3.1 The Commission agreed the minutes of the meeting held on 30 November 2015 as a correct record.

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

- 4.1 The Commission received an update on current and forthcoming corporate issues from Charlie Parker (Chief Executive), who also responded to questions.
- 4.2 The Chief Executive commented on progress on the implementation of the *Westminster Way* programme, which had now been attended by approximately 1,000 members of staff. Over 200 members of staff had

attended the Westminster Way Awards at Porchester Hall in April, which had celebrated those who had demonstrated their commitment to delivering excellent services to Westminster's residents and stakeholders. The Chief Executive confirmed that a more comprehensive resume on the programme would be presented to the Commission at the end of the year.

- 4.3 The Chief Executive also commented on progress in the devolution of powers from Central Government to London Councils; and in deals relating to employment, skills and health. It was anticipated that Westminster would take part in the second series of Health Pilots that were to be staged through the London Health & Care Collaboration Agreement to test devolution.
- 4.4 The Chief Executive informed the Commission that he had attended a meeting with the Leader of the City Council and the new Mayor of London, where issues discussed had included issues such as the work of the West End Partnership; affordable housing; and legislation relating to pedicabs. The Mayor had asked for regular meetings with the Leader to discuss Westminster's agenda.
- 4.5 The Commission highlighted the need for an effective workforce strategy, and noted that an interim people strategy had been put in place for the current calendar year. The Chief Executive confirmed that a new Director of People Services had now been appointed, and that proposals for a more comprehensive strategy would be brought to the next meeting of the Commission in November, for input prior to being finalised and put into effect.
- 4.6 The Commission discussed the implications of the Brexit decision on Westminster, and noted the potential financial impact on areas such as planning fee income, acquisitions, and on public expenditure arising from a Government budget. Members noted that the Brexit decision could also have service implications for issues such as Sustainability & Transformation Plans in the NHS; housing and planning; and community cohesion and stability.
- 4.7 The Commission discussed the governance and accountability that needed to be in place for any Tax Increment Funding received in connection with major projects such as pedestrianising Oxford Street, and agreed that consideration should be given to involving partners and statutory organisations in public scrutiny of the work of the West End Partnership.
- 4.8 Members commented on public accountability in Tri-borough working and the role of scrutiny, and asked to receive a regular review. The Chief Executive confirmed that a more detailed synopsis of Tri-Borough working would be submitted to a meeting of the Commission later in the year, when the Leader of the City Council would also be present and be able to take part in the discussion.
- 4.9 Members discussed ongoing difficulties being experienced with Agresso, and agreed that the Managed Services Programme should remain on the Commission's agenda. The Chief Executive confirmed that the programme was continuing to improve, although work was ongoing; and agreed to provide Members with a briefing on the discussions that had taken place with schools, and on the subsequent action that had been taken.

- 4.10 Other issues discussed included the West End Partnership; the effects of the Accountable Care Programme; and the direction of travel for Tri-Borough working.
- 4.11 Councillor Ian Rowley attended the meeting to address the Commission, together with Councillor Taylor, on the scrutiny function of the Adults, Health & Public Protection Policy & Scrutiny Committee. They suggested that structurally, this Committee had two very different parts to its portfolio and statutory duties in each. The Health and Adult Social Care world was going through major transformation and it was proving difficult for the Scrutiny Committee to fulfil its statutory functions given the scale of service transformation.
- 4.12 Specific issues relating to accountability and governance had arisen from a series of fundamental changes in the NHS and Public Health, which the City Council had a statutory duty for scrutiny and consultation. In addition to Health, the Scrutiny Committee's portfolio also included areas of statutory responsibility in Public Protection.
- 4.13 Councillor Rowley considered that the existing system could not work due to the Committee having an unmanageable workload with only six meetings a year; and with the work programme tending to be weighted towards Health which could lead to important issues such as serious youth violence in the north of the borough not being subject to scrutiny. Councillor Rowley also suggested that some topics were difficult to consider adequately in one meeting.
- 4.14 The Chief Executive acknowledged that this was an inherent pressure on the scrutiny function that was not confined to Westminster, and that resources to support Health Scrutiny had diminished in line with available funding. Local authorities had been taking a conscious decision on the key statutory issues that they wished to scrutinise, and had often considered contributing to policy development to be a better use of available time rather than considering performance retrospectively.
- 4.15 The Commission noted that these issues were not specific to the City Council, and that the challenge was how to effectively manage the limited resources that were available. The Chief Executive considered that the Scrutiny function at Westminster worked well and had a high level of Member involvement, and the Commission acknowledged the need to focus on work which had potentially more valuable outcomes, rather than focussing on process. The Commission agreed that more use could be made of Task Groups, and that joint working with other boroughs and partners on the scrutiny of common issues could enable resources to be shared.
- 4.16 Muge Dindjer (Policy & Scrutiny Manager) commented that a publication was available the Centre for Public Scrutiny (CfPS) which addressed these issues; and that funding was available from the scrutiny budget that would enable the City Council to work with the CfPS. The Policy & Scrutiny Manager also

suggested that clear roles and protocols needed to be developed for the relationship between the Scrutiny and Executive functions.

## **5. THE SCRUTINY FUNCTION AND WORK PROGRAMMES FOR 2016-17**

- 5.1 Muge Dindjer (Policy & Scrutiny Manager) presented a report which updated the Commission on the work programmes and Task Groups for Scrutiny Committees, which had been considered and accepted during the June cycle of meetings. The report also reminded the Commission of the budget held to support the Scrutiny function which could be used for research or Member development. An additional paper on Public Protection Data and Information had been circulated to Members of the Commission at the request of the Adults, Health & Public Protection Scrutiny Committee for the discussion on the Scrutiny Function and Work Programmes.
- 5.2 The Commission noted that the Centre for Public Scrutiny (CfPS) was undertaking work on how Scrutiny could make the most impact during challenging times and transformation on the delivery of services, and the Policy & Scrutiny Manager suggested that an independent facilitator be asked to take this forward with Westminster's Councillors.
- 5.3 The Commission acknowledged that different local authorities undertook scrutiny in different ways, and agreed that it was beneficial to look at the models being used. Members also suggested that the Commission had its own work programme, which would enable individual Scrutiny Committees to see what was being done.

## **6. TERMINATION OF MEETING**

- 6.1 The Meeting ended at 8.38 pm.

**CHAIRMAN:** \_\_\_\_\_

**DATE** \_\_\_\_\_



<b><i>Actions Arising</i></b>	
<b>Item 4 Chief Executive</b>	The Chief Executive to present a more comprehensive resume on the Westminster Way programme to the Commission at the end of the year.
<b>Item 4 Chief Executive</b>	The Chief Executive to submit proposals for a revised Westminster Workforce Strategy at the next meeting of the Commission in November, for input prior to its being finalised and put into effect.
<b>Item 4 Chief Executive</b>	Consideration to be given to involving partners and statutory organisations in the scrutiny of the work of the West End Partnership.
<b>Item 4 Chief Executive</b>	The Chief Executive to present a more detailed synopsis of Tri-Borough working at a meeting of the Commission later in the year, when the Leader of the City Council would also be present and be able to take part in the discussion.
<b>Item 4 Chief Executive</b>	<p>The Chief Executive to provide Members with a briefing on the discussions that had taken place with schools regarding ongoing problems with Agresso, and on the subsequent action that had been taken.</p> <p>The Managed Services Programme to remain on the Commission's agenda.</p>
<b>Item 4 Chief Executive</b>	Clear roles and protocols to be developed for the relationship between the Scrutiny and Executive functions.
<b>Item 5 The Scrutiny Function and Work Programmes for 2016-17</b>	An independent facilitator be asked to take forward work on how Scrutiny could make the most impact during challenging times, and during the transformation of the delivery of services.
<b>Item 5 The Scrutiny Function and Work Programmes for 2016-17</b>	To establish a Work Programme for the Westminster Scrutiny Commission.

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## Westminster Scrutiny Commission

<b>Date:</b>	29 <sup>th</sup> November 2016
<b>Classification:</b>	General Release
<b>Title:</b>	<b>West End Partnership 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 Choice / Heritage / Aspiration
<b>Report Authors</b>	Steve Carr / Anne Pollock

### **1. Executive Summary**

- 1.1 The West End is one of the most celebrated and exciting city centre districts in the world. Comprising just 2.5 few square miles of Westminster and Camden, it nevertheless generates £51 billion annual gross value added (GVA). This is some 15% of London's economic output and 3% of that of the UK – larger than the City of London's contribution. It has one of the largest and most diverse concentrations of jobs anywhere in the UK, hosting 650,000 jobs in 120,000 individual enterprises across a huge range of sectors. It is a magnet for tourism, providing the main attractions that brought 31.5 million international and UK visitors to London in 2015, who spent £11 billion between them. At the same time the West End is home to 59,000 people, several schools and many civic amenities supporting both a local communities and a wider London population.
- 1.2 The West End Partnership (WEP) was formed in 2013, on the recommendation of the West End Commission chaired by Sir Howard Bernstein. It brings together senior public service and private sector leaders, academic experts, cultural bodies and resident representatives. It was created to be the catalyst to enable the West End to support and accommodate growth, whilst at the same time to strengthen its unique cultural character, amenities and sense of openness. The body has been chaired by the Leader of Westminster City Council and also includes member representation from the London Borough of Camden and the Mayor of London. The WEP programme is supported by working groups, staff and expertise seconded

from the partners' bodies. The business improvement districts have created a West End network to better collaborate and coordinate their involvement in the WEP programme. Westminster Property Association is also very supportive of the programme. Resident groups are also actively engaged through the West End Community Network. Other representatives include the Metropolitan Police, academic and cultural advisors and London First.

- 1.3 As a Partnership body WEP has no legal basis of its own but instead coordinates and initiates action and delivery through its partner bodies encouraging growth through new policies, plans and actions in order to benefit residents, communities, businesses and visitors alike. The governance arrangements are set out in **Appendix A**.
- 1.4 In the face of fierce international competition, the West End's historical success cannot be taken for granted. Although there have been recent improvements to the West End's infrastructure such as the Elizabeth Line, there is much to do to alleviate the growing pressures on the area from increased footfall, high levels of vehicle traffic and startling gaps in basic infrastructure such as energy and broadband. Indeed, without more investment, the improvements that have already been made will not benefit the West End and it could risk sliding back as an economic and cultural powerhouse within London and the UK.
- 1.5 Viewing such pressures as an opportunity to act, in July 2015 the West End Partnership launched a fifteen year vision (see **Appendix B**) - an early delivery plan to support growth, meet rising demand to enhance the quality of life for all users of the West End. The vision and delivery plan seeks to secure the West End's future as an economic powerhouse, iconic destination and great place in which to live, work and visit.
- 1.6 The West End Partnership vision sets out the Partnership's aims to unify the purpose and plans of many voices and partners with a stake in the area. The WEP's vision is that over the next 15 years the West End will remain or become:
  - Vibrant, productive, resilient, creative and surprising
  - Playing a pivotal role in London's continued economic success
  - Providing new jobs and skills opportunities
  - Easy to reach, with less congestion and better air quality
  - Safe and secure as well as open and relaxed
  - Renowned for the quality, interest and extent of its public spaces, helping to differentiate London from other world cities
  - Inspiring a sense of common purpose
  - More self-reliant

- 1.7 To ensure that this vision for the West End becomes reality, WEP's delivery plan is focused on three core areas:

**People:** Improving the lives of those who work, live and visit the West End such as through better air quality and better compliance with noise and other regulations.

**Place:** Maintaining the West End as a place of vital importance in the UK's capital city by improving public places and attracting quality property development.

**Prosperity:** Increasing the economic prosperity of the West End, London and the UK for all, including access to jobs, skills and business opportunities.

- 1.8 All of the Partnership's work since the launch of the vision has been focused on delivering these objectives. It has done this through joint work at the level of the main WEP Board, through working groups covering the three themes and via project boards established to deliver key projects such as for Oxford Street and improved air quality and improved freight traffic management.
- 1.9 The Partnership also agreed a broad delivery plan in June 2015 aimed at ensuring the successful delivery of its vision. The delivery plan sets out a core programme of projects amounting to just under £1bn. Around half of the programme is expected to come from public sources, matched by significant private sector co-investment and leading to further private investment down the line in development and business activity. Major improvements to the quality of life of residents, workers and visitors achieved by growth in the West End are envisaged.
- 1.10 The update paper below in Section 2 outlines the achievements since the WEP's West End 2030 vision was launched in June 2015; provides a review of the delivery arrangements created for the Oxford Street project; and gives an update on the Tax Incremental Financing (TIF) proposal submitted to HM Treasury to support the programme.

## **2. Achievements**

- 2.1 The Partnership's approach to delivery is founded on establishing effective relationships between a wide range of partners and stakeholders. A genuine coalition has formed within the West End Partnership - a coalition that is wider than has previously been the case - and that is beginning to tackle the Partnership's priority projects and programmes. It is doing this from a strong evidence base and a deeper understanding of the challenges facing the West End than ever before.
- 2.2 Across an area from Marble Arch to Tottenham Court Road and Euston to Aldwych, plans are now underway to encourage investment and jobs and create the new places of business and work needed to accommodate them; deliver radical improvements to the public realm; capture the benefits of Crossrail 1 and 2; reduce traffic; and improve air quality. Several infrastructure improvements in Westminster such as those to transform Baker Street,

Tottenham Court Road, Bond Street and Hanover Square either have already started or are due to start in the next few months as outlined below:

### **3. Major Programme Updates**

- 3.1 **Baker Street:** The West End Partnership and the Baker Street Quarter business improvement district, has championed plans for improving Baker Street, recognising its potential as a commercial district able to accommodate up to 17,000 more jobs. A two-way traffic scheme funded by TfL and private partners, delivered by Westminster City Council, will draw in new investment and improvements to benefit local residents and businesses alike. Landowners and businesses have since pledged to bring forward major development in the area as a result of this project, reversing the 20% decline in office space and employment it has experienced in the last ten years. Following extensive public consultation, Cabinet Member approval has been given to proceed with detailed design and Traffic Order consultation.
- 3.2 **Bond Street:** Funding commitments have been secured to further enhance the positioning of this iconic street as a world-class retail area of luxury goods, by improving connections and places for people to walk and spend more time on the street. Due for completion in 2018, the public realm scheme will see reduced traffic speeds, shared access for vehicles, pedestrians and cyclists, repaved roads and footways, a new 'town square' and create employment opportunities. The scheme is already tackling air pollution – waste companies servicing the street have been reduced from over forty seven firms to five. This major scheme is a partnership project between Westminster City Council, TfL, New West End Company, Bond Street Management and the Crown Estate. Funding from TfL and businesses including section 106 has been secured toward the £8.9m total cost with the £2m gap to be covered by a loan from the GLA repayable by the Council.
- 3.3 **Hanover Square:** This square is set for a major facelift that will showcase its striking historic features in the best light possible and also cope with the major increase in pedestrians that are expected on the arrival of the Elizabeth Line in 2018, which will have one of its Bond Street stations located on the square. Driven by a partnership between Great Portland Estates, Crossrail and Westminster City Council, plans include the pedestrianisation of the west side, de-cluttering street furniture, installing new lighting, public art and better traffic management. The plans for the square were approved by the Cabinet Member for Built Environment in December 2015 and are now being implemented. Improvements to the gardens of this historic London Square will be a priority and we are working closely with the Heritage Lottery Fund on supporting this element of the project. The total cost of the scheme is £13.8m which has largely been secured from private sources, section 106 payments and TfL with a small gap to be funded by the TIF bid to HM Treasury.
- 3.4 **Strand/Aldwych:** The WEP is supporting the Northbank Business Improvement District (BID) to drive significant public realm improvements to the Aldwych gyratory. Improved traffic flow, reduced air pollution and new pedestrian areas are on the horizon for an area that is home to over 20 listed

buildings and monuments. The improvements are also set to achieve at least 159,000 additional square metres of new floor space and 6,700 additional jobs. It is hoped that in 2016/17, the Northbank BID vision submitted for Strand/ Aldwych will be transformed into a full programme of improvements. The plans drawn up by Publica consultants for Northbank's partnership body includes pedestrian access between St Mary Le Strand and Somerset House. Major investment in this historic church could be achieved on the back of the public realm scheme. The BID is now working up a fully costed plan to demonstrate how it will benefit business in the area and to investigate options for improved traffic flow in this congested area. This will be submitted to WEP and the Council in 2017.

- 3.5 **Broadband:** There are endless benefits to superfast broadband – bringing the West End even closer to its global audiences and increasing business efficiency. Having led the call for the West End's broadband deficit to be addressed with improved connectivity, WEP is delighted that BT Openreach has agreed to increase fibre broadband availability and is now installing new connection cabinets. In addition, other providers, some new to the West End, have also stepped up their broadband roll-out. In addition, our public realm projects such as Oxford Street and Bond Street will have modern ducting to enable faster rollout of fibre based broadband by all providers and deliver the best superfast broadband network to become top of the table for connectivity in the UK. The Board is currently examining possible initiatives to address the remaining gaps in provision, including by delivering a new connection voucher scheme for small firms and including telecoms ducting plans in all future public realm projects to avoid need for individual premises connection works on those streets in future.
- 3.6 **Employment and Skills:** The West End continues to play a pivotal role in London's economic success and has one of the largest and most diverse concentrations of jobs anywhere in Europe. The Partnership's vision to provide new jobs and skills is successfully linking unemployed people with opportunities within a wider range of business sectors. By March 2017, 259 local unemployed people in Westminster will have been recruited to West End jobs as a result of the WEP promotion through Recruit London. In addition, engagement is taking place to link up Camden residents to job opportunities in the West End and surrounding areas.<sup>1</sup>
- 3.7 **Enterprise:** Higher levels of economic growth need to be matched by sustainable creation of new office capacity. The Partnership is working to ensure the West End maintains its diverse mix of businesses – both large and small – and attracts a new breed of entrepreneurs. The shortage of affordable workspace for small and start-up firms is being tackled. New sites are being considered for business incubation and workspace as a direct result of the West End Partnership's work with Westminster City Council: this includes Somerset House Studios which is soon to complete and Ingestre Place in

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<sup>1</sup> These commitments include 63 different employers including Veolia, Boots, New Look, Matalan, Ted Baker, Shake Shack, St Martins in the Field – Café in the Crypt, various hotel groups i.e. The George, The Edwardian and Doubletree by Hilton, Not Just Cleaning and Amey.

Soho, with a potential 12,000 square feet for creative firms with plans to start on other projects in the next few months.

- 3.8 **Air Quality:** Levels of NOx and particulate matter in the air are unacceptably high in the West End. This issue is the number one concern of residents and many businesses. The West End Partnership is committed to measures which reduce traffic volumes in the West End and will look to set a target for this, in consultation with the Mayor and TfL. We aim to design West End roads and public realm schemes in a way which helps to reduce pollution, introduce more green space and encourage walking and cycling. An excellent example of partnership working right across the membership is the new Freight Group, which is chaired by the New West End Company and is commissioned to deliver a West End freight plan while seeking to reduce waste and servicing and better manage freight movement mainly through voluntary action by retailers, businesses and the logistics industry. The West End Partnership supports Westminster City Council's successful summer Marylebone Low Emission Neighbourhood (LEN) bid. This is a much-needed scheme in a part of the West End chronically suffering from poor air quality. Over the next year WEP will continue to develop further initiatives to tackle air pollution and congestion – specifically looking at targets to reduce traffic volumes in the West End and identifying more green space within WEP supported public realm projects.

#### 4. **Tax Incremented Finance (TIF) Bid**

- 4.1 Without coordinated investment in its public spaces, transport and other infrastructure, the West End could fall behind its international competitors. That is why the WEP has been working with HM Treasury officials to help secure the future of this vital district which is the engine for London's and the UK's economy.
- 4.2 By retaining 6.5% of local business rates, rather than the current 4%, Westminster City Council would be able to invest into the West End an additional £40 million of the £1.8 billion that the area generates in business rates. By creating investment certainty, the Partnership can attract major co-finance from the private sector. If approved, this agreement ultimately could create £12.3 billion of additional economic output (GVA) over the fifteen years of the WEP programme, as well as a further £3.8 billion in tax revenue for the Exchequer. Further detail of this bid can be found in 'The Case for the West End' (see **Appendix C**).
- 4.3 At the time of writing, the WEP has put a case to the Government ahead of the Autumn Statement on 23 November and / or the budget for March 2017. Several papers have been tabled by the WEP team and private sector partners to HMT to demonstrate the role that the West End plays in the UK economy, supporting investment that cannot be achieved anywhere else other than in London and supporting jobs and economic capacity around the country. The importance of the West End to the capital's economic welfare has been supported by the Mayor of London and around 100 businesses have so far written to the government in support of the programme. This case-making



exercise has included a guided tour of the West End for HM Treasury and DCLG Officials on 10 October, as well as a WEP Stakeholder event at the House of Commons in September and on in Leicester Square 8 November, 'The West End – the Nation's Powerhouse'. Both events were opportunities to demonstrate to HM Government and the wider West End stakeholder group that there is a coalition of private and public partners who want to maintain the West End's status as a national and international destination of choice and that back the Treasury bid. Public and private sector stakeholders and partners have also written to the Chancellor, and DCLG Secretary of State in support of the bid.

- 4.4 The Westminster Scrutiny Commission will receive a verbal update on the TIF Bid's progress in the Autumn Statement during the Committee Meeting on 28<sup>th</sup> November.

## 5. Oxford Street

- 5.1 The West End Partnership vision for Oxford Street is that it should be '**the world's best outdoor street shopping experience**', complementing Regent Street and Bond Street by offering an unrivalled mix of flagship and branded stores. More than this, there is opportunity to integrate with a wider network of retailers, office occupiers, leisure and cultural attractions across the surrounding streets to create a retail and business district. Currently Oxford Street employs half as many people as does Regent Street so the potential to unlock opportunities from the project are immense. The arrival of the Elizabeth Line (Crossrail 1) from December 2018 provides a further catalyst to improve the quality of the area and position it as the world's best outdoor shopping street.
- 5.2 The Partnership, supported by the property owners on Oxford Street, has drawn up a cross-cutting vision that will join with, and build on, complementary projects to transform the street and wider area:

### **Reducing Traffic**

- A comprehensive reduction in vehicles of all types with improved freight management.
- Improvements in the public realm and prioritisation of pedestrians to create the right ambiance for a successful trading environment.
- Radically improve the street's air quality and additional measures to reduce traffic accidents.

### **Creating Modern Retail Spaces**

- Improvements to the scale and design of buildings with appropriately redeveloped stores.
- A renewed mix of new and established retailers to provide a compelling shopping and visitor experience.
- A seamless and intuitive system of shopper information online to guide visitors.
- Greater investment in marketing to cement Oxford Street's brand position both internationally and in the UK

### **High Quality Public Realm**

- More space for pedestrians including 'oasis' spaces both on Oxford Street and side streets.
- More robust management and maintenance to provide a safe, clean and welcoming environment with less street furniture and other clutter.

- 5.3 Discussions about the West End and the WEP continue with the Mayor and his representative on the Board, Val Shawcross, Deputy Mayor for Transport. The Mayor has been clear about his ambition to make Oxford Street a world class destination and to demonstrate that London is open to the world post the EU referendum.
- 5.4 The West End Partnership has therefore created an Oxford Street Strategic Board and an Oxford Street Project Board to further this work (see **Appendix D**). They in turn make recommendations to the WEP Board the partners. Both of these Boards have met twice since the summer. This is where technical work is shared, processes are agreed, and actions recommended to the partner bodies responsible for making the ultimate decisions and delivering changes – principally the local authorities as highway and planning authorities and TfL and the GLA. The Oxford Street Strategic and Project Boards have also agreed a consultation framework and have begun an initial dialogue with residents and local businesses which will continue into the New Year. There are planned to be two formal consultation exercises in 2017, the second being a statutory process for the local authority in relation to the highways and planning consents it would need to give to enact a final scheme once designed. TfL will also engage in statutory consultation on bus route reductions on Oxford Street and related streets, the first of which is scheduled for the end of November 2016.
- 5.5 The WEP Board has recently endorsed a programme of public consultation on the final shortlisted options to improve Oxford Street West and the surrounding areas, as well as completing the complex technical work required on buses, taxis, freight and pedestrian movement in 2017/18.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Steve Carr 0207 641 6551 [scarr@westminster.gov.uk](mailto:scarr@westminster.gov.uk)

### **APPENDICES**

For any supplementary documentation; especially from external stakeholders or documents which do not fit this template.

**Appendix A:** West End Partnership Board and Governance arrangements

**Appendix B:** WEP West End Vision 2030 (July 2015)

**Appendix C:** The Case for the West End (August 2016)

**Appendix D:** Oxford Street Project - governance arrangements (September 2016)

## West End Partnership Board Membership

**Cllr The Baroness Philippa Couttie**

– Leader, Westminster City Council (Chair)

**Peter Vernon**

– Grosvenor UK & Ireland, representing London First (Deputy Chair)

**Cllr Phil Jones**

– London Borough of Camden, Cabinet Member, Regeneration, Transport & Housing

**Val Shawcross CBE**

– Deputy Mayor for Transport, Mayor of London's representative

**Neil Thompson**

– Great Portland Estates, representing Westminster Property Association

**Simon Loomes**

– Chair, Baker Street Quarter, representing Business Improvement Districts

**Commander Alison Newcomb**

– Area Commander, Metropolitan Police

**Professor Tony Travers**

– London School of Economics (academic advisor)

**Mike Brown MVO**

– Transport Commissioner, Transport for London

**Matthew Bennett**

– West End Community Network (Westminster) and Chair, WEP People Group

**David Kaner**

– West End Community Network (Camden)

**Alex Beard CBE**

– Chief Executive, Royal Opera House, cultural sector representative

**Attended by:**

**Charlie Parker** – Chief Executive, Westminster City Council – lead officer

**Cllr Robert Davis DL MBE** – Westminster, Chair WEP People Group

**Peter Drummond** – Director, West End Partnership

**Steve Carr** – Deputy Director, West End Partnership

**Graham King** – Westminster City Council/WEP Deputy Director Transport & Infrastructure

**Ed Watson** – Westminster City Council Executive Director Growth, Planning & Housing

**Alexandra Jones** – Centre for Cities, Chair WEP Prosperity Group

**Jenny Rowlands** – London Borough of Camden, Executive Director, Supporting Communities

**Fiona Fletcher-Smith** – GLA, Exec Director Development Enterprise & Environment

**Jace Tyrrell** – Chief Executive, New West End Company (Oxford Street issues)

**Matthew Jaffa/Colin Stanbridge** – Federation of Small Business/London Chamber of Commerce & Industry joint representatives as observers

**Alex Williams**, Transport for London, Director for Borough Planning

## **West End Partnership – Working Groups Membership**

Working Groups reporting to the West End Partnership Board

### **Place Group**

**Chair: Cllr Robert Davis DL OBE**

Secretariat: Matt Greet, City of Westminster

Ed Watson – City of Westminster lead officer

Sue West – Selfridges

Lucy Musgrave – Publica

Jace Tyrrell – New West End Company

Simon Loomes – Portman Estate/Westminster Property Association

Nigel Hughes – Grosvenor

Ruth Duston – Northbank BID

Richard McGreevy – Transport for London

Sarah Jane-Steer – Capital & Counties

Kate Hobhouse - Fortnam & Mason

Andrew Love – The Ritz

Fiona Fletcher-Smith – GLA

Louise McBride – LB Camden lead officer (interim)

Peter Drummond/Graham King – West End Partnership Team

### **People Group**

**Chair: Matthew Bennett, West End Community Network, Soho Society**

Secretariat: Richard Cressey - Westminster City Council

David Kaner - West End Community Network (Camden)

Richard Barker - Westminster City Council lead officer

Helen Deakin - Transport for London, Stakeholder Engagement team

Cllr Nickie Aiken - Cabinet Member for Public Protection & Chair of Licensing, WCC

James Robinson - Heart of London BID

Clare Lynch – The Soho Society, resident

Tom Preest - Director of Community, LB Camden lead officer

Steve Medway/Paul Trumper – New West End Company

### **Prosperity Group**

**Chair: Alexandra Jones - Centre for Cities**

Secretariat: Steve Carr - West End Partnership

Jeremy Collins – John Lewis

Kay Buxton – Marble Arch BID

Jace Tyrrell – New West End Company BID

Tom Harvey – Soho Create

Cllr Theo Blackwell – LB Camden

Ed Watson – Westminster City Council

Peter Drummond/Steve Carr – West End Partnership Team

Rosemary Feenan – Jones Lang La Salle

Neil Thompson – Great Portland Estates/Westminster Property Association

Fiona Fletcher-Smith/Finn Williams – Greater London Authority

John Dickie – London First

Neil Drinkwater – West End Community Trust



The

# West End.

Vision 2030

The West End Partnership





Vibrant, productive, resilient,  
creative and surprising  
Playing a pivotal role in London's  
continued economic  
Providing new jobs and skills  
opportunities success  
Easy to reach, with less congestion  
and better air quality  
Safe and secure as well as  
open and relaxed  
Renowned for the quality, interest  
and extent of its public spaces, helping  
to differentiate London from other  
world cities  
Inspiring a sense of common purpose  
More self-reliant

# The West End.

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VISION 2030 ■ Pg 3

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# foreword

THE WEST END.  
VISION 2030 ■ Pg 4

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**We are pleased to  
present our vision  
for the West End  
— a vibrant and  
endlessly changing  
place of vital  
importance to the  
UK's capital city.**

The West End is the driver of London's commercial and economic success and lies at the heart of its cultural offer. It is also home to long-established and new communities, bringing family and neighbourhood life to the heart of London. The West End faces both challenges and opportunities to grow in ways that enhance the experience of those who live and work here, as well as those who visit.

The West End Partnership was created in 2013 following the report of the West End Commission. The Commission called for a new strategic body to help shape and support the plans and policies needed to secure the stewardship and long-term future of the West End. The Partnership was created as a result. It has a mandate to secure and enhance the area's unique combination of diverse businesses and cultural attractions which, when combined with a sizeable residential population, create buzz, vitality, interest, investment and demand.

We are acutely aware that building on existing success will bring intense pressures, new challenges and greater responsibility for the stewardship of such an important place. So as a starting point, the Partnership has set out its vision alongside some of the challenges facing the West End.

We will seek to understand the concerns of all relevant stakeholders and accommodate the range of interests and priorities sensitively and productively. By working together in a collaborative spirit we will give a powerful new voice to an area whose success is too often taken for granted. We will ensure that life for those who live and work in the West End is as good as any to be found in comparable international locations; that the distinctive neighbourhood feel of the area's urban villages is enhanced; that large, medium and small businesses thrive; and that the visitor experience is the best it possibly can be.



We must redouble our efforts if we are to unlock this opportunity. With better and greater collaboration, the improvements we want to see brought forward – in our transport and infrastructure networks, such as the Tube upgrades and Crossrail, in the policies underpinning development, in our streetscapes, our amenities and services – can bring greater economic prosperity for all; residents, visitors and businesses alike. If realised and captured, the additional revenues that growth produces can and should be ploughed back into improvements in our physical and social infrastructure, to help sustain jobs for residents and, most importantly, make a tangible difference to the lives of people who live, visit and work in the West End.

We believe that better local powers and greater financial autonomy to fund investment in the West End will spur these achievements. We are discussing this autonomy at a national level as we believe the West End should be recognised for what it is – a major economic and cultural powerhouse of critical importance to the UK and its economy – a powerhouse in need of new tools to maintain its vital role.

The West End's unique and rich mix of businesses, urban neighbourhoods, cultural attractions, leisure and hospitality, and cutting-edge, internationally-recognised commercial sectors, makes the area uniquely challenging to support. But it is precisely this rich diversity that makes the West End a special place, a magnet for millions of visitors and hundreds of thousands of jobs. In the face of growing and intense international competition and constrained public finances, the West End needs both a strong vision and a strong voice to secure its growing success.

The West End Partnership looks forward to working with local people, businesses, Government and investors to make sure the West End maintains its success as it drives the implementation necessary to deliver the vision we have set out here.



**Cllr Philippa Roe**

Leader, Westminster City Council  
Chairman, West End Partnership



**Peter Vernon**

Chief Executive, Grosvenor Britain & Ireland  
Board Director, London First  
Vice-Chairman, West End Partnership

# context

THE WEST END.  
VISION 2030 ■ Pg 6

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## There is no end to the West End

London's West End is one of the most celebrated and exciting places in the world. It has a wealth and variety of talent, activity, character, space, architecture, heritage and ambience. It is home to vibrant communities and thriving business clusters, a focus for culture and entertainment, a centre of learning and research, and a hub for commerce and retailing. It is both an economic powerhouse and a mix of urban neighbourhoods. It is uniquely resourceful, busy, productive, diverse and dynamic – the West End is endless.

Comprising just a few square miles, it sits at the heart of a global city projected to expand to 10 million people over the next 15 years. The demands placed on London's infrastructure, especially its transport system, as a result of this growth are well documented. Improvements have recently been delivered, and more are due shortly – for example with the opening of Crossrail. These will create greater demand for, and access to, the West End. With some of the unique attributes below, it supports the competitiveness of London and of the UK.

### Economic Powerhouse

- The West End is a major national and international asset with economic activity that outpaces that of any other area of London. It generates 3% of the country's economic output (£51.25 billion GVA in 2014), even greater than the City of London's contribution.
- It has one of the largest and most diverse concentrations of jobs anywhere in the UK and hosts 610,000 employees. With over 120,000 employees per square kilometre, it is also one of the world's densest employment hubs, on a par with Hong Kong.
- It is home to a wide range of businesses and sectors including financial, commercial and professional services, retail, leisure, tourism, entertainment and culture – and a large number of SMEs. Over 80% of its businesses employ fewer than 10 people.

## Retail and Hospitality Hub

- The West End boasts the busiest shopping district in the world around Oxford Street, Regent Street and Bond Street, which in recent years has broken all records in retail sales and visitor numbers.
- The West End supports London's £22 billion visitor economy. In 200 million visits a year, people spend an estimated £11 billion in its hotels, restaurants, bars and shops, which in turn support 200,000 jobs across the capital.

## Cultural Heartland

- The West End hosts some of the most famous centres of cultural activity in the world, with public events and iconic public spaces that are hugely popular to Londoners and visitors alike. The five most popular attractions alone welcome 25 million people a year.
- Alongside its many centres of research, teaching and further education, it is home to four world-class universities. UCL is ranked by QS as the world's fifth best university; Kings College's Pharmacy & Pharmacology School is ranked number three in the world; the London School of Economics is the sixth best in the world by employer reputation; and the University of Westminster's Media, Communications and Journalism school is ranked second in Europe.
- The area borders three Royal Parks and contains seven historic parks and gardens. It is home to 30 museums, public and private galleries and 40 theatres including the Royal Opera House and the Coliseum, home of English National Opera.

## Vibrant Urban Neighbourhood

- The West End has vibrant and well-established residential communities. The local neighbourhoods of the wider West End, where 59,000 people live, amid the hustle and bustle of a major city, help define London's character.
- It is an area widely acknowledged as a network of urban villages. Many of them – such as Marylebone, Mayfair, Covent Garden and Soho – are known throughout the world.



# our vision

THE WEST END.  
VISION 2030 ■ Pg 8

**To support London's competitiveness the West End must accommodate growth whilst at the same time strengthening its unique cultural character, amenity and openness**

Maintaining growth and cultural character are twin goals. We believe they are compatible and deliverable. This is why the West End Partnership was formed – to be the catalyst and mechanism for action and delivery, with new policies, plans and actions.

But as London grows, the demands on the management of the West End intensify. Stakeholders in the West End will have to collaborate more closely than ever if reasonable expectations of liveability, the need to respond to growth and competition, and the imperative to enable changing patterns of retail, business, culture and lifestyle are to be met.

In the first instance we have established a set of principles to unify the purpose and plans of many voices and partners. Our vision for the West End is summarised below and accompanied by some of the challenges the Partnership will tackle in implementation.

Our vision is that over the next 15 years the West End will be:

- 1 **Vibrant, productive, resilient, creative and surprising**
- 2 **Playing a pivotal role in London's continued economic success**
- 3 **Providing new jobs and skills opportunities**
- 4 **Easy to reach, with less congestion and better air quality**
- 5 **Safe and secure as well as open and relaxed**
- 6 **Renowned for the quality, interest and extent of its public spaces, helping to differentiate London from other world cities**
- 7 **Inspiring a sense of common purpose**
- 8 **More self-reliant**







# One

THE WEST END.  
VISION 2030 ■ Pg 10

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**Vibrant,  
productive,  
resilient, creative  
and surprising**

**The West End will perform important, diverse functions for the whole of the UK – economic, social and cultural.**

- Diverse and long-established communities will flourish and enjoy as high a quality of urban living as any other world city.
- The coordination of city management and new project delivery will maintain and improve the West End's special character as a place in which to live and work, as well as to visit.
- The West End's diversity – economic and social – will be an important source of resilience and will be considered and promoted as one of its key strengths and a magnet to inward investment.
- There will be clarity on the strategies required to enhance the West End's internationally-renowned retail offer in the light of changing retail patterns and competition; as well as to ensure the delivery of flexible new places of work.
- The opportunities created by Crossrail will help to ensure new patterns of development, movement, and public space.

## **The challenges**

- Areas of London outside of the West End are growing in their presence and appeal to investment and talent. The West End has historically accommodated changes of use to allow for market changes, and this characteristic must be enhanced if the West End is to adapt to the future economic geography of London. This enhancement must also balance the needs and priorities of residents so that the special character of the West End grows rather than diminishes, given the pace of change.
- This flexibility will require reflection and understanding at sectoral level. The West End is a destination for both flagship stores and independent brands and hosts a rich mix of retail activity. Maintaining and growing this mix requires innovative solutions for ground floor uses that will need to feed into future retail policy framework.
- At the same time, the scale of competition posed by new international and regional retail centres needs to be recognised as we refresh our policies for the West End concerning movement and transport.



## Playing a pivotal role in London's continued economic success

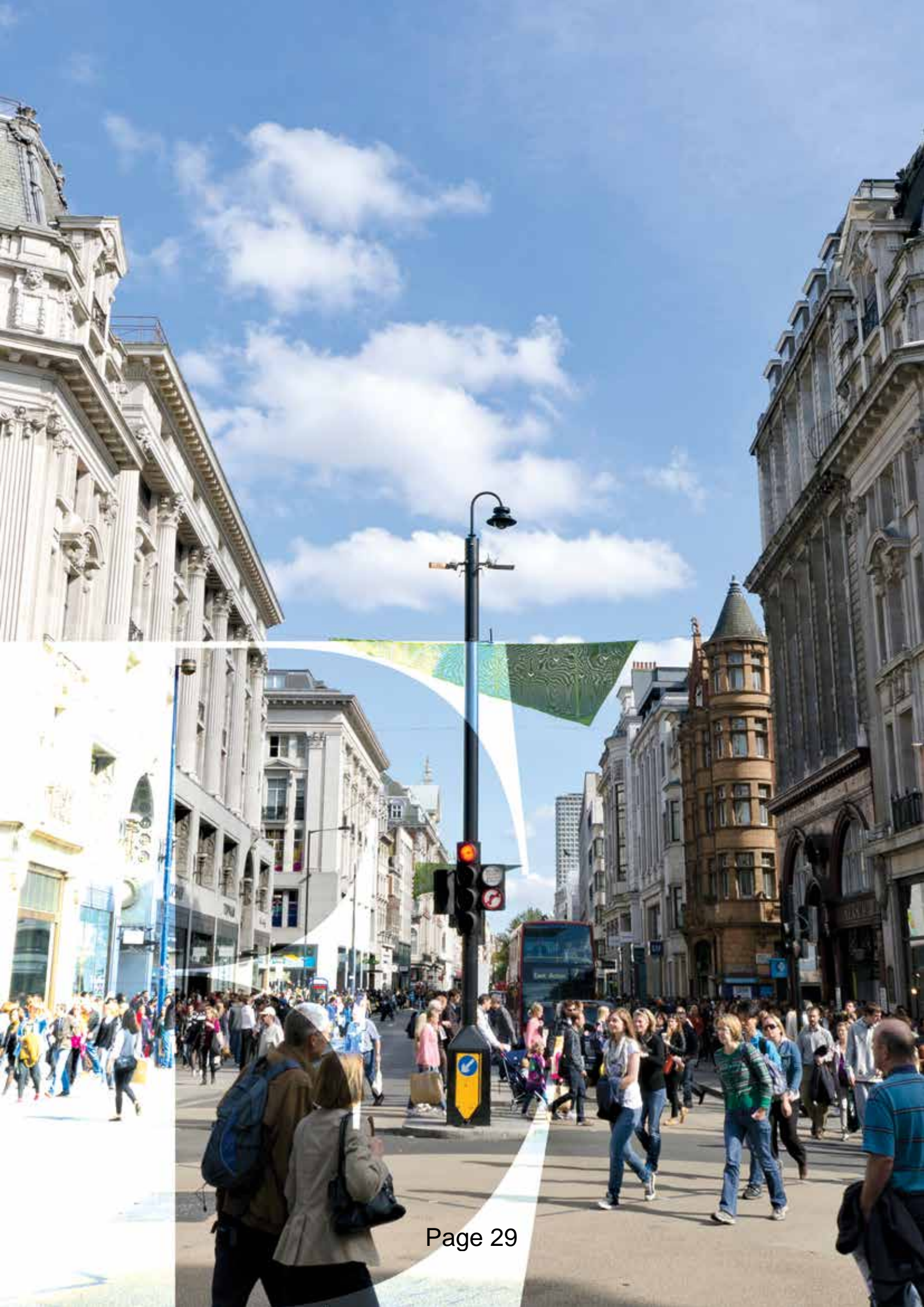
Given its advantages, the West End will grow economically at a rate at least as fast as London's. It will support the capital's rising population with the supply of new and refurbished spaces in which to work and live. It will offer every opportunity to attract and retain jobs.

- The West End's prosperity will drive London's economic success. Employment and other activity-rich growth, such as new business formation and enterprise expansion, will drive value and GVA reflected in growth rates at least matching those of London's. More space for employment and expanding businesses will be provided.
- Higher levels of economic growth in both the core West End and in its fringes will be matched by the sustainable and balanced creation of new capacity, in terms both of accommodation and city management.
- A suitable, market-led blend and quantity of office and retail accommodation will ensure the area attracts and retains its diverse mix and clustering of businesses, whilst at the same time balancing the needs of residents and a growing population.
- Economic and social opportunity will be created for those living in the heart of the capital.

### The challenges

- In the core West End, demand for commercial space outstrips supply. According to a recent Deloitte study, supply is at an all-time low with some districts seeing exceptionally low vacancy rates of 3% in 2013/14. By the end of 2014, the core West End had just 23,000 square metres of available Grade A office space. Affordable space for small and growing firms is also in short supply and so measures will be needed to support flexible and small workspaces in the centre of the city. Failure to deliver sufficient new supply will drive up rents and narrow the range of businesses that can afford the West End.
- National planning policies, such as those which allow the conversion of offices to residential accommodation without reference to the very special local context of the West End of London, mean that it is difficult to achieve balanced growth. A dialogue with Government is necessary to ensure that the future of the West End is recognised in policy formulation.





# three

THE WEST END.  
VISION 2030 ■ Pg 14

## Providing new jobs and skills opportunities

The West End will deliver a significant reduction in long-term unemployment and dependency on public services in less well-off London communities, including those immediately adjacent to the West End. It will do so in part by strengthening the chances that job growth in diverse sectors will translate into opportunity for disadvantaged Londoners.

- The West End's employment base will grow at least in proportion to London's, with a suitable, market-led mix of large, medium and small enterprises.
- It will continue to host a rich diversity of economic sectors. Growth will not be dominated by any one sector.
- Investment in skills and improving pathways to work will connect local people with the job opportunities created in the West End.
- The West End will be at the forefront of creative and technological innovation, with the infrastructure upgrades needed to underpin them, in particular superfast broadband and reliable mobile connectivity, security/CCTV technology and public information systems.

### The challenges

- Employment in the West End and its wider adjacent areas is strong, and Camden and Westminster account for nearly one in five jobs in London. But entrenched areas of unemployment and deprivation exist on the fringes of the West End requiring concerted action.
- Between 1961 and 2011 employment in Westminster expanded by 3.5% (to 673,000 jobs). The equivalent growth in Camden was 27% (to 325,000 jobs). The London-wide average was 14% (to five million jobs).
- At the same time, between 2010 and 2012 the unemployment rate amongst working-age adults averaged 6% in Westminster and Camden – no lower than the UK average.
- Demand for housing of all types, especially social and intermediate and other affordable housing in central London remains very high. This challenge is clearly a London one that will not be tackled within the West End alone, so working with housing providers and the Mayor's team on this issue is going to be important in future.





# four

THE WEST END.  
VISION 2030 ■ Pg 16

## Easy to reach, with less congestion and better air quality

The West End will have a wide range of transport services for residents, commuters and visitors, at different hours of the day and night. It will benefit from a traffic management strategy that will, alongside the opening of Crossrail, and improvements to the Tube and bus networks, reduce dependence on motor vehicles, improve flow and reduce congestion.

- The West End is well connected benefiting from Underground, bus and train services. The Night Tube will bring additional benefits and add a new dimension to the connectivity.
- The reinstatement of two-way roads will improve access for all road users, and the consolidation of deliveries and waste collection, as well as more efficient delivery during “out of peak” periods which will reduce congestion, but in a manner that reduces inconvenience for local residents and businesses.
- The opening of Crossrail is a huge opportunity, further boosting capacity and enhancing connectivity, and the changing pedestrian flow patterns will be the catalyst for transforming the quality, shape and extent of the public realm, which will in turn encourage walking and cycling.
- The major east-west routes of Oxford Street and Euston Road will be a key focus for significant change. Working with the Mayor, the Partnership will reduce traffic volumes on Oxford Street and develop solutions to remedy long-standing transport challenges.
- Air pollution will be cut, starting with the worst air quality hotspots.
- The proposed Ultra Low Emissions Zone will encompass the West End and, along with the introduction of the Zero Emission Capable Taxi and more hybrid powered buses, will bring significant improvements in air quality. The Partnership will work to make sure it is effective as quickly as possible.

### The challenges

- Sufficient and sustained investment to further enhance the transport network is essential.
- Research suggests a near doubling of passenger numbers at peak times at Tottenham Court Road and Bond Street stations by the mid-2020s. Measures to avoid pedestrian congestion in some streets and around stations will be necessary.
- Although Crossrail stations will have step-free access, from train to pavement, accessibility in much of the West End must be improved if it is to remain a premier destination catering for all of London’s residents, businesses and visitors.
- Pollution in the West End remains at some of the highest recorded levels in Europe.







## **Safe and secure as well as open and relaxed**

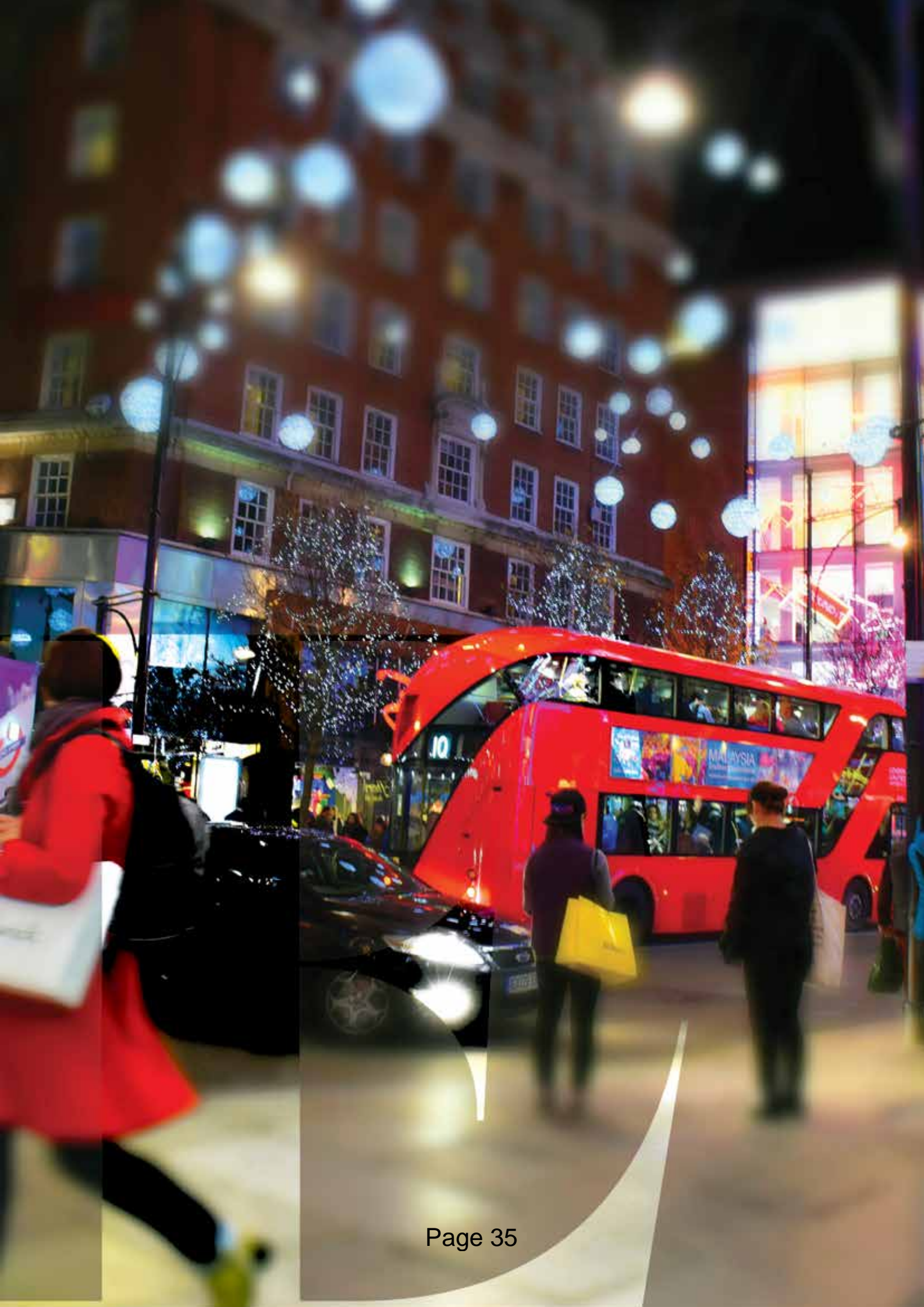
The West End will benefit from more effective ways of influencing the behaviour of those who come here with fewer conflicts between the needs and demands of different uses and people, including visitors, workers and the sizeable and vital resident population. These will include new approaches to policing and the enforcement of rules and regulations.

- Crime and anti-social behaviour will not be allowed to detract from the enjoyment of residents, businesses and visitors.
- As the West End grows, improvements to design and operations will enhance a sense of place and safety for residents and visitors.
- Licensing and other powers will ensure that the needs of businesses and residents are met through close dialogue and collaboration.

### **The challenges**

- The area is constantly changing and so requires management that can respond to this change to best advantage.
- An integrated approach to street management will be required and new tools, powers, resources and approaches to cut crime and anti-social behaviour will be developed.
- The policing and enforcement of the evening and night time economy will need to carefully balance the sometimes differing priorities of visitors, residents and businesses. Changes to licensing and funding mechanisms may be required.
- The West End's popularity as a visitor attraction throughout the day and well into the night puts great demands on city management and creates negative externalities such as noise, anti-social behaviour and crime.





## Renowned for the quality, interest and extent of its public spaces, helping to differentiate London from other world cities

**The West End will have world-class places and streets that are easy to find, accessible, inspiring and enjoyed all year round, not just for their economic function but also as places to meet, relax, learn and be entertained.**

- The quality of the West End's public realm, cultural assets, tourist attractions and iconic architecture will be central to the area's identity and appeal – an “exportable image” that not only draws visitors and businesses to the capital, but also creates places that residents can help shape and enjoy. People will not simply be in the West End, but love to be there.
- New and upgraded public spaces, both large and small, will add quality, identity and a sense of belonging to the many great places of the West End.
- The streets and spaces of the West End will comfortably accommodate large numbers of pedestrians. Crossrail 1 and Crossrail 2 will bring many more people into the area. Footfall figures for the West End – where, for example, 520,000 people walk down Oxford Street every day – will continue to be on a par with major global shopping malls.

- The West End's evening and night-time offer will underpin its character. Its hotels, bars, clubs, cinemas and theatres will benefit from growing transport accessibility, better public realm and a reduction in anti-social behaviour and the fear of crime.
- The West End will be a place enjoyed for its special events in its streets and squares, building on the success of West End LIVE Summer Streets, SohoCreate, the Bupa Westminster Mile, Prudential Ride London, Pride, Christmas Lights, Trafalgar Square events and many other cultural and sporting occasions that bring people together to enjoy the city.
- A framework for the long-term maintenance and management of public spaces will encourage private sector investment for the benefit of local workers, residents and visitors.

### The challenges

- Some very important public spaces fail to live up to the expectations of residents and visitors, and need radical improvement. The potential of Crossrail 1 and 2 and other infrastructure improvements to bring benefits to the West End would thus be lost if the public realm is not also upgraded.
- The intensive use of space and the mix of functions have detrimental impacts resulting in noise, petty crime and air pollution that will require improvement and constant focus.
- A cohesive and ambitious approach to public realm improvements will be needed to protect the distinctive identity of different neighbourhoods taking into account the wide-ranging needs of visitors, workers and businesses.
- Investment to improve the public realm of key areas such as Leicester Square, Piccadilly, Covent Garden, Marble Arch, Oxford Circus and Regent Street has been significant. Enhancing the quality of other areas to the same level will require additional focus and investment.





WILLIAM SHAKESPEARE

THIS ENCLOSURE  
WAS PURCHASED, LAID OUT  
AND DECORATED AS A GARDEN  
BY ALBERT GRAY ESQ. M.P.  
CONVEYED BY HIM 21 JULY 1874  
METROPOLITAN BOARD OF WORKS  
TO BE PRESERVED FOR EVER  
FOR THE FREE USE AND ENJOYMENT  
OF THE PUBLIC.



# seven

THE WEST END.  
VISION 2030 ■ Pg 22

## Inspiring a sense of common purpose

The West End will be the focus for collaboration between residents and public and private sector stakeholders to create a dynamic programme of long-term improvements. It will gain investment and contributions from a wide range of groups, businesses, government and other bodies to support the programme.

- Growth will be sustainable, having a positive impact on neighbourhoods, residents and businesses whilst at the same time enhancing the area's character.
- Job creation will bring with it a growth in building floorspace, while changes to the West End's built density, mass and form will be achieved creatively and sensitively.
- A growing working age resident population will have opportunities to work in the West End rather than commute to places outside the area.
- The contribution of private and public sector leaders, including Business Improvement Districts, property owners and neighbourhood forums, will be recognised and harnessed.
- The views of residents and local businesses will be recognised and listened to. Residents will have as many opportunities to participate as possible in developing the West End. Partners will also work together to ensure the success of the night-time economy is balanced with resident priorities.

### The challenges

- It is estimated that Westminster will need to host thousands of new jobs every year over the next 20 years just to maintain its share of London's employment market, given the forecast growth in population.
- The necessary growth in floor space to meet these jobs targets will be required over the next 20 years.
- Changes to the West End's density, massing and form will have to be considered, on the basis that the interests of both residents and the needs of businesses can be met. It must enhance the West End, not detract from it.
- Many important national and international institutions based in the West End, such as hospitals and universities, will have to respond to their own pressures for change and growth.
- At the same time, the scale of competition posed by new international and regional retail centres needs to be recognised as we refresh our policies for the West End concerning movement and transport.





# eight

THE WEST END.  
VISION 2030 ■ Pg 24

## More self-reliant

The West End will have been recognised by Government for its role in driving economic and cultural performance in the UK. It will have the ability to attract the investment needed to maintain and enhance its communications and utilities infrastructure to meet the needs of a global city.

- The West End will benefit from reforms to public finance that create local autonomy. An increase in jobs and economic growth will provide clear incentives for local investment, so that the proceeds of growth will bring tangible public benefits to local people and Londoners.
- As the most intensively active area in the UK, the West End will have the resources and powers to deal with detrimental actions and behaviour of organisations and individuals in order to protect quality of life for those who live, visit and work in it.

### The challenges

- The growing demands of the night-time and tourist economy will require renewed efforts to reduce noise pollution, anti-social behaviour and criminal activities.
- The West End will require new partnerships and policy to reduce or otherwise mitigate air pollution and the challenges posed by climate change, in part by “greening” the West End with new green spaces and greater energy efficiency.
- Financial autonomy, business rate reform and retention of London taxes are agendas of critical importance to the West End that require national policy changes to happen quickly.







# implementation

THE WEST END.  
VISION 2030 ■ Pg 26

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**With firm foundations in its history and heritage, the West End of the future will serve the needs of growing and thriving businesses and residential communities, and be a magnet for national and international visitors.**

This is the vision of the West End Partnership – a vision that will reflect the voices and ideas of all those who care about the West End’s future. As we move ahead with a programme of transformation, the delivery of improvements will involve as many people as possible. Your contribution will be valued.

Having set out its eight desired outcomes the Partnership will now move to a delivery plan to achieve them, and will agree the metrics against which it will measure progress. It will consult widely as it does so, and seek momentum with the delivery of a range of early successes. We call on all those who feel they have a positive role to play in the West End to join us in this vital mission to see the area flourish for generations to come, for the benefit of local communities, London and the United Kingdom.





end.



# appendix 1

## The West End Partnership's governance

In 2013 the West End Commission concluded that the West End's importance to London and the UK necessitated a "single voice" for the area. A body was needed to set a broad strategy and create "a better integrated framework for place-shaping," given the significant opportunities and challenges facing the area over the coming decade.

The Partnership created in response seeks to provide stronger leadership, greater coordination and a more influential voice for the West End at local, national and international level.

It brings together a coalition of senior public service and private sector leaders, academic experts and residents' representatives. Its Board comprises representatives of:

- Greater London Authority
- London Borough of Camden
- London Chamber of Commerce and Industry
- London First
- London School of Economics
- Metropolitan Police
- Royal Opera House  
(representing the cultural sector)
- Transport for London
- Westminster City Council
- West End Business Improvement Districts
- West End Community Network  
(representing Westminster residents)
- Westminster Property Association

In 2014 the Partnership instigated a programme of planning and prioritisation coordinated by specialist task and finish groups. It consulted a wide range of local businesses, resident groups, property owners, investors, BIDs and other organisations.



# appendix 2

## Defining the West End

The following definition has been used to arrive at statistical data. However, the West End is growing and not bound by maps so this is only used here to refer to the current area of focus rather than to restrict actions and plans in future.

### Boundary reflecting the views of the Partnership

For the purposes of statistical references, the following terms have been adopted to describe and analyse the West End:

**The ‘core West End’** – which includes all of the St. James’s ward and the West End ward in Westminster and half of the Holborn and Covent Garden ward in the London Borough of Camden, including Seven Dials.

**Wider areas 'adjacent to the West End'** – which are distinct from the core West End but where development will have a high impact on the West End. These areas include the wards of Bryanston and Dorset Square, Marylebone

High Street in Westminster and Bloomsbury ward in the London Borough of Camden. In statistical terms we have added both the core and adjacent wider areas to describe the West End's economy, but this is not intended as a basis for recommendations on the planning and management of the West End in the future.

### The fringe areas of change related to the West End –

these are areas on the fringe of the West End that are set to play a major role in the future growth of the West End. They are areas of change and destinations in their own right seeing or planning for significant growth and development. They include established development areas such as Paddington, Tottenham Court Road, Victoria, Euston and King's Cross. They also include areas of very rapid economic and social change such as Midtown/Holborn in Camden and Church Street to the east of Edgware Road in Westminster and Edgware Road itself. More widely relevant to the future of the West End are developments south of the River Thames such as at Nine Elms/Battersea, Waterloo/South Bank and London Bridge/More London.







The

# Urban Vision

Vision 2030





The West End Partnership



BAKER STREET  
QUARTER  
PARTNERSHIP



**MAYOR OF LONDON**



West End  
Community  
Network



# The West End.

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Formed in 2013 the West End Partnership brings together senior public service and private sector leaders, academic experts and resident representatives.

It was created to be the catalyst and mechanism to enable the West End to accommodate growth, whilst at the same time strengthen its unique cultural character, amenity and openness.

The West End is one of the most celebrated and exciting places in the world. Comprising just a few square miles, it sits at the heart of a global city projected to expand to ten million people over the next fifteen years.

The Partnership will coordinate and initiate action and delivery in response to this growth with new policies, plans and actions which benefit residents, communities, businesses and visitors alike.

# The West End.

The Case for the West End



The West End is the most dynamic and diverse city centre in the world, with a huge capacity to rapidly generate economic growth and jobs, which benefits the UK as a whole.

But without investment in its public spaces, transport and other infrastructure, investors will become attracted to better business environments elsewhere, putting the West End's current and future prosperity at risk.

By retaining 6.5% — rather than 4% — of local business rates and reinvesting that additional sum into the West End, co-finance can be attracted from the private sector to create £12.3 billion in additional economic output (GVA), and £3.8 billion additional taxes for the Exchequer.

The West End is at the heart of the economic and cultural life of the UK. It is the country's shop window, front of house, meeting place, summit host and headquarters. What happens next in the West End will be a signal of how well the UK is responding to the profound economic challenges ahead.

# The Case for the West End

## The West End is a success story

**This small area of only 6.3 hectares already accommodates some 120,000 businesses and 650,000 employees working in the most diverse range of sectors to be found in any world city.**

**The agglomeration of businesses trading between each other and clustered in the West End makes this a unique and special place. The West End competes internationally rather than with other UK cities.** It

is the only place in the country, arguably the world, to combine excellence in such a range of sectors covering finance, retail, health, arts, media, advertising, law, engineering, architecture, entertainment, education, diplomacy and a fast growing tech sector. The spill-over effects are wide-reaching. Skills learned and honed by individuals and businesses here have spread to cities across the UK and the world. Demand which originates in the West End can be traced through supply chains leading to all corners of the country. Its infrastructure and transport needs generate demand for steel, buses, trains, and even electric vehicle production across the UK. Through the West End's world-class higher education campuses,<sup>1</sup> millions of people around the country and the world will consequently get to know and become attached to London and the UK for the rest of their lives.

**The West End is where value is generated, resulting in prosperity that is distributed nationally.** The West End produced £51 billion of economic output (Gross Added Value) in 2014, £3 billion more than the City of London. GVA per hour worked (Inner London West) is 48% higher than the UK average. The area provides more business taxes for the Exchequer than any other in the UK – some £17 billion annually. For example, in Westminster and the London Borough of Camden (the two local authority areas covering the West End), some £1 billion in Stamp Duty Land Tax, £2.16 billion in Corporation Tax and £3 billion in VAT was collected last year, most of which came directly from the West End economy. This area's large and

highly skilled workforce also generated £10.9 billion in Income Tax.

**During a typical day, around a million people commute into or visit West End shops, offices, theatres, restaurants, art galleries, museums and monuments.** The neighbourhoods throughout Westminster and Camden – Mayfair, Marylebone, St James's, Chinatown, Covent Garden, Soho, Fitzrovia and Bloomsbury – are all synonymous with and integral to the heritage of Britain. The West End 'brand' is critical to the economic success of the UK economy. It accommodates the main attractions for the 17.5m international visitors who came to the capital last year, spending a record £11.8 billion on visits that often started in the West End and moved on to every part of the country.

**The opening of the Elizabeth Line station exits in 2018 at Bond Street and Tottenham Court Road and tube upgrades bring the prospect of many thousands more people coming into the core West End area every day, just 30 months from now. Crossrail 2 in 2033 will further open up the area to the wider South East region. These major transport investments offer huge opportunities for further growth and change in the West End.** However, more and better quality jobs, development and investment will not be realised unless the wider urban fabric of the West End is fit for purpose.

<sup>1</sup> The West End Campuses: London School of Economics, University College London, University of Westminster, King's College London, Courtauld Institute, London School of Fashion, University of London, SOAS, Royal Academy of Music, Birkbeck and London Business School, plus satellite teaching centres of universities from around the world





## The West End's future growth is heavily constrained

**The ability of the West End to continue supporting economic growth, fiscal gains and the UK's cultural capital is becoming increasingly constrained.** Its success is creating problems that may jeopardise not only future success, but also current prosperity. Heavy footfall is taking a toll on its narrow and crumbling streets, while side streets remain blocked off and underused. Its roads are clogged with excessive traffic, pushing air pollution beyond internationally agreed limits and resulting in fatal accidents. Its broadband, telecommunications and electricity infrastructure are not able to serve existing or future business needs. Its property stock faces a near-zero void rate soon, creating a shortage of commercial space for the huge number of small and medium-sized firms that have traditionally started life here, many of them before expanding nationally or globally.

**In the West End many corporate and institutional investments are now on hold, awaiting a coherent and funded plan backed by leadership in London and Central Government.** There is an urgent need to secure public investment in the public realm and in local infrastructure systems, in order to prevent private investment choosing alternative locations outside the UK. A recent report by Savills shows that property owners

and retailers have severely marked down the West End in world rankings because of its poor physical fabric, compared with other leading world cities. Without a clear signal of confidence in its future and a funding strategy, the West End will inevitably slip down the pecking order for the new private sector investment. The West End acts as a barometer of national performance. If flagship stores and headquarters disappear from the West End, they are not likely to survive anywhere else in the UK.

**Meanwhile, major cities around the world are investing heavily in their urban fabric and infrastructure, and these cities will ultimately compete directly with the West End for investment and visitors.** Paris is spending €2 billion on its Champs Élysées district. New York City is re-zoning East Midtown. This is enabling significant densification which will increase and enhance the area's office stock, while the \$20 billion renewal of Hudson Yards is providing new amenities, public open space and high quality office space in West Midtown. Hong Kong is rapidly converting industrial land in order to create a high quality new CBD in Kowloon East. Many European cities including Amsterdam, Dublin and Zurich are moving ahead with public realm and other infrastructure improvements to generate more capacity.

2 The West End vs World Cities – comparative analysis  
by Professor Greg Clark/The Business of Cities



## A new equation is needed to support the West End's future, for the benefit of the UK as a whole

**Public investment in the local drivers of growth is required now in order to lever investment from the private sector.** On the back of the West End Partnership investment programme, over 2m square metres of additional commercial floorspace has been identified<sup>3</sup> which could be made available in the West End. This additional capacity would be capable of accommodating just over 100,000 additional jobs to support London's growing population.

**The intensification of economic use makes this area one of the most efficient places to achieve development anywhere in the UK.** The track record of the West End is good. For example, The Crown Estate's rejuvenation of Regent Street over the past decade has led to the street achieving double the employment numbers and business activity compared with neighbouring Oxford Street – a productivity formula that Oxford Street businesses and the West End Partnership are now seeking to emulate, but with the added challenge of working with multiple landowners and occupiers. By investing in the quality of these places and the local infrastructure and services that support these commercial districts, intensification of land use becomes possible, accelerating the rate of growth as well as the value generated for the Exchequer. The private sector will not fund and deliver changes on its own and without investment the market will remain locked in a status quo – constrained by fragmented landowner interests, over-crowding, unmet demand and severely restricted capacity.

**There is a public-private partnership that exists working to transform the West End.** The West End Partnership came together to create a shared vision for the West End, delivering a set of transformative projects to 2030. This vision aims to make the West End the best place to work, visit and live in the world. The partners are committed to co-financing and supporting a £1 billion West End programme and are gearing up the mechanisms in order to deliver it. But they are unable to do so without core funding of £409 million to kick-start these key projects.

**The partners therefore call on the Government to re-invest a small proportion of the £1.8 billion of business rates collected by Westminster City Council, by increasing local retention of rates from 4% to just 6.5%.** Such a mechanism will enable Westminster to borrow sufficient funds to finance the entire programme, which in effect requires finance and interest of around £40 million a year. Over the 15-year period this financing mechanism will in turn generate £12.3 billion (NPV) in additional GVA to the economy and £3.8 billion in tax and revenues.

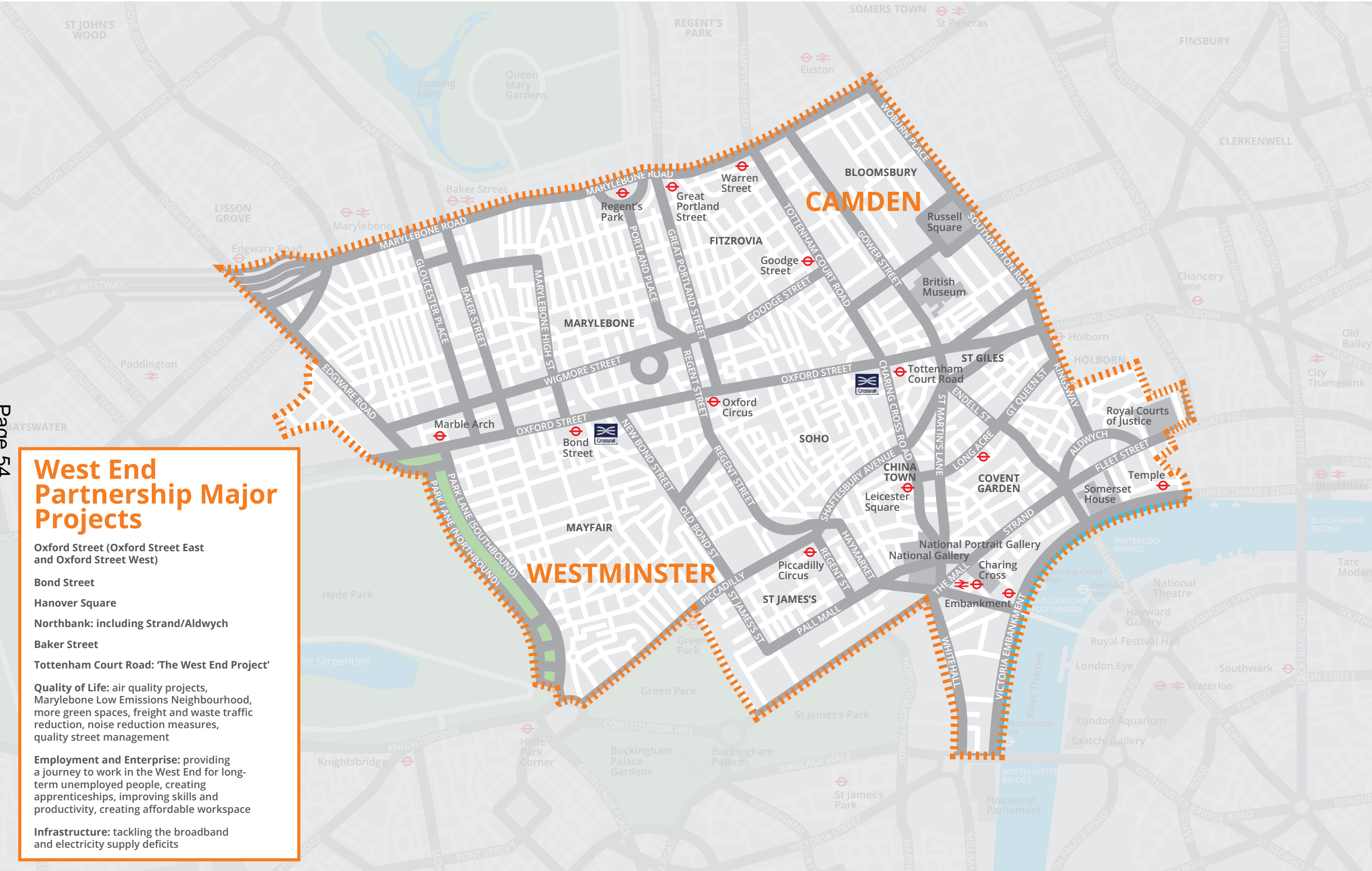
**There will also be a 'quality of life dividend' from these measures** both for the West End and London as a whole, due to cleaner air, safer and greener streets, access to new skills and jobs, making more space for start-up enterprises and creating an environment which will encourage arts and culture. Fewer externalities and more amenities will result in very visible results for the people who live here, work here and visit the West End every day.

The West End is not just for Londoners. It generates and supports jobs for thousands of people across the UK. The West End's taxes support infrastructure investment and public services across the UK. The area is an icon in the national consciousness – it belongs to the nation as a whole. **The West End is where we can proudly tell the world that the UK is competitive, forward-looking, ready for change, and most of all, confident about the future.**

**£409m = £3.8bn**  
**re-invested now      additional tax raised over 15 years**

<sup>3</sup> West End Floorspace Capacity – Study by Volterra Economics and Gerald Eve for West End Partnership

# The West End Partnership Programme Area



BAKER STREET  
QUARTER  
PARTNERSHIP



**MAYOR OF LONDON**



West End  
Community  
Network



# The West End.

The West End Partnership brings together senior public service and private sector leaders, academic experts and resident representatives.

It was created to be the catalyst and mechanism to enable the West End to accommodate growth, whilst at the same time strengthen its unique cultural character, amenity and openness.

The West End Partnership coordinates and initiates action and delivery in response to this growth with new policies, plans and actions which benefit residents, communities, businesses and visitors alike.

[www.westendpartnership.london](http://www.westendpartnership.london)  
[info@westendpartnership.london](mailto:info@westendpartnership.london)

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## West End Partnership

### Oxford Street Governance

#### Oxford Street Strategic Board

The membership is as follows:

**West End Partnership**

Councillor, The Baroness Couttie, Leader of the Council and Chair of West End Partnership (Chairperson)

**Transport for London**

Mike Brown MVO, Commissioner

**The Mayor of London**

Val Shawcross CBE, Deputy Mayor for Transport

**Westminster City Council**

Cllr. Robert Davis DL, OBE, Deputy Leader and Cabinet Member for the Built Environment

**London Borough of Camden**

Cllr. Phil Jones, Cabinet Member for Regeneration, Transport and Planning

**New West End Company**

Sir Peter Rogers, Chairman

Only the named organisations listed above can agree by consensus to add other organisations to the Strategic Board. Members of the Project Board will be invited by the Strategic Board to present items. Likewise other organisations may be invited to the Strategic Board to present items that may relate and/or influence the project.

#### Oxford Street Strategic Board Terms of Reference

The Strategic Board's purpose is to provide strategic oversight for the project to achieve the agreed vision of creating the 'the world's best outdoor shopping experience'.

The local authorities and TfL will still be responsible for their own statutory obligations. The governance structure and process for all key decisions on the final scheme, its public consultation and the programme for implementation will remain with the local authorities.

Strategic Board Members will be asked to:

- i) Provide strategic oversight for the project to ensure the agreed aspirations and outcomes are met;
- ii) Agree the programme for the project and any significant changes to key milestones;
- iii) Endorse decisions on surface transport proposals and agree the strategy for their implementation;
- iv) Endorse the public realm strategy for the districts;
- v) Confirm the funding model for the delivery of the project;
- vi) Resolve issues that the Project Board were unable to reach consensus on;
- vii) Approval of communications strategy and key messaging relating to the project;
- viii) Provide oversight on possible impact this project may have on other major WEP and infrastructure projects i.e. Crossrail 2
- ix) Align the strategic plans and processes of their respective organisations for the achievement of agreed project outcomes; and,
- x) Approve the agenda and papers for the West End Partnership Board

The Project Board will provide papers and updates on the project for the Strategic Board.

## **West End Partnership Oxford Street Project Board**

The Project Board will have representation from those public sector bodies which have statutory responsibility for Oxford Street and the West End Partnership and New West End Company.

The membership is as follows:

### **Westminster City Council**

Charlie Parker, Chief Executive (Project Board Chairman)

Ed Watson, Executive Director, Growth, Planning and Housing

Julia Corkey, Director of Policy, Performance and Communications

Graham King, Head of Strategic Transport Planning and Public Realm

### **Transport for London**

Alex Williams, Acting Managing Director of Borough Planning

David McNeil, Director of Public Affairs and Stakeholder Engagement

Alan Bristow, Director of Road Space Management

### **Greater London Authority**

Fiona Fletcher-Smith, Director of Development and Environment

### **New West End Company**

Jace Tyrrell, Chief Executive

### **West End Partnership**

Peter Drummond, Director

Steve Carr, Deputy Director

### **London Borough of Camden**

Louise McBride, Head of Transport Strategy

## **Project Board: Terms of Reference – Extract**

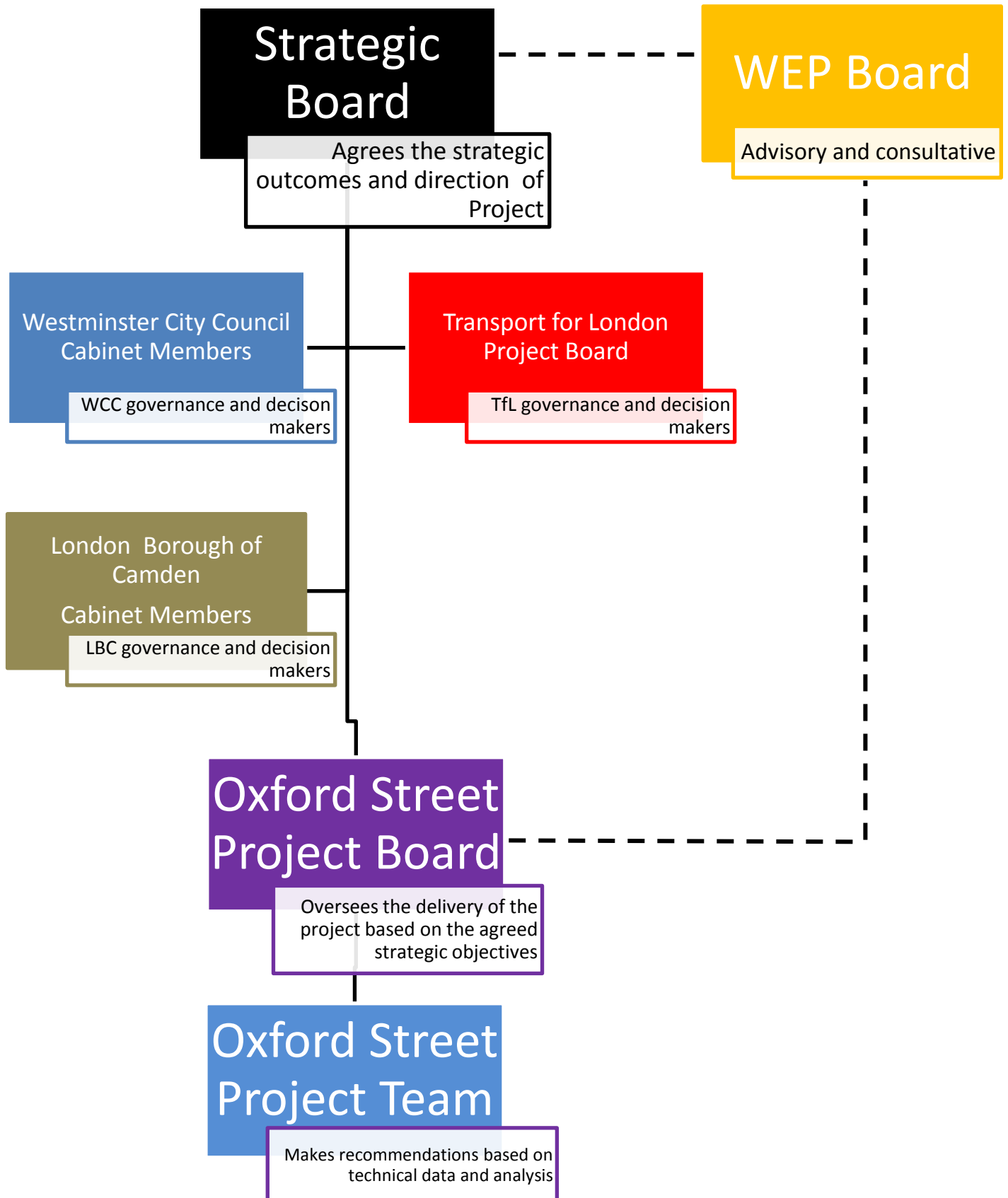
The Project Board's purpose is to develop a programme for Oxford Street and oversee the delivery of the project to achieve the agreed vision of creating the 'the world's best outdoor shopping experience'. The Board may choose to review Oxford St East and Oxford St West in different phases and require sub-involvement.

Project Board Members will be required to:

- i) Review and comment on surface transport proposals;
- ii) Review and comment on public realm strategy;
- iii) Take account of progress and its integration with other projects;
- iv) Ensure all resources for the delivery of the project meet the requirements of the agreed programme;
- v) To agree and ensure that the project promotes the place shaping vision for the districts; and,
- vi) To regularly advise the Strategic Board on programmes and issues.



## Oxford Street Governance



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## Westminster Scrutiny Commission

<b>Date:</b>	<b>Tuesday 29<sup>th</sup> November 2016</b>
<b>Classification:</b>	<b>General Release / Confidential</b>
<b>Title:</b>	<b>Draft Scrutiny Annual Report 2015/16</b>
<b>Report of:</b>	<b>Julia Corkey- Director of Policy, Performance and Communications</b>
<b>Lead Member</b>	<b>Councillor Ian Adams</b>
<b>Wards Involved:</b>	<b>All</b>
<b>Policy Context:</b>	<b>City for Choice / Heritage / Aspiration</b>
<b>Report Author and Contact Details:</b>	<b>Muge Dindjer x2636</b> <a href="mailto:mdindjer@westminster.gov.uk">mdindjer@westminster.gov.uk</a>

### **1. Executive Summary**

- 1.1 This report presents to the Scrutiny Commission a draft Annual Report for 2015/2016. It asks each Chairman to consider the particular impact that their Committees work has made over the municipal year June 2015 – May 2016 which they would like to see highlighted in the Report.

### **2. Key Matters for the Commissions Consideration**

- 2.1 The Commission is asked to:
- (1) Consider for the Commission and each Committee the particular areas of impact that they wish the Annual Report to highlight
  - (2) Agree that the final Report be signed off by the Chairman before publication
  - (3) Consider how far they would like to distribute the Report once it is finalised.

### **3. Background**

- 3.1 This Report was commissioned by the Chairman of the Commission in response to it being identified as good practice. This is one way of any Scrutiny function being able to demonstrate its value and bringing some visibility to the hard work carried out by frontline Members each year.
- 3.2 The brief was to produce something fairly quickly and light touch for the Commission to sign off at its November meeting. Each Chairman has had the opportunity to contribute to the draft for their Committee put forward before the Commission today.
- 3.3 This is a working draft put before the Commission to enable each Chairman to consider any particular points of impact they wish the report to highlight. Although we have worked through available paperwork and collaborated with colleagues in Committee and Governance Services, neither of the authors from the Scrutiny Team have been in post for the full year this Annual Report covers.
- 3.4 Once the content is agreed, the document will be designed and have photographs added to make it more attractive. It will then be published mainly online with distribution to key stakeholders. The Commission is also asked to consider how wide they would like the distribution to go.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Muge Dindjer ext. 2636**

**[mdindjer@westminster.gov.uk](mailto:mdindjer@westminster.gov.uk)**

### **APPENDICES:**

Appendix 1 contains the draft Annual Report and the work programmes for each committee are attached as an Appendix to the report.



# **Policy and Scrutiny at Westminster City Council.**

## **Annual Report 2015-2016**

## **Foreword**

### **Councillor Ian Adams- Chairman of the Westminster Scrutiny Commission**

The role of Policy and Scrutiny in Westminster is vital, to hold decision makers both inside and outside the Council to account, develop and review policy and invite in expert, external perspectives on how we, as a Council, can do our utmost to improve services for residents, visitors and businesses.

In accordance with City for All, each of our four committees ensures that Westminster residents, visitors and businesses have a share in the prosperity of the City, have a healthier city and work to protect the unique heritage of our City. Through Holding the Council and our partners to account, we work to ensure that Westminster's commitments are always being met. I want to recognise the hard work of our frontline Councillors and thank them for their continued efforts in this important work.

Contained within this report is just a small selection of highlights of the last year of Policy and Scrutiny at Westminster: demonstrating the breadth and depth of our frontline Councillor dedication.

## **How Does Policy and Scrutiny Work at Westminster?**

In Westminster, the committees and the commission not only examine the work of the council and monitor performance; they also actively contribute to developing policy by conducting research and making recommendations on how services can be improved. This is why in Westminster it is called Policy and Scrutiny, instead of overview and scrutiny, which is what you may hear it called in other places.

Scrutiny is vital in promoting local accountability as it allows local frontline councilors (non-executive) to hold the council's Cabinet Members (executive) to account. In many ways the process is similar to how national Parliamentary select committees scrutinise government departments and ministers. Importantly, other partners that provide services within the City, such as the NHS and CityWest Homes in Westminster, can also be subject to scrutiny, so the process acts as an important tool for councilors to champion the views of residents.

To develop policy and examine specific issues in more depth, committees typically establish Councillor-led task groups. Over the last year, examples of task groups include the Budget and Performance Task Group. As part of this work, councilors will often hear from expert witnesses, question key officers and Cabinet Members, consult with relevant stakeholders and conduct site visits. Findings are then fed back to committees and conclusions presented to the Cabinet Member or partner for action.

The work programmes for the Policy and Scrutiny Committees are typically developed at the start of the municipal year but items can be added at any time if important issues arise. To find out more, please visit the page for the relevant committee to find upcoming meeting dates and agendas. If you have a suggestion for a topic that you think could benefit from being scrutinised, please contact us at [scrutiny2@westminster.gov.uk](mailto:scrutiny2@westminster.gov.uk)

### **Attending policy and scrutiny meetings**

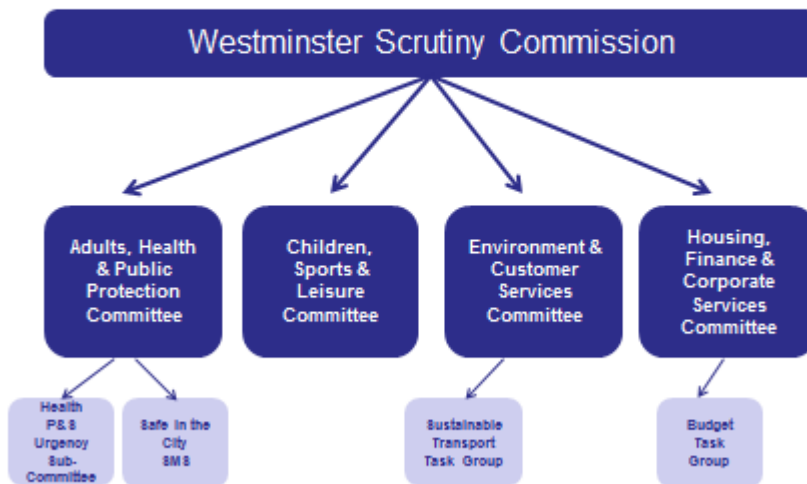
Members of the public are always welcome to attend Policy and Scrutiny Committee meetings. Meetings are usually held in City Hall, 64 Victoria Street, London SW1, 17th Floor, unless otherwise stated. Task Group meetings are often open to the public, but this is at the discretion of the Chairman.

If you would like to attend a Policy and Scrutiny meeting, or you have any questions please feel free to contact the team at [scrutiny2@westminster.gov.uk](mailto:scrutiny2@westminster.gov.uk) or telephone 020 7641 2636.



## The Structure of Scrutiny

### Westminster City Council Policy & Scrutiny Structure



## **Westminster Scrutiny Commission**

### What the Commission Does

The Westminster Scrutiny Commission is the overarching body which is responsible for the management and co-ordination of the Council's Policy and Scrutiny function. The Members are Chairmen of the respective Committees, alongside an opposition representative. The Commission is chaired by Councillor Ian Adams.

The Commission has a number of important roles in the operation of the Council:

- Responsible for scrutinising the Leader of the Council, by portfolio and in person, at least once a year.
- Responsible for scrutinising the Chief Executive of the Council in person at least once a year.
- Responsible for the work programmes of all Policy and Scrutiny Committees and to resolve any issues identified in the delivery of their statutory duties.
- Responsible for scrutiny of the Leader's portfolio, including but not limited to Strategy and Communications, Government Relations activity, Growth, Performance, the West End Partnership, Equalities, the Council's Pay Policy and the Royal Parks Board.

### Highlights from the year

The Commission met twice throughout this year in May 2016 and November 2015. The Commission focussed on receiving updates from the Leader of the Council on matters within her portfolio and from the Chief Executive who provided updates on matters of corporate interest. The Commission also received reports from the Scrutiny Manager and the Head of Corporate Strategy on the work of the Scrutiny Committees and on developing the function.

The Leader updated the Commission on progress in implementing the new three Year City for All vision- the Council's strategic plan. The commission noted that the ambition was for:

- **A City of Aspiration-** seeking to ensure that communities were able to share in the economic prosperity of Westminster and to reduce long-term unemployment;
- **A City of Choice-** creating opportunities for people to make responsible choices for themselves, their families and their neighbourhoods, and to live more healthy lifestyles; and
- **A City of Heritage-** taking forward the commitment to protect and enhance the fabric and character of Westminster.

Commission members also discussed the broader vision of supporting Small and Medium Enterprises and the role of improved availability and speed of broadband in doing this. This has since been picked up as a lobbying priority by the leader and also examined by the Environment and Customer Services Policy and Scrutiny Committee holding to account both BT Openreach and Ofcom.

In November, the Leader highlighted the launch of the West End Partnership and the Commission discussed the business growth that could arise from it.

The Chief Executive updated the Commission on; progress in delivering *The Westminster Way* programme (our corporate Leadership Programme), on the latest resident survey and on the staff survey. Commission Members discussed the potential impact of devolution and the future of central government funding.

Members were also briefed about a “Reception and Review” event for back-bench members who would provide members with an opportunity comment on induction for members meet key officers and identify future training needs

The Commission also received a briefing on the “Reception and Review” event for back-bench Members, which provided an opportunity to meet key officers; to comment on Members’ induction; and to identify future training needs.

In November, the Chief Executive updated the Commission and received questions on; devolution of powers from central government to councils, the impact on growth and future arrangements arising from changes to public sector finances and the findings from the staff survey.

The Commission also discussed housing, the provision of mental health services, recruitment and retention of staff and succession planning.



## **Adults, Health and Public Protection Policy and Scrutiny Commission**

### What does the Committee do?

The Committee examines the broad range of important issues that make up the portfolios of the Cabinet Member for Adults and Public Health and the Cabinet Portfolio for Public Protection. The Adults, Health and Public Protection Committee has a statutory duty to be consulted on changes to health services. The Committee also acts as Westminster's Crime and Disorder Committee and carries out the scrutiny of decisions made, or action taken, by the Safer Westminster Partnership. **"Safe in the City"** the final report and recommendations of the Single Member Study of Councillor Ian Rowley was ratified by the committee. The review had examined supported accommodation for 16-25 year olds in Westminster. The report and its recommendations can be found via the link below. All of the recommendations were implemented making life safer for young people in supported accommodation in the city.

[http://transact.westminster.gov.uk/docstores/publications\\_store/adults/1\\_18\\_WCC\\_safe\\_in\\_the\\_city\\_report\\_003.pdf](http://transact.westminster.gov.uk/docstores/publications_store/adults/1_18_WCC_safe_in_the_city_report_003.pdf) This committee also has a Health Urgency Sub Committee which can be called at short notice when it needs to respond to/contribute to health issues. This met in November to receive updates on the redesign of Community Mental Health Services and on plans to improve the Urgent Care Centre at St Mary's Hospital.

### Highlights from the Year

The Committee considered an early draft of the Health and Well Being Strategy, which is the borough-specific approach to delivery of the five year Sustainability and Transformation Plan locally for Westminster. They have stayed engaged throughout the year highlighting concerns which have fed into each iteration of the strategy on its way to the decision making body-the Health and Well Being Board.

The Committee also received a report on Strategic Approaches to mental health and the need for early intervention for young people to prevent long term mental health problems into adulthood. This recommendation has contributed to youth mental health being a key priority within the final draft of the Health and Well Being Strategy just being finalised in autumn 2016.

The Committee received a report on the Patient Journey from the Managing Directors of the two commissioning groups. They outlined their plans for improving the patient experience in Westminster. They aimed to achieve this through; greater self-management, through improving GP services, through joining up different parts of the health system, through improving mental health services and changing hospital provision. The Committee discussed how effective patient groups were in highlighting issues from a patient perspective. They recommended that the patient journey should be able to support people with complex multiple needs and that patients should be involved in measuring service outcomes.

The Committee also visited/took part in the following visits throughout the year: the Gordon Hospital, the Westminster Perinatal Service and participated in the Rough Sleeper Count in November 2015.

*A Guide to Health and Social Care in Westminster* was also published this year. This was commissioned by the Committee to ensure that Councillors, officers and stakeholders are able to understand the complicated landscape and new powers that local government has over health and social care services. The guide can be viewed on [the website](#) and will be updated in 2017.

## **Children, Sport & Leisure Committee**

### What the Committee does

The Children, Sport and Leisure Policy and Scrutiny Committee specifically scrutinises work covered under the portfolios of the Cabinet Member for Children and Young People and the Cabinet Member for Sports and Leisure. The committee reviews the Council's education function for children and young people, including the opportunities for education, training and learning outside the school environment and pre-school learning. It also scrutinises the following key policy and service areas: libraries, neighbourhoods and civic engagement, volunteering and advice services, parks and open spaces, and arts and culture.

### This year's highlights

Westminster's **Integrated Gangs Unit (IGU)** was established following a significant rise in gang related youth violence between 2010 and 2011. The Committee noted that in 2011 Westminster had a very high level of serious youth violence compared to other London Boroughs and there was therefore a need for the Council to improve its understanding of gang related and serious youth violence.

In October 2015 the Committee received a report outlining the remit, work and achievements of the IGU. The committee also heard from: the Metropolitan Police Force, who discussed the police's work to tackle gangs in the borough and how the work of the IGU and information sharing had been beneficial to Westminster; and the National Probation Service who discussed how young people convicted of gang activities were supported through the service.

The Committee recommended that the council and the IGU continued to work collaboratively with partners and other London Boroughs to explore practical ways of sharing their work, knowledge and data. The Committee also recommended that the IGU continue to build on its good work to date in reducing serious youth crime but pushed it to be more ambitious in its targets. As a result of these recommendations the IGU have: conducted a quantitative and qualitative analysis of impact and they regularly meet with tri-borough partners and Brent to share their good practice. They have also run two gang awareness training sessions and attend conferences regularly to spread their good practice.

**Female Genital Mutilation (FGM)** is a form of child abuse that is complex, sudden, traumatic and hidden. At its meeting in March 2016, the Committee received a report on FGM in Westminster, which highlighted that as many as 770 school age girls could be at risk of FGM with approximately 250 school age girls being considered to be at a high risk of FGM in Westminster.

Preventative approaches are the only way to effectively protect girls from harm and the Committee noted the steps being taken by the Council to prevent FGM, including an innovative project based at St Mary's hospital and an extensive programme of community engagement work.

The Director and an FGM Project Officer from the Midaye Somalia Development Network gave evidence at the meeting. They discussed with the Committee the design and delivery of the FGM community based project and the importance of the community driving and engaging with the project in order for it to have an impact on families' cultural beliefs. The committee also heard about the importance of working with fathers, young men and Imams in relation to FGM in order to help them understand the psychological and health problems that FGM causes to women.

The committee supported the need for sustainable funding for the project and the efforts made to identify funding from various sources. They also emphasised the importance that all social workers and practitioners were trained in countering FGM.

At its meeting in June 2015 the committee reviewed the **sports, leisure and physical activity opportunities** available in Westminster. These are delivered through a mixed economy of voluntary, public, private and charitable organisations, generating approximately £13.5m in revenue income and attracting over 4 million visits to facilities and services every year.

The Committee welcomed the report, which showed a very good overall offer provided by the Sports and Leisure Service and discussion was had on the use of champions within inactive populations to help promote everyday activities and increase participation levels in sport. Related to this, committee highlighted the importance of enhancing the Council's website and marketing strategy to ensure that Westminster's sports facilities were clearly advertised and promoted to the public. Concerns were raised around the methodology to provide ward estimates of the percentage of adults who participated in activity or recreation and the Committee recommended that officers review the best measures to assess need in order to better target the sports and leisure offer.

In December 2015 the committee reviewed the outcomes of the year's tests and examinations in primary and secondary schools in Westminster and the key priorities for school improvement that emerge from the results.

The Committee welcomed the report and noted the positive examination results which were above the national average at all levels. There was robust discussion about what could be done to further support schools to continue to maintain and improve their standards.

With that in mind the committee recommended that the Council; take further action to work closely with those schools which were falling below the national average in their examination results; explore ways to improve 'A' Level results; consider practical ways of expanding post-16 education to ensure that young people choose the correct learning pathway to equip them for work and/or further study; and support schools and governors with their teacher recruitment and retention strategies to ensure that they are able to recruit the best teachers and leaders for our schools.

#### Looked After Children and Corporate Parenting

In cases where a child's birth parents are unable to provide on-going care in either a temporary or permanent capacity, local authorities have a legal and moral duty to provide the kind of support and standard of care that any good parent would give to their children. In such instances the child becomes 'looked after' and the role of the council is that of 'corporate parent'.

At its meeting in June 2015 the Committee received an update on the role of the Corporate Parent, the educational outcomes of Looked after Children and Care Leavers.

A key focus of the discussions were the difficulties and challenges faced by children in care and the particular difficulties and fundamental issues that children post 16 years of age had to overcome to live successful and fulfilling lives.

As a result of these discussions the committee recommended that: the council undertake an analysis of the financial implications to the Council of the changes in welfare benefit and their impact upon Care Leavers; the Tri-Borough Adult Safeguarding Team explore the adult safeguarding risks as a result of the Care Act;



and that an updated report be brought back to the Committee which provides further information on transition assessments in partnership with Adult Services.

## **Environment and Customer Services Policy and Scrutiny Committee**

### What the Committee Does

The Environment Policy and Scrutiny Committee examines the wide range of council services and projects that fall within the portfolios of built environment, city management, and customer services and the environment. Given the largest remit of the Policy and Scrutiny Committees, the Environment Committee provides 'critical friend' questioning to at least one of the following members of the Cabinet at each meeting:

Cabinet Member for the Built Environment

Cabinet Member for City Management and Customer Services

Cabinet Member for Sustainability and Parking

During this municipal year this Committee has also had the **Sustainable Travel Task Group** which has shaped the development of the new Cycling Strategy and Walking Strategy.

### Highlights from the Year

This has been a busy year for this committee with highlights including: an in depth consideration of the proposed **Nine Elms to Pimlico pedestrian/cycle bridge** following a petition to full Council, the Leader asked this committee to scrutinise the proposals. The Committee invited written evidence from individuals and organisations in advance and after the meeting. The meeting was attended by approximately 100 members of the public and considered a report produced by the Head of Strategic Transport Planning & Public Realm. The proposed bridge was being promoted by the Nine Elms Vauxhall Partnership and by Wandsworth Council in particular. The Committee took evidence from a number of external experts and from two residents associations as well as Councillor Angela Harvey who had presented the original petition on behalf of residents. The Chairman gave a public commitment on behalf of the committee to scrutinise any future proposals or more detailed feasibility studies of a Nine Elms Bridge as and when they became available. The parties promoting the scheme were asked to take on board the concerns of members and residents regarding the need for public engagement. There has not to date been any further proposals from Wandsworth but the committee will keep a watching brief and reconsider any new proposals which come forward. This is an example of Committee shining a light on a matter of key concern to local people and stakeholders.

**Broadband coverage** was followed up after a meeting in 2015. The Committee heard evidence from Councillor Glanz, lead member for Connectivity, Kim Mears- Managing Director Openreach and Andrew Campling from BT Group. BT/Openreach reiterated their commitment to roll out a programme of investment to deliver **142 additional street cabinets by the end of 2017**. This was said to **benefit 106,000 homes**. The committee will continue to review progress against these commitments.

**Baker Street Two Way project:** In June 2015, the Committee held a public meeting at the University of Westminster Campus in Marylebone Road where the details of the project were scrutinised. The meeting was well attended by members of the public and local ward members. Members were advised that a number of meetings with stakeholders including residents associations and schools would take place in

the next few weeks. The committee recommended that officers in consultation with the Cabinet member proceed with a further round of public consultation on the proposals before they are put before the cabinet. This further consultation took place along with two public exhibitions and a further report was issued and the scheme modified to take account of some of the issues raised. That was reconsulted upon and the Council are now at the final stage of consulting on details of traffic management measures. In short, the scheme has been improved as a result of the further consultation requested by Committee.

**Crossrail:** members received a report providing them with an update on the proposed Crossrail 2 scheme and its implications for Westminster. The meeting was attended by Gabrielle Coyle from Crossrail 2 at TfL. After hearing evidence about how much had been learnt from Crossrail 1 and the public consultation planned, the Committee considered that one challenge was that local residents should be made aware and be able to respond to the scheme.

**Neighbourhood Planning:** Officers explained that neighbourhood planning had moved onto a new phase where the Council has a formal enabling role and where much of the city now has a neighbourhood forum. It was timely to consider what support might be necessary within a context of reduced resources i.e. there is no longer a dedicated resource supporting this work. The Committee took into account written evidence from Fitzrovia West Neighbourhood Forum and heard from Matthew Bennett of the Soho Neighbourhood Forum. As a result of this item officers have since; improved the website information to provide better signposting to important information, encouraged the neighbourhood fora to contact each other for advice on best practice, considered how they can manage expectations and improve responses.

This committee will continue to hold to account the public bodies which have an influence on the Quality of Life of local people, amenity groups and businesses. Many of these items will be revisited at the appropriate time to ensure that commitments given are delivered.



## **Housing, Finance and Corporate Services Committee**

### What the Committee does

The Housing, Finance and Corporate Services Committee is chaired by Cllr Brian Connell. It scrutinises the portfolios which have responsibility for the following key policy areas and programmes: Housing management; Housing Regeneration; Corporate Property; Finance and Resources; Economic Development; and Corporate Services.

### Highlights from the year

In November 2015 the committee considered the council's **Corporate Property Strategy**. This set out the Council's commercial property assets; both in terms of the real estate the Council occupies, to provide its services, and the investment portfolio from which the Council generates revenue.

The Committee took evidence from the Corporation of London and Brook Investment Partners who had been invited to the meeting to assist the Committee in its deliberations. Their advice on how the Council can best develop commercial development opportunities with private sector investors as equitable partners was welcomed by the committee.

The committee endorsed: the decision to stop funding the capital programme from asset sales; the use of the council's General Fund land and property assets more effectively to grow income lines to support front line services; the aim of reducing costs and increasing revenue from the rationalisation of the operational portfolio in of the Council exploring the use of its assets in line with its fiduciary duty to the council's taxpayers.

The establishment of the Property Investment Panel, which provides expert advice to the Council on the investment portfolio, was also welcomed and the committee suggested that a member of the opposition party be included on its membership. Did this happen?

**The Westminster Adult Education Service (WAES)** provides education and training programmes for over 10,000 learners annually. It is the third largest local authority adult education service in the country.

An internal review of the service was carried out in early 2016 to reflect on the existing structure and to inform future positioning of the service ahead of a national programme of area reviews of post-16 education and training.

The Committee considered the findings from the internal review in March 2016. It heard positive testimonial, from a current service user that WAES is a much appreciated and valued provider of adult education and provides a positive contribution to Westminster's community with over 5,000 Westminster learners per year.

The committee supported the focus of looking at how the service can support Council priorities and the City for All ambition of reducing long-term unemployment and acknowledged the high level of assessment of the future challenges provided by the review. However, the Committee thought the Service's future financial viability may be impacted by the London Area Review and recommended that further work be undertaken to assess this. Did this happen?

In April 2016, the Committee received a report that provided an overview of national policy changes, as set out in the **Housing and Planning Bill**. The proposed legislation relates to affordable housing supply and regulation of the private rented sector. It was noted that the legislation incorporated the largest group of changes in the housing sector for some considerable time. The committee discussed with

officers the potential impact on Westminster, the Council's response to date and the Council's lobbying objectives.

To aid its discussion the committee heard from the Chairman, Gerald Eve LLP, who provided a developer perspective on the proposed policy relating to starter homes and the implications for the City of Westminster in particular.

The committee expressed a number of concerns, including: the lack of detail that had been published regarding some of the policy details and how they would work, many of which will be determined in regulations; the potential loss of money arising from the sale of high-value local authority voids; and the challenges on delivering the starter homes requirement and its impact on the delivery of other forms of affordable housing.

Following these discussions the committee recommended, to the Leader of the Council and the Cabinet Member for Housing, Regeneration, Business & Economic Development, that the Council should join with other interested parties, including Westminster's development sector, to undertake joint lobbying activities. This recommendation has been accepted and jointly lobbying work is currently underway.

#### Budget and Performance Task Group

This is a formal task group that meets annually to scrutinise the council's budget setting process. Membership of this group is taken from across the scrutiny committees.

The task group examined, in detail, proposals put forward from across the council's directorates and chief officers provided assurances on a number of risk areas that were highlighted. The task group concluded that the draft budget appeared robust with no major changes required. They did recommend that for future meetings, the revenue implications of capital programmes be included in for review by the task group, in order to clarify the link between capital and revenue expenditure. This will be done for 2017/17.

## **Thanks and Further Information**

The Committee Chairmen wish to thank:

- all the Councillors involved in the Policy and Scrutiny Committees and task groups
- the Cabinet members for their ongoing support and appearances at the committees
- all the independent witnesses who give their time and expertise to enable members to examine the issues from every angle
- The officers who prepare and present the reports and

If you want more information about how scrutiny works at Westminster or wish to make a suggestion about areas that one of the Committees may wish to scrutinise, please contact us at [scrutiny2@westminster.gov.uk](mailto:scrutiny2@westminster.gov.uk) or by calling us on 020 7641 2636. You can also view our scrutiny pages on our website via this link <https://www.westminster.gov.uk/policy-and-scrutiny>

The work programmes for each committee is shown in Appendix 1 attached.



## Policy and Scrutiny Committee Work Programmes

Work Programme		
Adults, Health & Public Protection Committee		
ROUND ONE (24 June 2015)		
Agenda Item	Reasons & objective for item	Represented by:
The NHS estate in Westminster	To review the strategy relating to NHS estates in Westminster	<ul style="list-style-type: none"> <li>NHS Property Services</li> <li>NHS England</li> <li>CCGs</li> <li>LA</li> </ul>
NHS Staffing in the Acute Sector	To examine the impact of current staffing levels on the operation of our local acute Trusts	<ul style="list-style-type: none"> <li>Imperial</li> <li>Chelsea and Westminster</li> </ul>
HEALTH URGENCY (30 <sup>th</sup> June 2015)		
Agenda Item	Reasons & objective for item	Represented by:
Imperial College Healthcare NHS Trust – Reconfiguration of stroke services	Imperial College Healthcare NHS Trust are consulting the Committee under Section 244 of the NHS Act 2006 on plans to reconfigure stroke services	<ul style="list-style-type: none"> <li>Dr. Batten, CEX, Imperial</li> </ul>
ROUND TWO (24 September 2015)		
Agenda Item	Reasons & objective for item	Represented by:
Policing and Mental Health	To assess the relationship between mental health and Police custody	<ul style="list-style-type: none"> <li>Borough Police</li> </ul>
Adult Social Care Complaints and Performance	To receive the TB ASC Complaints and Performance report	<ul style="list-style-type: none"> <li>Liz Bruce</li> <li>Nadia Husain</li> </ul>
Safeguarding – Employment Checks	To consider the work of the Safeguarding Task Group looking into recruitment checks	<ul style="list-style-type: none"> <li>Safeguarding</li> </ul>

HEALTH URGENCY (17<sup>th</sup> November 2015)

Agenda Item	Reasons & objective for item	Represented by:
CCG Plans relating to Urgent and Emergency Care	To assess developments at the CCG in relation to provision of urgent and emergency care in Westminster	<ul style="list-style-type: none"> <li>• CLCCG</li> </ul>
Central and North West London NHS Foundation Trust	To review a Section 244 notice of reconfiguration at our local mental health provider.	<ul style="list-style-type: none"> <li>• CNWLFT</li> </ul>

### ROUND THREE (25 November 2015)

Agenda Item	Reasons & objective for item	Represented by:
Policing Model – MOPAC ( <i>failed to attend</i> )	To follow up the assessment of the local policing model in 14 / 15 with MOPAC and look at the <i>Future of Policing in London</i>	<ul style="list-style-type: none"> <li>• <del>MOPAC</del></li> <li>• Westminster Police</li> </ul>
<i>The Patient Journey</i> – Journey mapping the experience of Westminster residents	To assess how Westminster residents and patients interact with the health and social care services in the City – and how this will develop under <i>Shaping a Healthier Future</i>	<ul style="list-style-type: none"> <li>• CCG</li> <li>• ASC</li> </ul>

### ROUND FOUR (27 January 2016)

Agenda Item	Reasons & objective for item	Represented by:
Finding and Supporting Carers	To assess and review the work of ASC in finding and supporting carers in the Westminster population	<ul style="list-style-type: none"> <li>• ASC</li> </ul>
Strategic approaches to Mental Health	To assess community provision of mental health and what agencies are doing to ensure out-of-hospital / community strategies are effective.	<ul style="list-style-type: none"> <li>• CCGs</li> </ul>

### ROUND FIVE (21 March 2016)

Agenda Item	Reasons & objective for item	Represented by:
<i>The Future of Policing</i>	To examine the <i>Future of Policing in London</i> with the Mayor's Office of Policing and Crime	<ul style="list-style-type: none"> <li>• MOPAC</li> </ul>

HWB Project - Needs-modelling Westminster population	To assess the work of the Health and Wellbeing Board on needs modelling the future population and health need of Westminster residents	<ul style="list-style-type: none"> <li>• Damian Highwood</li> <li>• Health and Wellbeing Board</li> </ul>
OFFLINE ITEM		
Agenda Item	Reasons & objective for item	Represented by:
Joint Strategic Needs Assessments – the Implementation of Recommendations	To review recent JSNA reports and ensure recommendations have been acted upon.	<ul style="list-style-type: none"> <li>• Public Health</li> </ul>
ROUND SIX (18 April 2016)		
Agenda Item	Reasons & objective for item	Represented by:
The Implementation of Shaping a Healthier Future	To examine progress of implementing the <i>Shaping a Healthier Future</i> reconfiguration. To also assess the specifics, with our local Borough-based Trust, about their site development and proposals.	<ul style="list-style-type: none"> <li>• CCG Collaborative (Clare Parker)</li> </ul>
Holding to account the work of the Westminster Health and Wellbeing Board	To assess and review the work of the Westminster Health and Wellbeing Board and to review performance against Health and Wellbeing Strategy.	<ul style="list-style-type: none"> <li>• HWB</li> </ul>

# Work Programme



## Children, Sports and Customer Services Committee

### ROUND ONE - 8 June 2015

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
Sports and Leisure-Service Review	To provide a report on the activities of the sports and leisure service including a review of the impact on wider corporate priorities and outcomes	Richard Barker/ Andy Durrant
Annual Review of the Looked After Children, Care Leavers and Corporate Parenting	Evaluation of work undertaken into LAC, Care Leavers and Corporate Parenting. Further to a request at the meeting of 21 April, this report will include information on the spike that has been experienced in asylum seeker children. It was also requested that comparator figures with other local authorities be included in this report.	Andrew Christie/ Glen Peache

### ROUND TWO - 8 October 2015

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
Integrated Gangs Unit	To critically examine the work of the IGU.	Matt Watson
Annual Safeguarding Review	To examine the work of the Safeguarding Board in the last year	Tri Borough Safeguarding Officers – Jean Dal



	and the plans for the following year.	
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<b>ROUND THREE - 7 December 2015</b> <b>Main Theme –Children and Young People</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
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
Children's Centres	To critically examine the changes to children's centres across the Borough.	Jayne Vertkin
<b>ROUND FOUR – 1 February 2016</b> <b>Main Theme – Sport, Leisure and Open Spaces</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Sport, Leisure and Open Spaces
Regional Schools Commissioner	The committee will examine the role of the schools commissioner and how he carries this out, especially in overseeing free schools in Westminster.	Richard Stanley, Martin Post (Region Schools Commissioner)
Year 6 to Year 7 Transition	To examine the identification, intervention and evaluation process of the Year 6 to Year 7 Transition and the work being undertaken in the wider context of the new 'on track' project.	Jayne Vertkin
Children and Families of Service Personnel	At the meeting of 9 February 2015 members requested that they be provided with an	Steve Bywater

	annual update on the needs of children of Service Personnel. (For information).	
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<b>ROUND FIVE – 14 March 2016</b> <b>Main Theme – Children and Young People</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>Cabinet Member questioning</b>	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
<b>Female Genital Mutilation</b>	To examine what the council and partner organisations have in place to deal with and prevent FGM.	Debbie Raymond
<b>Child Sexual Exploitation</b>	To examine the processes and procedures in place to protect children at risk of sexual exploitation.	Melissa Caslake
<b>School Organisation and Investment Strategy</b>	To provide an update on the School Organisation and Investment Strategy (for information)	Alan Wharton
<b>ROUND SIX – 9 May 2016</b> <b>Main Theme – Children and Young People</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
Cabinet Member questioning	To hold to account and give 'critical friend' challenge to the portfolio holder.	Cabinet Member for Children and Young People
A review of PE and School Sport Activities	A review paper on the strategy and activities relating to PE and School Sport including the impact on the wider curriculum.	Richard Barker/ Andy Durrant
Ofsted and Youth Offending Service Inspections	A review of the recent inspections and suggest where further improvements can be made.	Melissa Caslake

# Work Programme



## Environment Committee

### ROUND ONE (22 JUNE 2015) at The University Of Westminster

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"> <li>• Cabinet Member for City Management</li> <li>• Cabinet Member for Sustainability &amp; Parking</li> </ul>
Baker Street Two Way Proposals	To examine the proposals put forward to return Baker Street and Gloucester Place to two-way operation. The Committee will then respond to the consultation.	<ul style="list-style-type: none"> <li>• Graham King</li> </ul>

### ROUND TWO (8 SEPTEMBER 2015)

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"> <li>• Cabinet Member for the Built Environment</li> </ul>
Code of Construction Practice	To assess the Code of Construction Practice before public consultation.	<ul style="list-style-type: none"> <li>• Barbara Terres / Jonathan Rowing</li> </ul>

### ROUND THREE (9 NOVEMBER 2015)

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"> <li>• Cabinet Member for City Management</li> <li>• Cabinet Member for Sustainability &amp; Parking</li> </ul>
Crossrail 2	To examine the plans for Crossrail 2 and the impact and opportunities in Westminster	<ul style="list-style-type: none"> <li>• Graham King</li> </ul>

Cycling Strategy	To examine the implementation of the Westminster cycling strategy	<ul style="list-style-type: none"> <li>Barry Smith</li> </ul>
Baker Street Two Way	An update on the proposals for a two-way system in the Baker Street area	<ul style="list-style-type: none"> <li>Graham King</li> </ul>
ROUND FOUR (18 JANUARY 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"> <li>Cabinet Member for the Built Environment</li> </ul>
Nine Elms Bridge – <i>Launch of a Public Inquiry</i>	To consider concerns and interests in the developments put forward for a Nine Elms Bridge. This item will be the launch of a public inquiry.	<ul style="list-style-type: none"> <li>Graham King</li> <li>TfL</li> <li>Nine Elms</li> <li>Community Groups</li> </ul>
ROUND FIVE (29 FEBRUARY 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"> <li>Cabinet Member for City Management</li> <li>Cabinet Member for Sustainability &amp; Parking</li> </ul>
Broadband coverage – improving connectivity in Westminster	To review the work of the connectivity group and the outcomes following the 2015 review of superfast Broadband in Westminster	<ul style="list-style-type: none"> <li>Steve Carr</li> <li>Cllr Glanz</li> </ul>
Open Spaces Strategy (OSS)	To consider the development of an OSS. Westminster's Open Space Strategy (OSS) is being refreshed to bring it up to date and amalgamate it with the Council's statutory Biodiversity Action Plan (BAP).	<ul style="list-style-type: none"> <li>Colette Willis</li> <li>Barry Smith</li> </ul>
Nine Elms Bridge – Update	To update on the Nine Elms Bridge following the Committee Meeting on 18 <sup>th</sup> January	<ul style="list-style-type: none"> <li>Graham King</li> </ul>
ROUND SIX (12 APRIL 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"> <li>• Cabinet Member for the Built Environment</li> </ul>
Neighbourhood Planning	To assess the activities and operation one year on, following a recommendation to do so from the Committee in April 2015	<ul style="list-style-type: none"> <li>• Tom Kimber</li> </ul>
Air Quality	To consider progress on air quality in Westminster and examine low emissions neighbourhood funding.	<ul style="list-style-type: none"> <li>• Jennie Preen</li> </ul>
Waste Disposal Contract	To examine the waste disposal contract re-let, following last year's examination in Committee	<ul style="list-style-type: none"> <li>• Mark Banks</li> <li>• Phil Robson</li> </ul>

# Work Programme



## Housing, Finance and Corporate Services Committee

ROUND ONE - 10 JUNE 2015

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"> <li>• Cllr Astaire</li> </ul>
Housing Strategy	An opportunity to scrutinise the new Housing Strategy and consider the responses to the consultation exercise. This will also include information on the supply and allocation of social housing.	<ul style="list-style-type: none"> <li>• Andrew Barry-Purcell</li> <li>• Cecily Herdman</li> </ul>
Review of Housing Management Options	The council recently carried out a review of its housing management options. This is an opportunity for the Committee to discuss the findings of the Altair review and see proposals for the implementation of the recommendations.	<ul style="list-style-type: none"> <li>• Jake Mathias</li> <li>• Sheila Sackey</li> </ul>

ROUND TWO - 16 September 2015

Main Theme – Finance and Customer 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"> <li>• Cllr Mitchell</li> </ul>
Indicative Impact for Westminster and London of Government Manifesto Pledges in relation to Welfare Changes and Housing Reform	To inform the Committee of the national developing picture and the indicative implications for Westminster	<ul style="list-style-type: none"> <li>• Ben Denton</li> </ul>

Housing Strategy Consultation Responses and Analysis on Housing Targets	To review the responses to the housing strategy consultation	<ul style="list-style-type: none"> <li>• Cecily Herdman</li> <li>• Andrew Barry-Purssell</li> </ul>
<b>ROUND THREE - 18 November 2015</b> Main Theme – Housing, Regeneration, Business and Economic Development		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
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"> <li>• Cllr Mitchell</li> </ul>
Property Investment Strategy	To consider how the property investment strategy is contributing to the Council's financial and social returns.	<ul style="list-style-type: none"> <li>• Guy Slocombe</li> </ul>
Registered Provider Performance and City West Homes resident satisfaction	To scrutinise housing association performance and the methodology employed by CWH in carrying out customer satisfaction surveys.	<ul style="list-style-type: none"> <li>• Fergus Coleman</li> </ul>
<b>ROUND FOUR - 6 January 2016</b> Main Theme – Finance and Customer Services		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
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"> <li>• Cllr Astaire</li> </ul>
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"> <li>• Steve Mair</li> </ul>
Treasury Performance Half Year Statutory Review	To review treasury performance.	<ul style="list-style-type: none"> <li>• Steve Mair</li> </ul>
Housing Policy Developments: 1% Social Rent Reduction and Pay-to-Stay	To consider the government's current proposals on the 1% social rent reduction and the introduction of a mandatory Pay-to-Stay scheme, considering the potential impact of these proposals for	<ul style="list-style-type: none"> <li>• Barbara Brownlee/Andrew Barry-Purssell/Dick Johnson</li> </ul>

	Westminster and set out the Council's response so far.	
<b>ROUND FIVE - 9 March 2016</b> Main Theme – Housing, Regeneration, Business and Economic Development		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
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"> <li>• Cllr Mitchell</li> </ul>
Westminster Adult Education Service – Strategic Review	Analysing the review, including within the wider context of the employment service.	<ul style="list-style-type: none"> <li>• Greg Ward/Tom Harding</li> </ul>
Supply and Allocation of Social Housing	To scrutinise the supply and allocation of social housing (the issue of local connection in terms of how housing is allocated to homeless households according to the Housing Act and the length of connections will also be covered).	<ul style="list-style-type: none"> <li>• Greg Roberts</li> </ul>
<b>ROUND SIX - 13 April 2016</b> Main Theme – Finance and Customer Services		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
Cabinet Member Q&A for Housing, Regeneration, Business & Economic Development	A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development	<ul style="list-style-type: none"> <li>• Cllr Astaire</li> </ul>
Housing & Planning Bill Implications in Westminster – Affordable Housing Supply	To examine national policy changes being made through legislation currently before Parliament (mainly those in the Housing and Planning Bill) relating to affordable housing supply and regulation of the private rented sector.	<ul style="list-style-type: none"> <li>• Cecily Herdman</li> </ul>
TFM	To analyse the Total Facilities Management contract with Amey.	<ul style="list-style-type: none"> <li>• Debbie Morris</li> </ul>

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## Westminster Scrutiny Commission

**Date:** Tuesday 29<sup>th</sup> November 2016

**Classification:** General Release

**Title:** **Work Programme 2016/17**

**Report of:** Julia Corkey- Director of Policy, Performance and Communications

**Lead Member** Councillor Ian Adams

**Wards Involved:** All

**Policy Context:** City for Choice / Heritage / Aspiration

**Report Author and Contact Details:** Muge Dindjer ext. 2636  
[mdindjer@westminster.gov.uk](mailto:mdindjer@westminster.gov.uk)

### 1. Executive Summary

- 1.1 This report presents the work programme for the Commission to note and comment on. It has been informed by the requests made at the June 2016 meeting and the presumed availability of the Chief Executive and the Leader of the Council.

### 2. Key Matters for the Committee's Consideration

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

### 3. Background

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

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Muge Dindjer ext.2636**  
[mdindjer@westminster.gov.uk](mailto:mdindjer@westminster.gov.uk)

**APPENDICES:** Appendix 1 is the draft work programme



# Work Programme

## Westminster Scrutiny Commission

### ROUND ONE (28 June 2016)

Agenda Item	Reasons & objective for item	Represented by:
<b>The Chief Executive of Westminster City Council</b>	A Q&A session with the Chief Executive of Westminster City Council	<ul style="list-style-type: none"> <li>Charlie Parker</li> </ul>
<b>The Scrutiny Function and Work Programmes 2016/17</b>	A report updating the Commission on the work programmes for the committees, task group activity and the research/development budget available.	<ul style="list-style-type: none"> <li>Muge Dindjer</li> </ul>

### ROUND TWO (29 November 2016)

Agenda Item	Reasons & objective for item	Represented by:
<b>Scrutinising the West End Partnership</b>	The Commission wishes to receive and update on the WCC aspects of the work on the WEP.	<ul style="list-style-type: none"> <li>Councillor, The Baroness Coughtie and the Chief Executive Charlie Parker</li> </ul>
<b>Annual Report for the municipal year 2015/16</b>	To receive a draft of the annual report for discussion prior to online publication.	<ul style="list-style-type: none"> <li>Muge Dindjer- Policy &amp; Scrutiny Manager</li> </ul>
<b>Work programme for the Scrutiny Commission</b>	To receive and review the annual work programme for the Commission	<ul style="list-style-type: none"> <li>Muge Dindjer Policy &amp; Scrutiny Manager</li> </ul>

### ROUND THREE (5 April 2017)

Agenda Item	Reasons & objective for item	Represented by:
<b>The Leader of Westminster City Council</b>	A Q&A session with Leader of Westminster City Council	<ul style="list-style-type: none"> <li>TBC</li> </ul>
<b>Westminster Workforce/People Strategy</b>	An Update on the Development of Westminster's People Strategy	<ul style="list-style-type: none"> <li>Lee Witham Director of People Services</li> </ul>



Unallocated Items		
Agenda Item	Reasons & objective for item	Represented by:
<b>Update on the Westminster Way programme</b>	To provide assurance to the Commission of the progress and impacts of this programme	<ul style="list-style-type: none"> <li>Charlie Parker Chief Executive</li> </ul>
<b>Update on Tri-Borough working and the Managed Services Programme</b>	To keep the Commission up to date with current arrangements and identify any learning from implementation to date.	<ul style="list-style-type: none"> <li>Charlie Parker Chief Executive</li> </ul>