



City of Westminster

Committee Agenda

Title: **Audit and Performance Committee**

Meeting Date: **Thursday 30th June, 2016**

Time: **7.00 pm**

Venue: **Rooms 3 & 4 - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP**

Members: **Councillors:**

Jonathan Glanz (Chairman)
Lindsey Hall (Vice-Chairman)
David Boothroyd
Judith Warner

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, Reuben Segal, Senior Committee and Governance Officer.

**Tel: 020 7641 3160 Email: rsegal@westminster.gov.uk
Corporate Website: www.westminster.gov.uk**

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

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note 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 meetings held on 12 May and 2 June 2016.

(Pages 1 - 16)

4. ANNUAL CONTRACTS REVIEW 2015/16

Report of the Chief Procurement Officer

(Pages 17 - 94)

5. FINANCE (PERIOD 2) AND 2015/16 END OF YEAR PERFORMANCE BUSINESS PLAN MONITORING

Report of the City Treasurer and the Director of Policy, Performance and Communications **(Finance Report to Follow)**

(Pages 95 - 150)

6. INTERNAL AUDIT CHARTER 2016 - 2017

Moyra McGarvey, Shared Services Director for Audit, Fraud, Risk and Insurance

(Pages 151 - 160)

7. WORK PROGRAMME 2016/17

Report of the Head of Committee & Governance Services

(Pages 161 - 176)

**Charlie Parker
Chief Executive
22 June 2016**



CITY OF WESTMINSTER

MINUTES

Audit and Performance Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Audit and Performance Committee** held on **Thursday 12th May, 2016**, Rooms 3 & 4 - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Jonathan Glanz (Chairman), Lindsey Hall (Vice-Chairman) and David Boothroyd

Also Present: Steve Mair (City Treasurer), Paul Dossett (Grant Thornton), Elizabeth Olive (Grant Thornton), Moira McGarvey (Shared Services Director of Audit, Fraud, Risk and Insurance), Moira Mackie (Senior Audit Manager), Andy Hyatt (Tri-Borough Head of Fraud), Steve Barry (WCC Fraud Manager) and Reuben Segal (Senior Committee & Governance Services Officer)

Apologies for Absence: Councillor Judith Warner

1 MEMBERSHIP

1.1 It was noted that there were no changes to the membership.

2 DECLARATIONS OF INTEREST

2.1 Councillor Glanz declared in respect of item 7 that he was a school governor of St Joseph's Roman Catholic primary school at the time that the report relates to.

3 MINUTES AND MATTERS ARISING

3.1 **RESOLVED:** That the minutes of the meetings held on the 3 and 11 February be signed by the chairman as a correct record of proceedings.

3.2 **ACTION:** The Committee requested that the outstanding action from the last meeting (provide details of feedback provided by schools that have received HR/finance training on the Agresso system) is chased. (**Action for: Nick Dawe/Reuben Segal**)

4 ANNUAL STATEMENT OF ACCOUNTS

- 4.1 The Committee had before it a report on the draft Statement of Accounts for 2015-16. The chairman announced that the publication of the papers did not meet the statutory deadline. These were circulated to the committee at the earliest opportunity once the external auditors had completed the necessary work to be able to report to members the findings from the audit of the accounts. He agreed to accept the report and its appendix as a matter of urgency.
- 4.2 Steve Mair, City Treasurer, summarised the key items arising from the Statement of Accounts. The Committee noted that the Council prepared its accounts for 2015-2016 and submitted them to the Council's external auditors, Grant Thornton, for audit on 9th April 2015. This was a full 12 weeks in advance of the statutory requirement of 30th June, was the earliest public sector accounts ever issued and exceeded the performance of 94% of the FTSE 100 including the 9 largest companies. The performance built upon the achievements in 2014-2015 which was one outcome from the financial management transformation work that is continuing.
- 4.3 The Committee acknowledged the achievement and thanked the City Treasurer, Finance team and the internal and external auditors for their work having noted this year's close down process had been challenging given the need to bed down the new Agresso system as part of the Managed Services Programme.
- 4.4 The Committee noted a technical change relating to the publication of local authority accounts effective from this year whereby the accounts are subject to new arrangements for the exercise of electors' rights. This means that no authority is able to approve or publish its accounts before 14th July 2016 to allow for a 30 working day inspection period. To comply with this a special meeting of the committee had been called for 4:30 PM on 14th of July to approve the accounts which is after the end of the Council's inspection period which concludes at 4 PM on the 14 July.
- 4.5 In order to obtain assurance on the accuracy of the information being processed through the managed services environment and feeding into the Council's financial management system, officers within the Council's finance team had undertaken a very significant amount of transaction testing in all of the key financial areas. The City Treasurer was asked whether this would undermine any future discussions with the contractor on recovering costs. He was also asked whether the acceleration of the accounts had resulted in the Council incurring any significant acceleration costs. The City Treasurer explained that the testing had enabled the council to undertake corrective action and minimise the impact of any errors and weaknesses in the information being processed. It would have weakened the Council's position not to have dealt with this matter as early as possible and he considered that the significant amount of work, which has been documented, will prove useful in any future commercial discussions with the contractor. The additional costs incurred were not excessive and that the on-going financial management

transformation project will eventually deliver further improvements at less cost than presently.

4.6 The Committee noted that there was an underspend of £157.568m against the original gross budget of the Capital Programme at year end but that this had been significantly mitigated by the in-year re-profiling of the programme. Members asked whether the Council could have obtained a better return by making use of the funds. The City Treasurer advised that the Council's Treasury team are provided with advance notice of any slippage in the Council capital programme so can therefore make use of any unused funds as appropriate. He suggested that the Council could have indirectly benefited from the situation as it did not incur the costs of borrowing money to deliver capital schemes.

4.7 The City Treasurer was asked what he considered to be the appropriate level for general fund reserves. He stated that given the scale of the Council's budget the reserves which currently stood at £41.58m could and should be increased further. He explained that it would only take a divergence of 2% from the Council's gross budget in the year for the reserves to be largely used up. He advised that reserve levels had previously been as high as £70m and that other comparable local authorities had higher reserve levels than the Council presently had.

4.8 The Committee put forward a few suggestions (service revenue outturn, comprehensive income and expenditure statement and interests in companies and other entities) to further improve the reading of the accounts

4.9 **RESOLVED:** That the draft 2015/16 Statement of Accounts be noted.

4.10 **ACTION:**

1. Provide details of the non-pay expenditure overspend in Policy, Performance and Communications (**Action for:** Steve Mair, City Treasurer)
2. Provide a note on changes to business rates where businesses with a rateable value below approximately £15,000 are no longer liable to pay rates. (**Action for:** Steve Mair, City Treasurer)
3. Provide the committee with details of the methodology used to assess the value of the Council's housing stock. (**Action for:** Steve Mair, City Treasurer)

5 **ANNUAL STATEMENT OF ACCOUNTS - GRANT THORNTON ISA 260 REPORT**

5.1 The Committee received a report from the Council's external Auditors, Grant Thornton, on the key findings arising from their audit of the Council's 2015-2016 financial statements (Council and Pension Fund).

- 5.2 The chairman announced that the publication of the papers did not meet the statutory deadline. These were circulated to the committee at the earliest opportunity once Grant Thornton had completed the necessary work to be able to report to members the findings from the audit of the accounts. He agreed to accept the report and its appendices as a matter of urgency.
- 5.3 Paul Dossett summarised the findings for the City Council's financial statements while Elizabeth Olive summarised the findings for the City of Westminster Pension Fund. The Auditors expected to issue unqualified audit opinions on both sets of financial statements.
- 5.4 The Auditors had identified no adjustments affecting the council's reported financial position.
- 5.5 The auditors considered that the Council prepared a good quality set of de-cluttered draft accounts for audit, and the supporting working papers were of a high quality. Minor improvements and enhancements were recommended to improve the presentation of the financial statements. The auditors drew attention to a small number of control issues in both the Council and Pension Fund financial statements that included cross entity journals for the Council being posted during 2015-2016.
- 5.6 The Committee was informed that the Council had proactively managed the risks arising from the managed services contract during the year by carrying out extensive sample testing of the transactions and working with BT to correct data issues and strengthen the controls in the ledger.
- 5.7 With regard to the audit approach for the Council's financial statements, in addition to those risks highlighted in its Audit Plan 2015/16 for the authority the auditors had identified one further significant risk relating to the provision for national non domestic rates (business rates).
- 5.8 In respect of value for money, one significant risk, which had been identified in the Audit Plan 2015/16, related to the capital programme business case process.
- 5.9 Matters arising from the financial statements audit and the review of the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources had been discussed with the City Treasurer and the finance team. A number of recommendations were made by the auditor which were being taken forward by the finance team.
- 5.10 The Auditor concluded that in all significant aspects the Council had proper arrangements in place to secure value for money in the use of its resources.
- 5.11 With reference to the issue of materiality, the committee asked why the figure of overall materiality differed in Grant Thornton's findings report and the Council's financial statements. Mr Dossett explained that the measure in the audit findings report was based on Grant Thornton's judgement of risk. This included factors such as issues around the managed services programme. The latter would in part explain the difference in materiality in last year's audit

findings report produced by KPMG. He explained that the Council's figure was different as the authority will have come to its own judgement on what the figure should be.

5.11 Paul Dossett informed the committee that following discussions between Grant Thornton and a local elector who had submitted objections to the financial statements for 2012/13 to 2014/15 the objector had agreed to withdraw their objections. This would enable Grant Thornton to certify the financial statements from those years in the next couple of days. The committee agreed that there were no material items that it was aware of that would impact on these accounts being signed off.

5.12 **RESOLVED:** That the report be noted.

6 ANNUAL COUNTER FRAUD MONITORING REPORT

6.1 The Committee considered a report that provided an account of fraud related activity undertaken by the Tri-borough Corporate Anti-fraud Service (CAFS) from 1st April 2015 to 31st March 2016.

6.2 The report included details about a new Anti-fraud Strategy being developed by CAFS across Tri-borough as well as fraud prevention and detection activities progressed during the last 12 months.

6.3 The Committee noted that for the financial year ending 31st March 2016 fraudulent activity with a notional value of over £2.4m had been identified relating to 92 cases. A summary of these including case studies were set out set out in the report.

6.4 The committee acknowledged the importance of deterrence in counteracting fraud which it considered was preferable to having to pursue prosecutions and recoup money lost. It commended officers for the achievements in the year which included a landmark case relating to the illegal subletting of a CWH property where the subtenant as well as the tenant was successfully prosecuted. This had been achieved despite the reduction of staff in the fraud service following the government's decision to centralise the investigation of housing benefit fraud to the Department of Work and Pensions (DWP).

6.5 The Committee asked how the West London Fraud Hub, where London local authorities share data, had helped in preventing fraudulent activity. Andy Hyatt, Tri-Borough Head of Fraud, explained that the hub was originally established to prevent and detect benefit fraud. It consisted of 8 authorities along the A4-M4 corridor sharing data with one another. Since its establishment other London local authorities including Southwark and Waltham Forest had joined the hub. Additionally, its activities had expanded to providing data to other service areas such as school admissions. He advised that a London wide counter fraud Hub was in the process of being established. This would be at no additional cost to local authorities.

- 6.6 In response to members queries about the challenges of verifying identity documents Mr Hyatt explained that in the past it was difficult to roll out the technology to satellite offices as the costs were prohibitive. This is no longer the case as the technology has changed and has become more accessible and affordable.
- 6.7 The Committee noted the results from the National Fraud Initiative data matching exercise which identified significant potential discrepancies between data held across the Council's systems and those of all councils and other public sector participants nationally. Members asked about the outcomes from referrals relating to potential housing benefit fraud that had been referred to the DWP. The committee was disappointed to hear that with the exception of 5 administrative penalties the DWP had not shared the outcome of any investigations.
- 6.8 Mr Hyatt was asked whether he had concerns about the fact that the Council had not received any whistleblowing referrals in the year. He explained that given the significant staffing changes in the service in the last financial year he had chosen to undertake a soft launch of the Council's whistleblowing policy. He stated that CAFS planned to review the existing process and run a Council wide campaign during 2016/17 to ensure all staff are fully aware of the policy and process for making referrals.
- 6.9 In respect of the enhanced fraud prevention process applied to all new RTB applications, Members asked whether the Council closes the files of applicants who voluntarily withdraw their applications once checking commences. Mr Hyatt advised that where concerns are raised CAFS will undertake checks on the applicant to see if any other possible fraudulent activity is being undertaken.
- 6.10 Members raised as a concern a practice where some companies offer to gift money to tenants eligible to apply for Right to Buy. They recognised that while this was not illegal they had concerns over the motivations of these companies and the implications for the city's affordable housing stock. Mr Hyatt confirmed that these companies were taking advantage of a loophole in the RTB legislation which he considered needed to be closed. He advised that he had provided details on such practices to the Treasury who had referred him to Action Fraud. However, it was doubtful whether the latter had the resources to investigate such practices.
- 6.11 **RESOLVED:** That the report be noted.
- 6.12 **ACTION:** Provide the committee with a note on the rules regarding the ability of benefit claimants to take a leave of absence and still receive benefits and any proposed changes to these rules. (**Action for:** Martin Hinckley, Head of Centre, Corporate Finance)

7 ANNUAL INTERNAL AUDIT AND INTERNAL CONTROL 2015-16 REPORT

- 7.1 The Committee received a report that summarised the work of Internal Audit in 2015-2016 and provided the opinion of the Shared Services Director of Audit, Fraud, Risk and Insurance on the adequacy and effectiveness of the Council's governance, risk management and internal control environment.
- 7.2 The Committee noted that the work carried out by the Council's Internal Audit Service, in the financial year 2015/16 found that, in the areas audited, internal control systems were generally effective with 68% of the audits undertaken receiving a positive assurance opinion. Members asked how the results compared with audits undertaken in the previous year. Moira Mackie, Senior Audit Manager, reported that the number of positive assurance audits was lower than in previous years. However, she explained this was not unexpected as there had been a significant amount of process change during the year including the implementation of the Managed Services Programme which will take time to become embedded across the organisation. Additionally, fewer audits had been undertaken last year compared to this year which had the potential to skew the results. It was hoped that with work planned to resolve issues relating to MSP the outcomes from audits due to be undertaken in the coming year would show an improvement on this year.
- 7.3 There were a few areas where control improvements were required and compliance with agreed systems could be improved. A total of 15 audits were designated as "limited" or "no assurance". In each case action plans were in place to remedy the weaknesses identified.
- 7.4 The Council was found to be effective, in most areas, at implementing recommendations where concerns in respect of controls were identified.
- 7.5 The main audits due to be undertaken in 2015/16 on various aspects of the Managed Service could not be undertaken as originally planned. However, the Council's Finance Team had undertaken a very significant amount of transaction testing in a number of the key financial areas which Internal Audit had reviewed and confirmed as thorough and focused on the key areas of risk.
- 7.6 The Committee further noted that audits were undertaken during the year which provided satisfactory assurance in respect of the Council's risk management arrangements and that the Council's governance arrangements were operating effectively.
- 7.7 The Committee asked for an update on the implementation of recommendations for the Tri-Borough Passenger Transport - Post Procurement Review which had received a limited assurance. Members were informed that the audit had identified weaknesses in the way in which the procurement had been undertaken. This included weaknesses in testing the resilience of the proposed bidders. The committee was informed that the process had since improved.

7.8 Members commented that lessees of CityWest Homes owned properties have previously complained about the management and charges for major works. Moira Mackie stated that CityWest Homes had accepted that these areas had not in the past been undertaken as effectively as they could have been. CityWest Homes had changed a number of its processes to ensure that the management of major works was more robust and that costings were more accurate.

7.9 **RESOLVED:** That the report be noted.

8 INTERNAL AUDIT 2015-16 PROGRESS REPORT (JANUARY TO MARCH 2016)

8.1 The Committee considered a report that summarised the work carried out by the Council's Internal Audit service in the reporting period.

8.2 The report revealed that in the areas audited internal control systems were generally effective although six limited and one no assurance audits had been issued.

8.3 Moira Mackie advised in relation to the Tri-Borough Contracts Register that had received a no assurance report that Westminster's Procurement Team had undertaken a lot of work with service areas to improve the accuracy of information on the capital ESourcing system. The committee noted that a follow-up review is currently being undertaken.

8.4 Follow up reviews completed in the period confirmed that the implementation of medium and high priority recommendations had been consistently effective.

8.5 At a previous meeting of the committee members had expressed concern about whether the Council had effective cyber security arrangements in place. Moira Mackie advised that based on the audit work undertaken, the documented "information management and continuity risk" issues and opportunities for improvement were found being clearly identified and actioned. Three medium priority recommendations were made to further enhance the systems of controls.

8.6 **RESOLVED:** That the report be noted.

The Meeting ended at 8.49 pm

CHAIRMAN: _____

DATE _____



CITY OF WESTMINSTER

MINUTES

Audit and Performance Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Audit and Performance Committee** held on **Thursday 2nd June, 2016**, Rooms 10A & 10B - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Jonathan Glanz (Chairman), David Boothroyd and Judith Warner

Also Present: John Quinn, (Bi-borough Director of Corporate Services), Steve Mair (City Treasurer), Maria Benbow (MSP Programme Director), George Lepine (MSP Subject Matter Specialist), Moira Mackie (Senior Internal Audit Manager), Craig Anderson (BT Global Services) and Reuben Segal (Senior Committee & Governance Services Officer)

Apologies for Absence: Councillor Lindsey Hall and Moyra McGarvey, Shared Services Director for Audit, Fraud, Insurance and Risk

1 MEMBERSHIP

1.1 There were no changes to the membership.

2 DECLARATIONS OF INTEREST

2.1 Councillors Glanz and Warner declared that they are BT customers.

3 EXEMPT REPORTS UNDER THE LOCAL GOVERNMENT ACT 1972

3.1 **RESOLVED:** That under Section 100 (A) (4) and Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), the public and press be excluded from the meeting for the following item(s) of business because they involve the likely disclosure of exempt information in relation to the financial or business affairs of the Authority and/or other parties and it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

4 UPDATE ON THE MANAGED SERVICES PROGRAMME

- 4.1 The committee received a report that provided an update on i) the delivery of the Managed Service Programme, ii) the delivery of functionality that has been deferred by the decisions of the Authorities, iii) the options for further improvement and enhancement to the Managed Service, iv) progress on the Managed Service Programme Review and discussions with partners and the contractor and v) an overall timetable for all the activities mentioned above.
- 4.2 The committee welcomed Craig Anderson, BT Global Services, to the meeting to answer questions on the delivery of the programme including current operational performance of the BT Shared Service Centre.
- 4.3 John Quinn, Bi-Borough Director of Corporate Services, summarised the key issues for the committee's attention and consideration as set out in the report.
- 4.4 The Committee then submitted questions to Mr Quinn, other officers present and Mr Anderson on various aspects covered by the report.
- 4.5 **RESOLVED:** That the report be noted.
- 4.6 **ACTION** Provide a report to the next meeting on whether the target of meeting the completion of core programme activities by 30 June has been achieved (**Action for: John Quinn, Bi-borough Director of Corporate Services**)

The Meeting ended at 8.00 pm

CHAIRMAN: _____

DATE _____

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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City of Westminster

Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	30 June 2016
Classification:	General Release
Title:	Annual Contract Review 2015/16
Wards Affected:	N/A
Financial Summary:	N/A
Report of:	Chief Procurement Officer
Author:	Della Main, Support Manager – Process and Governance Tel: 020 7641 5981

1. Executive Summary

- 1.1 This report forms the Annual Contracts Review for consideration by the Audit and Performance Committee, in accordance with their Terms of Reference, specifically those listed below:
- 23. To maintain an overview of overall contract performance on behalf of the Council.
 - 24. To review and scrutinise contracts let by the Council for value for money and adherence to the Council's Procurement Code.
- 1.2 **55** contracts over the value of £100,000 and **63** contracts with a value of less than £100,000 commenced in 2015/16 in accordance with the requirements of the Procurement Code, as indicated in appendix A.
- 1.3 There were **29** extensions and **6** variations of existing contracts as highlighted in Appendix B.
- 1.4 In exceptional circumstances a waiver to the requirements of the Procurement Code may be obtained from the Chief Procurement Officer. Appendix C provides details of the **55** requests for waivers that were approved and the **6** instances of non-compliance due to retrospective waivers being sought.

- 1.5 The performance of live contracts in 2015/16 is shown in Appendix D.
- 1.6 The Council's eSourcing Platform, capitalE sourcing provides evidence based robust means of managing the end to end procurement process.
- 1.7 A Tri-Borough Contracts Management Framework is available, which creates a consistent approach to Contracts Management that will be applied to all external third party relationships.
- 1.8 There is a comprehensive programme of development in place for Procurement Services over the next 12 months and a structured approach is in place to deliver the projects that enable us to achieve our vision of ***Procurement Excellence***.

2. Recommendations

- 2.1 It is recommended that the Audit and Performance Committee note the contents of this report.

3. Background, including Policy Context

3.1 The format of reporting focuses on the Executive Management Team (EMT), as the EMT is responsible for the overall management of the Council, for setting and monitoring overall direction, ensuring high performance and for overall risk and reputation management. Cabinet portfolios have been designed to create parallel responsibilities where possible.

- **Chief Executive: Charlie Parker**
(Head of Paid Service)
- **Tri-Borough Executive Director of Children's Services: Andrew Christie**
(Children's Services Commissioning function, including Social Care and Family Support Services; Schools; and borough-based provision protecting children and supporting families).
- **Tri-Borough Executive Director of Adult Social Care Services: Liz Bruce**
(Adult Social Care and Public Health).
- **Strategic Director for City Management and Communities: Stuart Love**
(Community Services; Highways Infrastructure & Public Realm; Strategy & Development; Waste & Parks; Public Protection & Licensing; Libraries & Archives & Registrars; Parking Operations)
- **Executive Director for Planning and Housing: Ed Watson**
(Economy; Strategic Projects; Housing & Regeneration; Property, Investment and Estates; Planning; City Transport).
- **Bi-Borough Director of Corporate Services: John Quinn**
(Information Services; People Services; Procurement Services).
- **Director of Policy, Performance and Communications: Julia Corkey**
- (Change Programme Management Unit; Cabinet Secretariat and Member Services; Campaigns and Customer Engagement; Evaluation and Performance; Policy and Strategy)
- **City Treasurer: Steven Mair**
(Financial Services)

3.2 This report is a summary of contract data taken from capitalSourcing and the minutes of Gate Review Panel and Tri-Borough Contracts Approval Board meetings.

4. Procurement Governance

4.1 The award and management of contracts has been governed by the Council's Procurement Code version 1.13, which was published on 03 Nov 2015 and is still in place.

4.2 Peer Reviews oversee the procurement of contracts up to £100,000, providing challenge and rigour. Peer Reviews are led by the Nominated Authorised Officer and are made up of a combination of appropriate officers such as Commissioners, Category Managers and Finance Managers. The level of

challenge should be proportional to the cost and complexity of the procurement activity being reviewed.

- 4.3 The Gate Review Panel is a senior officer group responsible for overseeing contract letting, contract management, extensions and variations to existing contracts within the Council for contracts over £100,000. The Panel, chaired by the Chief Procurement Officer, provide strategic advice and define and disseminate best practice.
- 4.4 Procurement is centre led and a Category Management approach has been adopted. Category Management is a cross functional approach that uses the expertise of the City Councils service departments alongside professional procurement skills (such as CIPS¹ qualified officers) to effectively manage the organisation's spend.
- 4.5 Procurement Services developed the Tri-Borough **Contracts Management Framework**, which is a significant first step towards improving contract management practice. The **Managing Successful Contracts** training has been rolled out across Westminster, RBKC and LBHF and has received very positive feedback. This feedback has been captured and is being used to further develop the approach to contract management and will be incorporated into the ongoing training that is provided.

5. Procurement Systems

- 5.1 In January 2014 the new eSourcing tool for Tri-borough (capitalE sourcing) went live. capitalE sourcing is an end-to-end eSourcing Platform and all stages of the procurement process, including supplier engagement, tendering, contracts management and strategic supply management are conducted through the system.
- 5.2 The capitalE sourcing contracts register is regarded as the "single source of truth" and forms the basis for reporting on contract information across the Council. Through training and regular communications, it has been made clear to Contract Managers that it is a mandatory requirement to ensure that records are accurately maintained and regularly updated. Regular reports are submitted to the Executive Management Team (EMT) outlining the level of compliance across the Council. It is evident that, on the whole, compliance is improving.
- 5.3 A restructure of the organisational set up within **capitalE sourcing** was successfully managed, enabling a more flexible and relevant tool. Earlier this year the provider of capitalE sourcing issued a major update of the system which included a significant change to the look and feel. This transition was successfully implemented with full support and training provided for the users and no major issues were raised.

¹ Chartered Institute of Procurement and Supply

5.4 Compliance regarding completion of mandatory fields has increased overall since 2014/15 from **41%** to **94%**. Compliance regarding completion of contract performance data has increased from **30%** to **63%**. Procurement Services are working with the Services to ensure that all contracts are evaluated a minimum of once per annum.

6. Professional Development

6.1 Some team members are studying for their CIPS qualification and an ongoing training programme ensures that all team members are kept up to date with procurement related legislation.

6.2 During 2015/16 the Chief Procurement Officer implemented a rolling training programme “Procurement & Commercial Training Programme” that included:-

- Category Management - mandated for all procurement staff
- Contracts Management Framework - mandated for all Commissioners, Contract Managers and Procurement staff
- Legal Aspects & Contract Development (Back to basics) – mandated for all procurement staff
- EU Procurement Directive

6.3 During 2016/17 the “Procurement & Commercial Training Programme” is being refreshed and will include updates to the 2015/16 programme. In addition the following will be included:-

- Specification Writing
- Negotiation
- Finance for non-Finance Managers.

7. Chartered Institute of Procurement & Supply

7.1 Procurement Services has finalised the Council’s submission to the Chartered Institute of Procurement & Supply for the CIPS Corporate Certification Standard. The standard measures five key dimensions; (1) Leadership and Organisation, (2) Strategy, (3) People, (4) Processes and Systems and (5) Performance measurement and management.

7.2 Undertaking a formal review and achieving the CIPS Corporate Certification supports Westminster City Procurement Services in achieving its long-term strategic plan and will:

- provide a progressive pathway to “best in class” procurement and supply excellence;
- build efficient, effective and economic ways of working;
- lower costs;

- strengthen risk management;
- increase control through performance management;
- boost our reputation and credibility;
- build stronger stakeholder relationships;
- improve morale and motivation of procurement staff;
- establish a robust, ethical approach;
- generate competitive edge

7.3 It is expected that the Council will receive confirmation of achieving Corporate Certification on 18th July 2016.

8. High profile contracts awarded in 2015/16

8.1 During 2015/16, procurement activity commenced for a number of complex and high profile contracts which are summarised below.

- **Print and Document Management.** Procurement Services took the lead on the consolidation of services relating to printing and document management – such as digital mail, multi-functional devices (MFDs), print management and reprographics. These all now fall under a single supplier framework agreement with Ricoh which is managed by a Corporate Contracts manager in Procurement Services. The new fleet of MFDs was rolled out across all Council locations in September. A new print shop went live at the end of August. Parking went live with their digital mail service in October and Planning went live in November in line with their departmental transformation. The framework is also available to 19 other local authorities and we continued to work with Ricoh to promote services which, if taken up, would create a revenue stream for the Council.

A four (4) year framework was awarded to Ricoh UK Ltd to deliver the outsourced Print and Document Management services and Westminster City Council proceeded with an immediate call-off. Based on the pricing submitted by the successful supplier, Ricoh UK Ltd, of £6.5M over 5 years, which takes into consideration all potential costs as known, the cost difference between the estimated 5 year spend and the new contract costs of £6.5M shows a potential notional savings opportunity of £4.7M over a 5 year period across all services. Realisation of these savings will be phased with initial savings being delivered as part of the MFD roll out. The framework names 19 other Local Authorities and if any call off from this Framework this will trigger management fees of 2% payable to WCC.

Following the refurbishment of City Hall a decision will need to be made as to the relocation of the Print Shop that is currently located on the 15th floor. There are several options which include relocating back in to City Hall, locating off site but within Council offices i.e. a Library (subject to space availability) or potentially to create a commercial opportunity which would be

subject to Cabinet Member approval. If the print services are located off site, consideration of confidentiality and service levels will need to be addressed.

- **Leisure centre management.** We successfully identified a number of promising suppliers in leisure centre procurement as a result of our early market engagement. We targeted the delivery of social value from this contract. Working with the Employment and Skills teams a specific section on employment and skills was included in the specification we issued, which has resulted in a number of new apprenticeships, mentoring and work experience benefits for local residents. The contract was awarded to Sport & Leisure Management (SLM) Ltd.

The contract duration is 10 years from 1st July 2016 with an option to extend for a further 5 years. The contract generates a net income to the Council.

The short, medium and long term goals in leisure services are as follows:

- Improved marketing and communications activities.
 - To maximise the breadth and accessibility of leisure services and to promote 'ActiveWestminster' and Public Health outcomes in particular.
 - A balanced set of sports and leisure programmes including new programmes in gymnastics, badminton, netball, football and trampolining, and new 'free to access' sport and physical activity programmes.
 - An innovative package of capital investment proposals across the leisure portfolio.
 - Strong support for local talented athletes through the Council's Champions of the Future Programmes including funding to support training, travel and equipment expenses for athletes and new mentoring schemes.
 - To increase income delivered by the contract and the net income to the Council in order to support the delivery of the Council's Medium Term Financial Plan (MTP).
- **Libraries.** Cabinet Members for the three boroughs have taken a decision to proceed with the in-house model for service delivery to meet the target savings for 2017/18. They considered carefully whether an external partner could help us deliver savings but consider at this time that the in-house approach offers better opportunities to deliver savings whilst continuing to provide a high quality service.

LBHF has a specific commercial ambition to generate further income to meet the vast proportion of its savings target. The Libraries Future Delivery programme will deliver a proportion of their savings through the re-designing of the shared element of the service. LBHF are in the process of deciding whether they want to explore a trust model: this is an option and needs considerable further work before viability can be determined. In any case

there will be savings from the shared element of the Tri-borough service for all three boroughs.

- **Core Community Drugs and Alcohol.** The procurement has been completed and award letters have been issued to Turning Point for Lot 1 and Crime Reduction Initiatives for Lot 2. The total value of the two contracts for the Council will be £11 million over the three year period. This represents a saving of £5.9 million against the allocated budget.

Funding for the substance misuse contracts comes from the ring-fenced Public Health Grant. There is no funding from grants or other sources.

- **Church Street.** Building Design Partnership Ltd (BDP) was awarded the contract for Landscape Architect for the Green Spine and public realm as part of the Church Street regeneration programme. The total cost of the contract is £299,450.
- **Dudley House.** Willmott Partnership Homes have been appointed to provide Pre Construction Services leading to a Design and Build contract. As part of this appointment Willmott Partnership Homes has procured a full Design Team to work towards a Planning Application and beyond. The scheme achieved Detailed Planning Consent in April 2016. The Building Contract will provide 197 new homes for affordable rent, as well as a new 840 pupil school for the Marylebone Boys School, a new church and some commercial space. We are programmed to agree Contract terms with Willmott Partnership Homes in late 2016. The commencement of the works will then follow and the school is programmed to complete in late June 2018 and open for September 2018 providing the programme can be accelerated, this is the subject of a Briefing Note to Cabinet Members now. The remainder of the scheme completes in May 2019. Demolition of the existing buildings on site is already underway.
Construction costs: c £72 million
- **Lisson Arches.** United Living was appointed through a Pre Construction Services Agreement (PCSA), as part of a two stage tender process, to carry out the detailed design for Lisson Arches and to progress the design from RIBA Stage 3 to Stage 4. The scheme has planning permission for 58 new apartments, 1 Manager's flat and Enterprise Space. In addition a consultant was procured to carry out the services of Contract Administrator, Employers Agent and Cost Consultant. The utilities (enabling works) are starting on site in July 2016, the enabling works are being carried out by FM Conway as a call off from the NEC3 Term Contract (The New Engineering Contract (NEC), or NEC Engineering and Construction Contract, is a formalised system created by the Institution of Civil Engineers that guides the drafting of documents on civil engineering and construction projects for the purpose of

obtaining tenders, awarding and administering contracts) between WCC and FM Conway. It's estimated that the site will clear in May 2017.
Construction costs: c £31 million

- **City Hall Refurbishment.** Bond Dickinson was appointed in April 2015 as legal advisers following a mini competition from the Crown Commercial Services framework to advise on the appointment of the professional team and building contractor, securing vacant possession of Westminster City Hall, seeking landlords consent for the proposed works, leasing temporary accommodation for occupation by WCC during the refurbishment, planning agreements and the subletting of vacant accommodation post refurbishment.

In July 2015 Cabinet approved the procurement of a full professional team. Faithful and Gould were procured from the Scape framework on an NEC3 form of contract to provide project management and design team services for the refurbishment of Westminster City Hall. The appointment was approved by Gate (1&2) in November 2015 and the appointment was completed in March 2016.

- We have developed and implemented the Council's approach to **Responsible Procurement**, which has been piloted with 8 procurements of varying size and category. Each pilot has been reviewed to determine where added value can be obtained under the three priority areas of: **Employment and Skills, Support for Local Businesses and Communities** and **Promoting Greater Environmental Sustainability**. Our approach incorporates procurement's requirements under the Public Services (Social Value) Act 2012. We have learnt a great deal from the approach that we have taken and can now start to build Responsible Procurement into the Council's standard practice.

The pilots are listed below:

The first 3 have been awarded.

1. Management of Westminster's Leisure Services
2. Edward Allsop Court, a hostel for 50 year old+ men with complex needs
3. Animal Wardens

The following are yet to be awarded

4. Berwick Street Market
5. Sexual Health Promotion & Support Services
6. Sexual Health, Genitourinary Medicine services
7. Grounds Maintenance
8. Refurbishment of City Hall
9. Church Street masterplan

9. Exceptions circumstances, Waivers and Emergencies

- 9.1 It is recognised that there are instances where the requirements of the Procurement Code cannot be precisely followed so a waiver of the relevant section of the Code must be sought from the Chief Procurement Officer. Sufficient justification must be provided in the form of responses to key questions set by Procurement Services. If the contract value exceeds £1.5m (£300k for consultancy agreements) a Cabinet Member decision is required.
- 9.2 Where it has not been possible to precisely follow the requirements of the Procurement Code, and a waiver needs to be sought, value for money can still be obtained for the City Council. Extensive market research and benchmarking of costs /providers is still carried out where possible. Where service provision needs to continue and a competitive process cannot be carried out for some reason, existing contracts are extended, and in most cases those contracts will have been let via a competitive process in the first place.
- 9.3 The number of requests for waivers is indicated in **Table 1** below.

Table 1

	Number of waivers				
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
2014/15	20	19	28	37	104
2015/16	13	8	15	19	55

Note: A single request for a waiver may be part of a wider strategy that incorporates more than one contract.

9.4 **Table 2** below provides a breakdown of the reasons why waivers were sought, by type of waiver and Directorate, in 2015/16. It should be noted that **55%** of the total number of waivers related to contracts where the total value did not exceed £100k.

Table 2

	No of waivers		Grand Total
	Under £100k	Over £100k	
Waiver Contract award with change to evaluation criteria			
Children's Services (Andrew Christie)		1	1
Westminster Finance (Steven Mair)		1	1
Sub total		2	2
Waiver Directly award a contract without competition			
Adult Social Care and Public Health (Liz Bruce)	3	1	4
City Management and Communities (Stuart Love)	3	1	4
Corporate Services (John Quinn)	2		2
Growth, Planning and Housing (Ed Watson)	6	1	7
Policy, Performance and Communications (Julia Corkey)	1	2	3
Westminster Finance (Steven Mair)	1		1
Sub total	16	5	21
Waiver Non compliant contract extension			
Adult Social Care and Public Health (Liz Bruce)	4	8	12
Children's Services (Andrew Christie)	3	3	6
City Management and Communities (Stuart Love)	2	4	6
Corporate Services (John Quinn)	1	1	2
Growth, Planning and Housing (Ed Watson)	1		1
Westminster Finance (Steven Mair)	1	1	2
Sub total	12	17	29
Waiver Quotes to be sought instead of tenders.			
Westminster Finance (Steven Mair)		1	1
Sub total		1	1
Waiver to appoint agency staff without using the Council's appointed Temporary Agency Contractor service.			
Corporate Services (John Quinn)	1		1
Westminster Finance (Steven Mair)	1		1
Sub total	2		2
Grand Total	30	25	55
	55%	45%	

9.5 **115** contracts were awarded based on the **55** waivers approved, which were sought as part of wider strategies. The list below gives details of occasions where one waiver has been sought which resulted in a number of contracts being awarded. In summary, a total of **8** waivers have been sought which impact on **68** individual contracts.

Directorate	No of contracts	Qtr	Description	Reason
Children's Services (Andrew Christie)	14	Qtr 1	Youth Services - currently provided by a number of voluntary and community sector providers	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.
Children's Services (Andrew Christie)	13	Qtr 4	Youth Services - currently provided by a number of voluntary and community sector providers	The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. In order to support contracted providers to develop sustainable delivery models and plan for the post contract period, existing contractors will be direct awarded a further six months funding until 30th September 2016. Performance of providers against current specifications is generally good.
Adult Social Care (Liz Bruce)	5	Qtr 1	Provision of Older Peoples' Preventative Services	The direct award of these contracts, where no further extension provision exists, is required to deliver service continuity and stability whilst the requirements of the Care Act 2014 are implemented, and a strategic review of these and other preventative services is completed. The outcome of the review will inform the procurement approach. There is now a statutory obligation under the Care Act 2014 for local authorities to provide a diverse range of services that

Directorate	No of contracts	Qtr	Description	Reason
				prevent, delay, or reduce care needs. These voluntary sector preventative services are key to ensuring that the Council is compliant with the Act.
Adult Social Care (Liz Bruce)	2	Qtr 1	Mental Health Day Service	The direct award of these contracts, where no further extension provision exists, is required. These recommendations are sought so that there is sufficient time to undertake the outstanding strategic review of mental health day services in Westminster. This review has been outstanding due to staffing changes within the Joint Commissioning Team, but with the appointment of a 12 month senior commissioner post for mental health within Adult Social Care, it is now due for completion by October 2015 with procurement strategies to be presented in December 2015.
Adult Social Care (Liz Bruce)	4	Qtr 1	Professional Advocacy Services	The direct award of these contracts, where no further extension provision exists, is required. This is required to ensure there is not a gap in the provision of these statutory services whilst the outcome of the procurement of a suite of new shared Professional Advocacy services is determined.
Adult Social Care (Liz Bruce)	7	Qtr 4	Professional Advocacy Services	An award of Professional Advocacy services, following a tender, was not agreed by Hammersmith & Fulham Cabinet Members owing to a shift in their priorities following the change in administration that occurred during the course of the tender. Cabinet Members were briefed at the time and agreed informally that services continue whilst a project team develop an alternative deliverable solution for Advocacy services. Therefore, a request to waive the requirement to go out to seek quotes for 4 Professional Advocacy services and 3 Self-Advocacy services was sought.
Adult Social Care (Liz Bruce)	17	Qtr 2	Public Health Services (community sexual and reproductive health services)	The current map of community sexual and reproductive health services is complicated with significant levels of duplication in provision including multiple small providers. This results in confused pathways for access to services. Full redesign is required to deliver efficient and effective sexual and reproductive health services that are responsive to the needs of our residents and promote the positive culture of good sexual health. To

Directorate	No of contracts	Qtr	Description	Reason
				<p>ensure the re-procurement project can be completed it is recommended that direct awards of contract are made for a reduced number of community sexual and reproductive health services. Community sexual and reproductive health existing contracts do not have an extension option that can be exercised. This approach it will benefit the three authorities as it will allow the re-commissioning project to align with the GUM (Genito Urinary Medicine) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model.</p>
Adult Social Care (Liz Bruce)	6	Qtr 4	Accessing Health Services	<p>Work has been ongoing across the department to redesign services in order to achieve savings from a group of contracts within the Public Health budget for Health Improvement. Cabinet Member steer was to proceed with each contract on an individual basis but ensuring contracts were not extended beyond 31st March 2017 in the view of the public health wider review of services. Approval has been sought and granted for waivers of the procurement code to approach the current providers for a single quote, rather than the minimum of three quotes normally required. Rationale for waivers included the following points:</p> <ul style="list-style-type: none"> • Each contract is under £100k • There is very limited or no alternative provider in the marketplace for each contract • Services will only be required for one year with no provision to extend • No services are expected to continue beyond March 2017 in their current form; stability of provision is essential to minimise impact on service users and maximise exit strategies • Efficiencies of between 5% and 10% are expected for each contract to reach the proposed savings target above • Good relationships exist with current providers, all of which have given verbal assurance that efficiencies for 2016/17 are achievable.

10. Contracts extended and/or varied in 2015/16

10.1 Appendix B gives an overview of the 29 extensions and 6 variations that were made to live contracts in 2015/16, where there was provision to do so.

	Number of:	
	Extensions	Variations
2014/15	101	15
2015/16	29	6

11. Overall Contractual Performance of 'Live' Contracts Over £100,000 during 2015/16

11.1 The Contract Manager is responsible for monitoring contract performance.

11.2 Contractor performance is assessed using four categories, shown below:

- Exceeds Expectations;
- Meets Expectations;
- Below Expectations;
- Critical Failure.

11.3 Those contracts which were assessed in capitalEsourcing either “**Met Expectations**” or “**Exceeded**” expectations and three contracts were “**Below expectations**”. Out of the **192** contracts which had a total value exceeding £100,000, **63%** were assessed on the system, which is a significant increase on the **10%** assessed in 2014/15. Additional engagement in 2016/17 will aim to significantly increase the number of contracts assessed in capitalEsourcing acknowledging that Services performance manage their contracts outside of the system.

11.4 **Table 3**, below, shows a breakdown of contract performance by Contracting Authority which is Westminster City Council (WCC). The list of non WCC departments directly below are shown because the Contract Manager is a Tri-borough contracts manager and does not necessarily work directly for WCC, so it is their department which is shown.
Finance & Corporate Services (H&F)
Finance & Corporate Services (RBKC)
Transport & Tech Services (RBKC & H&F)

Table 3

By Contracting Authority	Above Expectations	Meets Expectations	Below Expectations	Not Evaluated	Total	12/04/2016
Adult Social Care		31		2	33	94%
Children's Services		4		10	14	29%
City Management and Communities (WCC)		20	1	6	27	78%
City West Homes (WCC)		3		17	20	15%
Corporate Services (WCC)	1	7		5	13	62%
Finance & Corporate Services (H&F)		2		1	3	67%
Finance & Corporate Services (RBKC)				1	1	0%
Growth, Planning & Housing (WCC)	5	18		13	36	64%
Libraries				1	1	0%
Policy, Performance and Communications (WCC)		3	2	3	8	63%
Public Health		16		9	25	64%
Transport & Tech Services (RBKC & H&F)				1	1	0%
Westminster Finance (WCC)		8		2	10	80%
City of Westminster	6	112	3	71	192	63%

11.5 Three contracts were assessed as “**Below Expectations**” and the reasons were sought from the Contract Managers and they are set out in **Table 4** below.

Table 4

Contract Code	Contract Title and brief description/scope	Contractor	Reason for assessment and outcomes
ecm_WCC_3980	<p>Kerbside Management: Business Processing and Technology Services.</p> <p>Provide an end-to-end Business Processing and Technology (BPT) solution for the management of the kerbside. Services to provide and maintain the requisite technology architecture (hardware, software, integration and interface components), as well as the end to end operating processes with the necessary skilled resources.</p>	NSL Ltd	<p>Since the contract went live in November 2014 there have been outstanding project deliverables that remained undelivered, missing Key Performance Indicators (KPI) data and a solution which has impacted the customer experience.</p> <p>Westminster engaged with NSL at every point and supported them to get a stable operation around the key issues. In Nov 2015 two formal letters were issued to NSL. One addressed 'Project Closure' and outstanding deliverables. The second letter addressed the issue with outstanding KPIs (service failure) and solution areas of concern.</p> <p>Since the letters were sent to NSL; two distinct work streams were delivered by NSL. They produced a correction plan to deliver the project closure deliverables. This has been partially delivered. For the issues raised in the second letter, a partial</p>

			<p>correction / service enhancement plan is currently being worked through.</p> <p>The work being undertaken with NSL is acceptable; however, this does not detract from the issues seen and length of time it has taken to get to this point, hence the 'below expectation's' throughout.</p>
ecm_WCC_3735	<p>Into Work</p> <p>Cross River Partnership is managing a programme which aims to provide training to 1,200 unemployed residents, support 800 into work, and help 600 to sustain in work for 26 weeks.</p> <ul style="list-style-type: none"> • This programme covers the central London sub-region. • It is entirely funded by the City of London Corporation. As part of the grant agreement, Cross River Partnership was required to appoint charities or community interest companies to deliver the service. • A procurement exercise was run, with support from Westminster's procurement team, to appoint delivery partners. 	Groundwork London	<p>The providers were not achieving the targets set out in their contract to help workless central London residents into employment. Performance was reviewed on a monthly basis and measures put in place to increase performance. The contract with Groundwork was reduced by more than half to more achievable levels. The Contract Manager then completed further commissioning and increased contracts of more successful providers (in line with Westminster's procurement code and legal guidance) to reallocate these outcomes and this funding to other providers across the programme. The contract with Groundwork is grant funded and outputs based, so this under-delivery did not negatively impact on Westminster's budgets. They were only paid for the outcomes that they achieved. The main part of the programme has now finished, and Groundwork exceeded their revised target.</p>
ecm_WCC_3739	<ul style="list-style-type: none"> • The contracts held with these providers cover training & support of unemployed or economically inactive residents, brokerage into paid jobs by working directly with employers, and support to help the candidates stay in work for 26 weeks once they start. • The programme has outputs-based funding with set unit costs, so providers have only been paid for what they have achieved. 	Communities into Training and Employment	<p>The providers were not achieving the targets set out in their contract to help workless central London residents into employment. Performance was reviewed on a monthly basis and measures put in place to increase performance. The contract with Communities into Training and Employment is grant funded and outputs based, so this under-delivery did not negatively impact on Westminster's budgets. They were only paid for the outcomes that they achieved. The main part of the programme has now finished, and CITE's performance has improved but they have not met their overall target.</p>

11.6 Six contracts were assessed as “**Above Expectations**” and the reasons were sought from the Contract Managers and they are set out in **Table 5** below.

Table 5

Contract Code	Contract Title Start and End date	Contractor	Reason for assessment and outcomes
ecm_WCC_4220	Temporary Accommodation Supplier – RMG 07/01/13 to 02/01/17	RMG Ltd	RMG have exceeded expectations due to their response to the Temporary Accommodation related MTP schemes and in delivering additional units in a challenging market.
ecm_WCC_4218	Temporary Accommodation Supplier – Genesis 02/01/06 to 31/03/17	Genesis Housing Association	Genesis continues to secure use of a large block in Frampton Street which continues to be used by homeless households when the owners were asking for a substantial rent increase.
ecm_WCC_2949	Passage House Hostel 01/04/04 to 31/03/17	Passage 2000	Passage House have been exceeding expectations but performance has dipped lately and they will be assessed as ‘meeting expectations’.
ecm_WCC_2947	Montfort House Supported Housing 01/04/04 to 31/03/17	Passage 2000	Montfort House provides an excellent service achieving outstanding results with the longest term entrenched rough sleepers. They are a very cost effective service and the building design and set up is very good.
ecm_WCC_2941	The Lodge 01/04/04 to 31/03/17	St Mungo’s	The Lodge is an innovative out of borough resource that is very cost effective and is also getting off the street the most long term rough sleepers.
ecm_WCC_6744	Print and Document Management Services Call-Off 01/09/15 to 31/08/20	Ricoh UK Ltd	Data to be completed for Audit & Performance Committee June 16.

12. Developments in Procurement Services

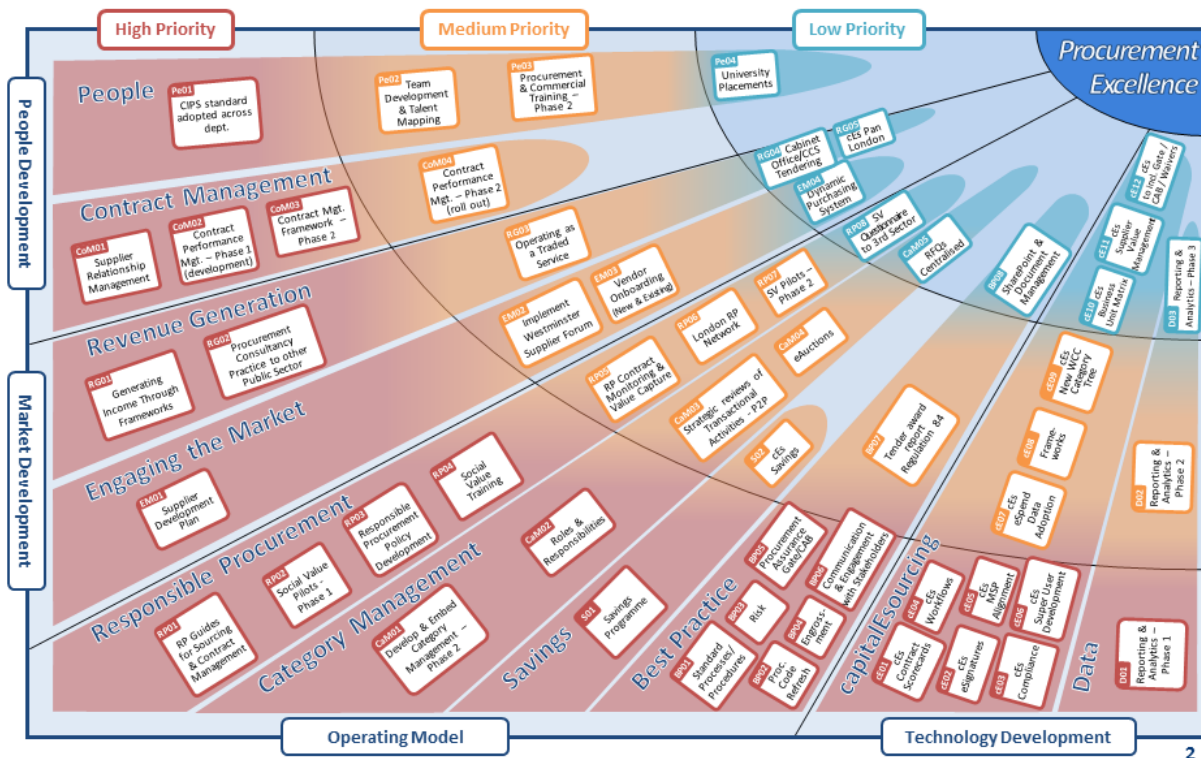
12.1 The main objectives and priorities for the service over the next year are:

- Lead and support commercial procurement activity in line with the Council’s needs & priorities
- Manage and develop systems and policies to ensure that procurement activity continues to identify opportunities to create value and achieves the best commercial outcomes
- Deliver the ongoing Procurement Programme

12.2 The Programme for the year (ending March 2017) is split into 4 Themes – People Development, Market Development, Technology Development and Operating Model.

- **People Development** – including Supplier Relationship Management, Contract Performance, the next phase of the Contract Management Framework and the adoption of CIPS standards across the department.
- **Market Development** – including Supplier Development Plan, creating a Consultancy Practice with a private sector partner to offer Procurement services to other public sector organisations and identifying ways to generate income from our framework contracts.
- **Technology Development** – including further developments to capitalEsourcing, such as developing Contract Scorecards for better contract management, introducing eSignatures and establishing a flow of data between capitalEsourcing and Agresso.
- **Operating Model** – including further development of our commitment to Responsible Procurement and training our Contract Managers to build Social Value into their specifications, the development of a Savings Programme and a number of developments to continuously develop procurement best practice to the organisation.

The screen shot below shows an overview of the **Procurement Programme 2016**.



**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact:**

Della Main on 020 7641 5981; dmain@westminster.gov.uk

APPENDICES

APPENDIX A(i) – CONTRACTS AWARDED IN 2015/16 (UNDER £100k)

APPENDIX A(ii) – CONTRACTS AWARDED IN 2015/16 (OVER £100k)

APPENDIX B – EXTENSIONS & VARIATIONS TO CONTRACTS

APPENDIX C – WAIVERS OF THE PROCUREMENT CODE

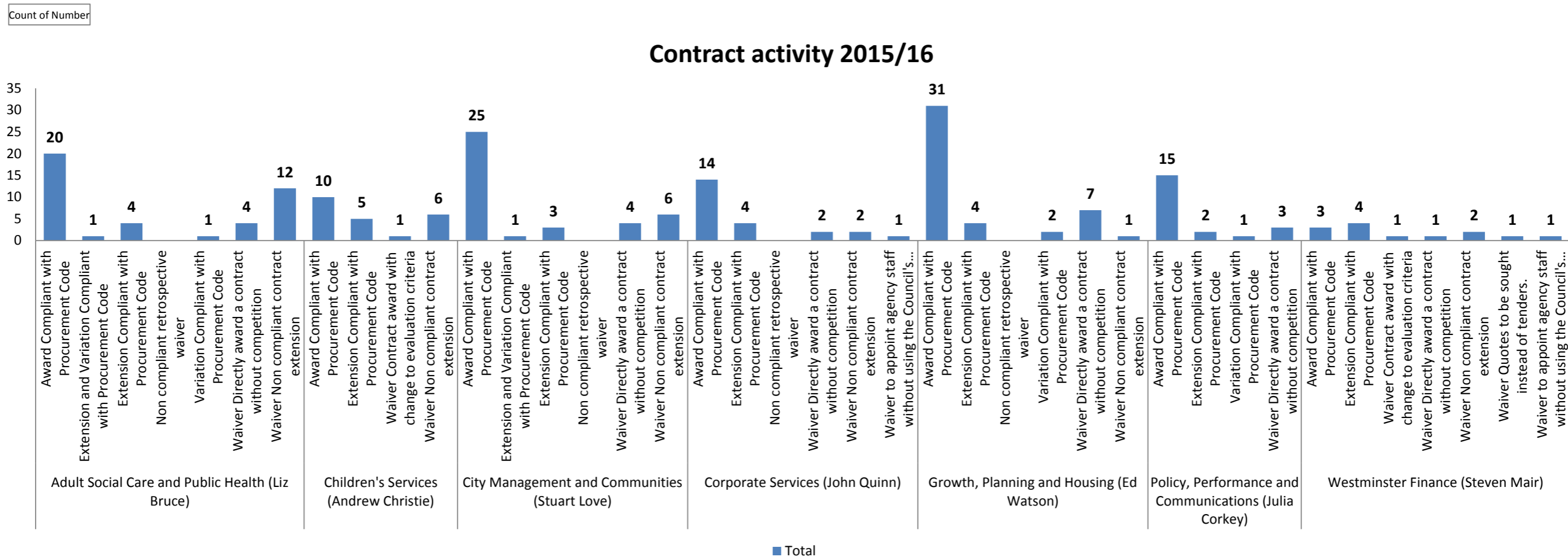
APPENDIX D – CONTRACT PERFORMANCE ASSESSMENTS

Please scroll down to see a separate chart showing contract performance data.

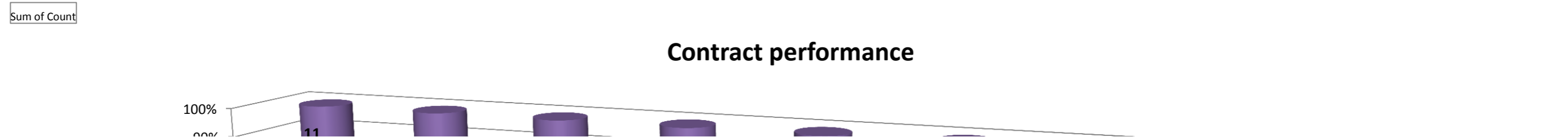
Directorate
Adult Social Care and Public Health (Liz Bruce)
Children's Services (Andrew Christie)
City Management and Communities (Stuart Love)
Corporate Services (John Quinn)
Growth, Planning and Housing (Ed Watson)
Policy, Performance and Communications (Julia Corkey)
Westminster Finance (Steven Mair)

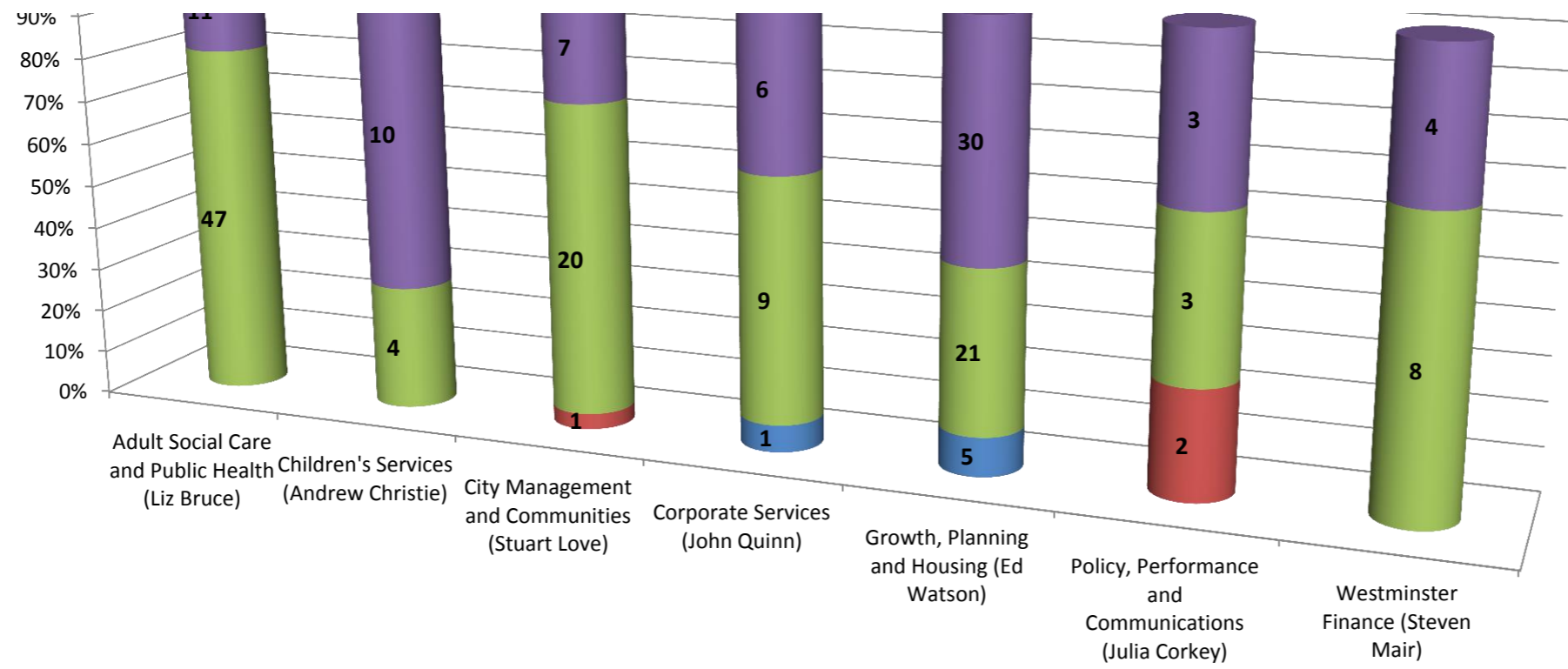
Unit
Adult Social Care
Children's Services
City Management
City Treasurers Departm...
City West Homes
Corporate Property
Corporate Services
Economy and Infrastruct...

Recommendation
Award Compliant with Procurement Code
Extension and Variation Compliant with Procurement Code
Extension Compliant with Procurement Code
Variation Compliant with Procurement Code
Waiver Contract award with change to evaluation criteria
Waiver Directly award a contract without competition
Waiver Non compliant contract extension
Waiver Quotes to be sought instead of tenders.



Directorate	Recommendation
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Contract Performance

- Not Evaluated
- Meets Expectations
- Below Expectations
- Above Expectations

Directorate

Suppliers

- Family Lives
- First in Service
- Fiscal Technologies Ltd
- G4S Secure Solutions (UK) Limited
- Gatenby Sanderson Ltd
- GlemNet Ltd
- Global Action Plan
- Green Rewards

Over £100k

- N
- Y
- (blank)

Directorate

- Adult Social Care a...
- Children's Services ...
- City Management a...
- Community Services

Corporate Services...
Growth, Planning a...
Policy, Performanc...
Westminster Finan...

Contract Performance

Above Expectations

Below Expectations

Meets Expectations

Not Evaluated

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Consultancy support of the design of the new structure of Adult Social Care.			Ernst & Young	99,500	N			Scott, Sherifah	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
LD volunteering grant	01/04/15	31/03/17	One Westminster	40,000	N	0	100	Garcia-Farinos, Marta	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Tri- Borough Violence Against Women and Girls Services- Lot 1- Co-ordination services Commercials	01/07/15	31/03/17	Standing Together Against Domestic Violence	96,250	N		100	Cobbinah, Mina	Finance & Corporate Services RBKC	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Enhanced Community Meals Feasibility Study	27/04/15		University of Hertfordshire	38,394	N			May, Kate	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Mitigating the Impact of Poor Air Quality on Vulnerable Groups	11/09/15	30/06/16	Global Action Plan	44,970	N	0	100	Preen, Jennie	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Repairs and maintenance to School kitchen equipment - WCC.	01/01/16	01/09/16	First in Service	60,000	N			Richardson, Lynne	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code
Holiday Youth Scheme for Children with Disabilities	01/04/15	31/03/16	The Westminster Society	46,196	N	0	100	Richards Zoe	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code
After School Club	01/04/15	31/03/16	Westminster Special Schools Training and Outreach	35,000	N	0	100	Richards Zoe	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Provision of Information and Advocacy	01/04/15	31/03/16	The Westminster Society	20,085	N	0	100	Richards Zoe	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code
A Walking Strategy for Westminster (2015- 2030)	23/06/15	25/10/15	Steer Davies Gleave	14,331	N	0	100	Donaldson, Dawn	Highways Infrastructure & Public Realm	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Two Way Radio System Contract. WCC requires a two way radio system to support its kerbside management operation. The system should include hand held units, base stations, repeater stations,digital network and all appropriate licences. The system should be supported by an appropriate support and maintenance agreement.	01/07/15	30/06/16	Radiocom Systems Ltd	82,576	N	0	100	Ridley, Colin	Parking Services	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Leicester Square Traffic Control Equipment Maintenance Contract	24/02/16	24/02/17	ATG Access Ltd	8,570	N	0	100	Chon, Susan	Parking Services	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Strengthening Families Strengthening Communities	01/08/15	31/03/16	Baraka Youth Association	17,100	N	0	100	Malik, Kiran	Public Protection	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Challenging extremist narratives (stereotyping and prejudice in schools)	01/08/15	31/03/16	EqualTeach C.I.C	14,601	N	0	100	Malik, Kiran	Public Protection	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
All Stars Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	All Stars Youth Club Limited	37,500	N	0	£37,500	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
SportWest Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Sportwestminster C.I.C	33,385	N	0	£33,385	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Parkour Generations Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Parkour Generations Ltd	17,520	N	0	£17,520	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Paddington Development Trust Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Paddington Development Trust	9,000	N	0	£9,000	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Churchill Gardens Residents Association - Service Level Agreement. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Churchill Gardens Residents Association	6,000	N	0	£6,000	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
London Tigers Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	London Tigers	6,000	N	0	£6,000	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Chelsea Football Club Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Chelsea FC Foundation	5,000	N	0	£5,000	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Spartanfam Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Spartanfam	2,200	N	0	£2,200	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
RDC West Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	RunDemCrewWest	2,200	N	0	£2,200	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Tri-Slacklining Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Tri Slacklining Ltd	1,920	N	0	£1,920	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Serpentine Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Serpentine Running Club (Juniors Section)	1,920	N	0	£1,920	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Met-Track Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	British Athletics Charitable Trust - Met-Track	1,920	N	0	£1,920	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Unique Dynamites Cheer & Dance Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Unique Dynamites Cheerleading & Dance Academy	1,680	N	0	£1,680	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Avenues Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	The Avenues Youth Project	1,200	N	0	£1,200	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Arsenal Service Level Agreement 2015/16. Delivery of Neighbourhood Sports Club sessions	01/04/15	31/03/16	Arsenal in the Community	5,000	N	0	£0,000 (in-kind contribution of £5,000)	Brown, Coreen	Sports and Wellbeing	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Airwave Handheld communication devices and network	01/09/15	30/09/17	Airwave Solutions Ltd	52,500	N	100	0	Reeves, Peter	Street Management	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Provision, maintenance and cleaning of automatic public conveniences	01/04/15	30/11/15	Healthmatic Ltd	75,760	N	0	100	Sear, Dave	Waste and Parks	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Incentive Scheme and Waste Electrical and Electronic Equipment recycling (WEEE) bank door knocking 2015. To significantly improve the City Council's tonnage, participation and contamination rates for household waste recycling in the areas targeted. To promote knowledge and understanding of the recycling, reuse and reduction services provided by the City Council.	12/06/15	01/12/15	Green Rewards	47,945	N	0	100	Sherwood, Andrew	Waste and Parks	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Video Arts - Continuation of Current Video Arts Management and Business Skills elearning (12 months Licence)	17/07/15	16/07/16	Premier People Solutions Ltd t/a Premier Partnership	24,124	N	0	100	Rita Lawrence	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Defining an Employer Brand - Consultancy	26/10/15	01/03/16	Creed Communications Ltd	40,600	N	0	100	Vermeer, Veronique	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Occupational Health Physician - Dr Kennedy	09/11/15		Kennedy Occupational Health	925	N			Webster, Trevor	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Occupational Health Physician - Dr Mary Sherry	09/11/15		Dr Mary Sherry	750	N			Webster, Trevor	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Executive Search and Selection for Director of People Search	11/12/15	31/05/16	Gatenby Sanderson Ltd	16,500	N			Vermeer, Veronique	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Executive Search and Selection for Director of Public Protection and Licensing	22/12/15	30/04/16	Cadence Partners	13,950	N			Vermeer, Veronique	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Career Transition Service. Support services to those leaving the organisation both during and after their time at the Council. The goal is to ensure that all individuals, from the point that they are displaced through to leaving the organisation and beyond can access relevant and practical support to enable them to compete effectively in the external job market in the public, private or third sector	01/02/16	31/01/17	Working Transitions 2005 Ltd	86,300	N	0	100	Mensah, Kofi	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Smart Boards RFQ	14/09/15		Digitavia Ltd	0	N			Kani, Aysel	Information Services	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Pilot for Matilda's Blanket Dry Lining. A new innovative system of dry lining called Matilda's Blanket, CWH propose to dry line 4 properties with Matilda's Blanket as well as 1 using a traditional method	18/01/16		Mitie Property Services (UK) Ltd	31,082	N			Patel, Siddiq	City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Training Credits. To procure training from a specialist IT training company. The training is required to ensure the continuity of IT services and minimise any risk to CWH.	19/01/16		QA Limited	20,000	N			Davis, Louise	City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
The installation of an outdoor gym on the Lisson Green estate	23/11/15	08/02/16	Proludic Ltd	29,950	N			Eshun, Lilian	City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
GPH Recruitment Film	06/06/15	29/07/15	David Barrie	29,038	N			Bochan, Scarlett	Corporate Property	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
33 Tachbrook Street - multi disciplinary consultant. Provide multi disciplinary consultancy services for reconfiguration/refurbishment of office accommodation and external alterations to the entrance area at 33 Tachbrook Street. The objective of the Consultant Design Team is to include all resource necessary to design and manage the delivery of the project in accordance with RIBA's Work Stages and the Main Contract Agreement	22/07/15		BRYAN PACKMAN MARCEL	0	N			Vaughan, Mark	Corporate Property	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Regency Cafe - structural alterations	10/09/15		A N Contract Services Ltd	0	N			Vaughan, Mark	Corporate Property	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
To install underground floor insulation using a robot.	22/06/15	21/08/15	Q-Bot Limited	24,000	N			Khan, Sohail	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Personality Disorder Support Service for Hostels - Provide a 1 year specialist personality disorder support service to provide advice, support, training and supervision to staff teams in 5 hostels for rough sleepers to improve outcomes for people with complex needs including personality disorder, mental health and substance misuse needs.	04/05/15	03/05/16	ENABLING ASSESSMENT SERVICE LONDON	70,568	N	0	100	Aseervatham Victoria	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Health and Homelessness Coordination Project. The Westminster Health and Homelessness Coordination Project (HHCP) will coordinate and deliver a capacity building response to improve health outcomes for rough sleepers and hostel residents.	29/06/15	28/06/17	St Mungo's	90,000	N	0	100	Aseervatham Victoria	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
RFQ V131 Planters / Major Works Contract Forsyth House	05/05/15	31/07/15	Standage & Company Limited	92,807	N			Kelly, Sharon	Housing & Construction - City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Consultancy Support to Planning Transformation Programme II. The Council requires an urgent and unforeseen piece of work to assist it in its programme of transformation within its planning unit.	13/07/15	25/12/15	Malcolm Baker Consulting Ltd	43,000	N	0	100	Reilly, Stuart	Strategic Projects	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
CRP Clean Air Better Business - Delivery Servicing Plans	19/06/15	31/03/16	Steer Davies Gleave	56,745	N	0%	100%	Patrick, Uto	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Voluntary and Community Sector Support Service. The aim of the Westminster Voluntary and Community Sector Support Service is to sustain and improve the quality, range and sustainability of voluntary and community sector (VCS) services in Westminster and to improve the ability of Westminster's VCS to deliver the strategic objectives of Westminster City Council.	07/07/15	31/03/16	One Westminster	49,950	N	0%	100%	Minhas, Lakhraj	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Central London Forward Into Work - Pecan	24/07/15	30/09/16	Pecan	44,525	N	0	100	Harris, Elizabeth	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Team Westminster Do-it Local Web App 6 month contract. Westminster City Council has procured a Team Westminster Do-it Local Web App which is a new product which will be developed by Do-it Trust, the charity that owns the national volunteering website, Do-It.org	01/08/15	31/01/16	the Do-it Trust	40,334	N	0%	100%	Minhas, Lakhraj	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Private Hire Vehicle intervention study - Wandsworth Phase 2	21/09/15	31/03/16	Crisp Solutions Ltd	11,500	N	0%	100%	Patrick, Uto	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Into Work - Journey2Work. Providing 75 central London workless residents with Employability Support; Helping 50 of those into jobs; Supporting 37 to sustain in employment for 26 weeks	20/10/15	30/09/16	Journey2Work	90,250	N	0	100	Harris, Elizabeth	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Services Related to Lamp Column Mounted Banners	23/10/15		Bay Media Limited	320	N			Gibson, Richie	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Into Work - SR Employment and Training CIC	16/11/15	30/09/16	SR Employment and Training	0	N	0	100	Harris, Elizabeth	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
WCC Oxford Street West Delivery Service Plans. Address the air quality problem on Oxford Street West through working with key businesses to look at rationalizing their supply, freight, staff and visitor delivery activities to establish Delivery Servicing Plans (DSPs).	03/12/15	31/03/16	Steer Davies Gleave	59,750	N	0	100	Knell, Charlotte	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Into Work - London Training and Employment Network. Delivery of employment provision which engages with and meets the needs of Central London employers in order to support workless residents into employment.	16/12/15	30/09/16	London Training and Employment Network (LTEN)	98,225	N	0	100	Harris, Elizabeth	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Data Transparency	01/09/15	31/08/16	Spikes Cavell Analytic Ltd	10,621	N	0	100	Clarke, Paul	Strategic Finance	Westminster Finance (Steven Mair)	Steven Mair	Award Compliant with Procurement Code
Technical Accounting Consultancy. To provide an expert Technical Accounting consultancy service to Westminster City Council for the closure of 2015/16 accounts. The successful tenderer will be expected to provide expert advice on all aspects of closedown	16/11/15	16/05/16	Worth Technical Accounting Solutions Ltd	45,000	N	0	100	Paul Clarke	Strategic Finance	Westminster Finance (Steven Mair)	Steven Mair	Award Compliant with Procurement Code

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Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
HOME CARE SERVICES - Contract Area 7 Westminster North East	01/11/15	30/10/20	Sage Care Limited	13,000,000	Y			Lothian, Tim	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
The implementation of the detailed design for Public Health, Adults Commissioning and Children's Commissioning	15/05/15	15/09/15	Ernst & Young	146,190	Y			Bruce, Liz	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Learning Disability Professional Advocacy Framework Agreement (Call-Off 2 – Learning Disability)	01/07/15	30/06/19	People in Control	160,000	Y			Wilson, Callum	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Vulnerable Adults Professional Advocacy Framework Agreement (Call-Off 1 – Vulnerable Adults)	01/07/15	30/06/19	POhWER	246,800	Y			Wilson, Callum	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Dementia And Mental Health Professional Advocacy Framework Agreement (Call-Off 3 – Dementia and Mental Health)	01/07/15	30/06/19	People in Control	1,188,800	Y			Wilson, Callum	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
HOME CARE SERVICES - Contract Area 8 Westminster Central	01/11/15	30/10/20	London Care Limited	11,900,000	Y			Lothian, Tim	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
HOME CARE SERVICES - Contract Area 9 Westminster South	01/11/15	30/10/20	Vincetian Care Plus	14,700,000	Y			Lothian, Tim	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
SHSOP - Contract	24/08/15	23/08/23	Sanctuary Housing Association	11,840,430	Y	0	100	Thurley, Sharon	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Tri- Borough Violence Against Women and Girls Services-Lot 2-VAWG ISS	01/07/15	31/03/17	Advance	603,874	Y	0	100	Cobbinah, Mina	Finance & Corporate Services RBKC	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Community Champions project in Churchill Gardens and Tachbrook (Westminster City Council)			Abbey Community Association	250,000	Y			Mead, Christine	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Community Champions project in Westbourne Park (Westminster City Council)			Paddington Development Trust	300,000	Y			Mead, Christine	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Community Champions project in Harrow Road (Westminster City Council)			Westminster Artisans	150,000	Y			Mead, Christine	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Lot 1 Planning, Policy and Workforce Development - WCC	01/08/15	31/07/18	Mytime Active	599,517	Y	0	100	Dunsford, Elizabeth	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Lot 2 Prevention and Weight Management Programme - WCC	01/08/15	31/07/18	Mytime Active	1,486,505	Y	0	100	Dunsford, Elizabeth	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Cardiac Disease Prevention Service WCC	01/10/15	30/09/18	Thrive Tribe	1,365,325	Y	0	100	Ralphy, Judith	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Award Compliant with Procurement Code
Information, advice and guidance services for Young People - Lot 1 - Surveys and tracking services and Lot 2 - Supply staff in a Special Educational Needs key worker role	01/06/15	31/05/18	Prospects Services Limited	484,787	Y			Young, Tony	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code
Children's Commissioning Directorate Delivery Support			Ernst & Young	470,380	Y			Wright-Turner, Rachael	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code
Multidisciplinary Family Assessment Service – Contract Award WCC	01/01/16	31/12/20	Tavistock and Portman NHS Foundation Trust	1,374,980	Y			Jones, Matthew	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code
Provision of Nursery Services for Disabled Children at Rainbow Nursery	01/04/15	31/01/19	The Westminster Society	677,644	Y	0	100	Richards Zoe	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code
Lisson Green Inclusive Play	01/04/15	31/03/16	The Westminster Society	317,100	Y	0	100	Richards Zoe	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Rainbow Holiday Playscheme for Children with Disabilities	01/04/15	31/03/16	The Westminster Society	110,336	Y	0	100	Richards Zoe	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Award Compliant with Procurement Code
Libraries Digital Transformation	29/01/15	08/04/15	Lorensbergs	105,792	Y			Lloyd, Chris	Libraries and Culture	City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Westminster Crime & Disorder CCTV - transmission provision	01/04/15	31/03/17	BT Redcare Vision	130,000	Y	0%	100%	Findlay, Maddy		City Management and Communities (Stuart Love)	Stuart Love	Award Compliant with Procurement Code
Print and Document Management Services Call-off	01/09/15	31/08/20	Ricoh UK Ltd	4,675,744	Y	0	100	Salter, Andy	Corporate Services	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Pension Software Licences	01/01/16	31/12/21	Heywards	544,150	Y			Webster, Trevor	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Private Healthcare	01/04/15	31/03/16	AXA PPP healthcare	186,744	Y	0	100	Webster, Trevor	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Leadership Academy Programme Phase 2 - Leading the Westminster Way	29/05/15	30/06/16	Premier People Solutions Ltd t/a Premier Partnership	1,065,988	Y	0	100	Lawrence, Rita	Human Resources	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Supply of Microsoft Licences	01/06/15	31/05/18	Trustmarque Solutions Ltd	1,186,500	Y			Menzies, Stephen	Information Services	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Supply of Microsoft (server and cloud collaboration tool) licences	01/06/15	31/05/18	Comparex	3,127,223	Y			Menzies, Stephen	Information Services	Corporate Services (John Quinn)	John Quinn	Award Compliant with Procurement Code
Bayswater Externals. S169 Cyclical repairs and re-decorations to 56 Westbourne Park Road, 45 Swanleys, Clifford Court and 5 Queensborough Terrace.	30/11/15	30/11/16	Niblock Building Contractors	894,883	Y	44	56	De Vaux, Richard	City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
T150 - Gatliff Close Works. Internal and external refurbishment works at 1-120 Gatliff Close, London SW1W 8QG.	16/02/15	28/09/15	AXIS EUROPE	342,795	Y			Cooper, Jonathan	City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Pre-Contract Works (PWC) Consultancy Services Contract. Procurement of a pre-contract works (PCW) consultancy services contract to carry out the complete pre contract services to include condition surveys; pre-tender estimates; preambles; tender analysis (commercial evaluation), and tender clarifications/contract specification queries, for eleven schemes that are to be delivered in the 2016/17 major works programme	18/01/16		Keegans Ltd	234,286	Y			Roach, Lorraine	City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Technical Advisory Services. Church Street District Heating.			Buro Happold Limited	150,000	Y			Starley-Grainger, Tim	Corporate Property	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Somerset House Trust Places of Work Agreement	26/10/15	23/10/17		300,000	Y	94	6	Blades, Matthew	Economy and Infrastructure	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Appoint a Development Manager who will make sub appointments to an Architect, Rights of Light consultant, Planning Consultant, Structural Engineer, cost consultants and M&E consultant] to design a scheme up to pre-application stage regarding Huguenot House.			Jones Lang LaSalle	360,000	Y			Steer, Sarah-Jayne	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Construction of Phase 2 of the Redevelopment of Essendine Primary School	31/07/15	31/10/15	Kier Services	753,755	Y			Wharton, Alan	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Contract Administrator, Cost Manager, Clerk of Works & Principal Designer Services for RIBA Work Stages 4 to 6. Dudley House, North Wharf Road.	03/08/16	02/12/19	Amec Foster Wheeler	775,110	Y			Samuels, Tristan	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Contract Administrator, Cost Manager and Clerk of Works services for the new Marylebone Library associated residential accommodation, and public & private realm improvements.	01/08/15	01/04/17	Parsons Brinckerhoff Limited	195,317	Y			Samuels, Tristan	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Project Management and Design Team Services, for City Hall Refurbishment			Faithful & Gould	4,410,000	Y			Bond, Chris	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Replacement of external lighting and emergency lighting services at Odhams Walk	27/07/15	15/11/16	Morley's Electrical Ltd	115,000	Y			Bundy, Matthew	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Traditional building contract to deliver the conversion of the vacant office at 111 Oliphant Street into a 3 bedroom family home for social rent.	15/06/15	05/10/15	Sandwood Design & Build Limited	108,928	Y			Coleman, Fergus	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Contract Administrator, Cost Manager & Clerk of Works Services. Lot 1 Luxborough Street Library. Lot 2 Lisson Arches.	03/08/15	02/10/18	Parsons Brinckerhoff Limited	512,181	Y			Noton, Will	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
The Parsons North project	01/10/15	31/12/17	Bellway Homes Limited	6,628,660	Y			Hwalima, Sisa	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Award of contract for Beachcroft Academy New Primary AP(Advanced Placement) Facility			Cosmur Construction Limited	400,274	Y			Wharton, Alan	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
S144 – Delivery of works for the refurbishment of external and internal common parts and replacement of communal and emergency lighting at Dorchester and Westbury House.			Axis Europe plc	612,684	Y			Bundy, Matthew	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Develop the Dudley House site as a two stage design & build contract for the construction of a new school and approximately 175 apartments.			Wilmott Dixon	6,400,000	Y			Sherlock, Peter	Housing & Construction - City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
X920 - Pre-Contract works (PCW) consultancy services contract. Individual block condition surveys, together with scheme detailed specification documentation and associated Pre Tender Estimates for 11 schemes (Y107 John Aird Court , W103 Avenue Gardens, X108 Westbourne Park, X101 Amberley Estate, V120 Lisson Green, T156 Mozart Estate, X103 Marylebone, T160 Paddington Decorations, X104 Maida Vale Externals, T169 Eastlake, Tadema and Stanfield, T175 Distributed Street Properties).			Keegans Limited	243,000	Y			Bundy, Matthew	Housing & Construction - City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
T262 - Replacement of in flat heating and hot water systems, communal pipework and new cold water booster pumps at Eastlake House and Tadema House			Watret & Co Ltd	1,974,000	Y			Hayden, John	Housing & Construction - City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
City wide disabled aids and adaptations	01/05/15	30/04/18	EffectAble Construction Services Limited	3,200,000	Y	100	0	Punnett, Charlie	Housing & Construction - City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	Award Compliant with Procurement Code
Transformation Network Consultancy - Lot 1 Analysis and Service re-design	10/08/15	09/08/17	PwC LLP	117,500	Y			Lyseight, Josephine	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Transformation Network Consultancy - Lot 2 Cost Benefit Analysis and Evaluation	10/08/15	09/08/17	New Economy	141,875	Y			Lyseight, Josephine	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
Team Westminster Volunteer Outreach and Development Service	01/11/15	31/10/18	One Westminster	241,475	Y			Minhas, Lakhraj	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
TIME CREDITS PROGRAMME. In order to reward and incentivise people to get more involved the Council will commission a Time Credit scheme that will aim to help connect residents with their neighbours, local community groups and services. This provides time credit users with a wide menu of options of places and activities where they can spend their credit.	01/04/15	31/03/18	Spice Innovations Limited	198,597	Y	0%	100%	Minhas, Lakhraj	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code
THE PROVISION OF THE FLAGSHIP VOLUNTEERING SERVICE IN WESTMINSTER CONTRACT	08/06/15	30/07/18	Groundwork London	329,790	Y	0%	100%	Minhas, Lakhraj	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Award Compliant with Procurement Code

Title	Start Date	End Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Recommendation
Actuarial Services	01/10/15	31/12/20	Barnett Waddingham LLP	450,000	Y			Webb, Nicola	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair	Award Compliant with Procurement Code

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Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Provision of Older Peoples' Preventative Services - Befriending Plus	01/10/13	01/10/15	31/07/17	One Westminster	91,942	N			Falvey, Steven	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce			Extension Compliant with Procurement Code	That CAB notes the extension of the contract with One Westminster (Befriending Service) from 1 October 2015 to 31 July 2017. The total value of the contract is £91,942		CAB 25 Jun 15
Tri-borough Adult (Male) Reducing Reoffending contract - custody referral element of the service.	15/10/13	31/03/17		Turning Point	2,854,370	Y			Lambillion, Angela	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce			Extension and Variation Compliant with Procurement Code	The proposal recommends extending this element of the contract until March 2017 to utilise funding received from the Mayor's Office of Policing and Crime (MOPAC).	The proposal recommends varying the requirements of the contract to focus upon the most prolific male offenders across the three boroughs (that form part of the Integrated Offender Management cohorts) instead of male Short Sentence Prisoners, who now are entitled to statutory provision.	CAB 2 Jul 15
Hospital to Home	01/09/13	31/08/15	31/08/17	British Red Cross	219,668	Y			Eichler, Tabby	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce			Extension Compliant with Procurement Code	Westminster City Council. Extension of the service Hospital to Home provided by the British Red Cross from 1st September 2015 to 31st August 2017. The total cost of the Hospital to Home service during the four year contract period will be £219,668. The additional total value of the contract for two years is £109,834. Extending is the recommended option given that hospital discharge is a priority. This would continue to ensure swift and safe hospital discharges for those elderly and frail people who live alone and have no network of support. This option would help reduce pressure on the NHS and hospital discharge targets.		CAB 22 Sep 15
Translation and Interpretation Service	02/12/14	01/12/15	02/12/16	thebigword	400,000	Y			Lesley Hill	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce			Extension Compliant with Procurement Code	CAB endorses the recommendation that the Council exercises the option of utilising the option to extend each of the three current contracts by 1 year; namely, face-to-face, telephone interpretation and translation services with thebigword with a maximum combined cost of £200,000 per annum with a break clause of 3 months from December 2015 until December 2016. Approve the 1 year extension of Westminster City Council Translation and Interpreting Services contracts to allow continuity of service provisions and facilitate the options for a shared translation and interpretation service to be explored.		CAB 15 Dec 15
Independent Mental Capacity Advocate (IMCA) to help represent any person aged 18 and above who has been deprived of their liberty under the terms of the DOLS Code of Practice and as described in the Mental Capacity Act 2005, and who has no friend or family member who is willing or eligible to represent them and who is ordinarily resident	01/04/11	31/03/17		POhWER	2,146,534	Y			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce			Variation Compliant with Procurement Code		Westminster City Council. That the Executive Director for Adult Social Care, on the recommendation of the Contracts Approval Board (CAB), agrees to a variation of the Westminster led IMCA contract with provider Pohwer, to the total value of £110,905. This contractual variation is less than 10% of the total value of the 6 year contract which is £2,146,534. A briefing note shall be sent to the Cabinet Member advising them of the variation. That the Executive Director for Adult Social Care, on recommendation of the Contracts and Commissioning Board, agrees to additional cost of required hours for Westminster City Council into the IMCA contract with provider Pohwer, to the total value of £9,417.	CAB 16 Dec 15
Supply of an NHS complaints advocacy service	01/04/13	31/03/15	31/03/16	VoiceAbility	210,000	Y			Dawson, Janet	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce			Extension Compliant with Procurement Code	Westminster City Council (the Council) currently contracts with VoiceAbility for the supply of an NHS complaints advocacy service. The contract is called off a pan London framework agreement set up by the London Borough of Hounslow for two years from 1 April 2013 to 31 March 2015 with options to extend for a third and then fourth year. The service is performing well and this paper requests that the contract be extended for a third year period from 1 April 2015 to 31 March 2016, as provided for in the contract.		CAB 9 Apr 15
Westminster Children's Centre Services - Lot 1 (Outreach Services to Families)	01/10/14	30/09/15	31/03/17	Family Lives	1,545,168	Y			Murphy, Margaret	Children's Services	Children's Services (Andrew Christie)	Andrew Christie			Extension Compliant with Procurement Code	The current contract expires on 30 September 2015. Contracts Extensions therefore need to be in place from 1 October 2015 for continuity of service delivery of this statutory service. The current contracts allow for an extension period of up to 12 months. Officers recommend that the extension period be taken for the full 12 months, plus a further 6 month extension, to allow for further work on re-commissioning requirements to be completed.		CAB 28 May 15
Westminster Children's Centre Services Lot 2 (Parenting and Family Support)	01/10/14	30/09/15	31/03/17	Westminster Society for People with learning disabilities	348,924	Y			Murphy, Margaret	Children's Services	Children's Services (Andrew Christie)	Andrew Christie			Extension Compliant with Procurement Code	The current contract expires on 30 September 2015. Contracts Extensions therefore need to be in place from 1 October 2015 for continuity of service delivery of this statutory service. The current contracts allow for an extension period of up to 12 months. Officers recommend that the extension period be taken for the full 12 months, plus a further 6 month extension, to allow for further work on re-commissioning requirements to be completed.		CAB 28 May 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Multi-disciplinary Family Assessment Service (WCC)	01/11/11	31/10/15	31/12/15	Tavistock and Portman NHS Foundation Trust	3,721,478	Y			Jones, Matthew	Children's Services	Children's Services (Andrew Christie)	Andrew Christie			Extension Compliant with Procurement Code	That approval be given to extend from 1 Nov 15 to 31 Dec 15 the current contract for the provision of Family Centre Services with the Tavistock and Portman NHS Foundation Trust at a total cost of £13,754 in order to facilitate an efficient transition and mobilisation period to the recommended new contract. The extension of the current contract with the Tavistock and Portman NHS Foundation Trust by two months will ensure that the successful provider has sufficient time to mobilise the new contract and ensure appropriate communication and engagement of relevant stakeholders. It will also allow officers to conclude the required TUPE work to bring the contact service element in-house.		CAB 3 Sep 15
Home support and short breaks services for adults, children with disabilities and their carers	01/10/13	30/09/15	31/03/17	The Westminster Society	1,169,000	Y			Okeke, Chidi	Children's Services	Children's Services (Andrew Christie)	Andrew Christie			Extension Compliant with Procurement Code	That the Cabinet Member for Adults and Public Health, on the recommendation of the Gate Review Panel, agrees to extend the contract with The Westminster Society for a Home Support and Short Breaks Service for Adults, Children with Disabilities and their Carers from 1 October 2015 to 31 March 2017, with a three month termination clause, at a value of £501,000. The total value of the contract, including the proposed eighteen month extension, is £1,169,000. This decision will allow for the continued provision of a Home Support and Short Breaks Services for Adults, Children with Disabilities and their Carers, and our statutory duties to be met, whilst allowing time for the service to be reviewed and future service needs specified.		CAB 3 Sep 15
Day Nurseries Westminster Children in Need Contract	01/11/12	31/10/15	31/03/17	London Early Years Foundation (LEYF)	1,441,759	Y			Joanne Marshall	Children's Services	Children's Services (Andrew Christie)	Andrew Christie			Extension Compliant with Procurement Code	Commissioners request that CAB recommends to the Executive Director of Children's Services that he approves the request for an extension for the contract for the provision of CiN places for the LEYF Day Nurseries for up to one year and 5 months. The extension will start from 1 November 2015 – 31 March 2017. The value of the contract extension is £462,451. The total lifetime value of the contract including the extension to March 2017 but excluding the potential savings is £1,441,759.		CAB 20 Oct 15
Provision of Confirm software to support the delivery of Transportation services	01/06/12	30/11/15	30/11/17	Pitney Bowes	430,940	Y			Pettitt, David	City Management	City Management and Communities (Stuart Love)	Stuart Love			Extension Compliant with Procurement Code	24 month extension for the Provision of Confirm by Pitney Bowes at an additional cost of £81,600 (per annum) in order that Transportation can undertake a comprehensive review of how services are provisioned, including the impact of entering a tri-borough Transportation service.		Gate 23 Jul 15
Westminster Car Club Contract	01/10/13	29/09/15	28/09/16	Zipcar	1,110,000	Y			Sutton, Sara	Parking Services	City Management and Communities (Stuart Love)	Stuart Love			Extension Compliant with Procurement Code	That the contract be extended by a further 12 months, incorporating a 6 month break clause. This will allow a greater period of time to review the impact of the conversion to PHEV (Plug-in Hybrid Electric Vehicles) of a significant part of the fleet which will be a major consideration of any future procurement of the service. In addition it will also allow more time to consider the future direction of the service bearing in mind the significant developments that are taking place in the market. A car sharing strategy for Westminster is in the process of being put together with plans to provide a report and seek approval in mid-Autumn. This will be put together in consideration of the Car Club Coalition's wider strategy for London, the Greener City Action plan and will also look at any Tri-borough possibilities for future service provision.		Gate 23 Jul 15
Provision of staffing operations for CCTV monitoring	01/09/13	31/10/15	31/10/16	G4S Secure Solutions (UK) Limited	1,210,005	Y			Sammon, Paula	Street Management	City Management and Communities (Stuart Love)	Stuart Love			Extension Compliant with Procurement Code	That the Gate Review Panel recommends that the Executive Director approve a 12 month extension for the Provision of CCTV Operations Staffing Contract for the fixed CCTV system in order to undertake a comprehensive review of all CCTV provisions in Westminster and a full tender process in 2016.		Gate 28 May 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Provision of transport and disposal of waste and the sale of recyclable materials	14/09/95	15/09/16	16/09/17	Veolia ES (UK) Limited	#####Y				Robson, Phil	Waste and Parks	City Management and Communities (Stuart Love)	Stuart Love			Extension and Variation Compliant with Procurement Code	That approval be given for a contract extension of 1 year to the contract with Veolia ES (UK) Limited for provision of waste transport and disposal from 16th September 2016 to 15th September 2017, for the sum of approximately £9.5 million, bringing the total contract cost to £180 million. A three-contract procurement for the Council's entire waste disposal requirement (currently delivered under the Veolia and Cory Environmental contracts) is due to begin in the coming weeks. Those contracts are: <ul style="list-style-type: none"> Contract 1 Residual waste treatment and disposal. Contract 2 Dry recyclables, reprocessing and marketing. Contract 3 Organic waste treatment and disposal. The Veolia waste disposal contract's current extension clause enables activation between 16th September 2015 and 16th March 2016. Therefore a minor variation is required to allow the extension to be agreed between Veolia and the City Council ahead of September. The minor variation is sought so, at the issuing of the OJEU notices for the three new contracts, the cessation dates of the existing contract can be confirmed.	That approval be given for a variation to the Veolia waste disposal contract to allow the one year extension to be agreed prior to the existing extension notification period start day of 16th September 2016; a minor variation be applied to the contract for the extension to be activated earlier than is currently permitted for in the contract. The Veolia waste disposal contract's current extension clause enables activation between 16th September 2015 and 16th March 2016. Therefore a minor variation is required to allow the extension to be agreed between Veolia and the City Council ahead of September. The minor variation is sought so, at the issuing of the OJEU notices for the three new contracts, the cessation dates of the existing contract can be confirmed.	Gate 16 Jul 15
Capita Card Payment Services Contract		19/08/15	18/02/16	Capita Business Services Limited	800,640	Y			Savage, Adam	Information Services	Corporate Services (John Quinn)	John Quinn			Extension Compliant with Procurement Code	The existing contract provides for card payments taken on behalf of the City Council to be routed through Capita's Secure Bureau Service for validation and authorisation. This includes internet, telephone, chip and pin and touch tone payments. Parking are planning on routing their payments channels through a new Payment Service Provider at the expiry of the Capita contract. However since the current rates with Capita are very competitive, Parking wish to prolong the arrangement to benefit from the price advantage. In the meantime, to determine what the market rates are for this service NSL will be testing the market by seeking prices from a range of suppliers to ensure Westminster get the best deal when they move to a new provider. The extension of six months to the contract with Capita Business Services LTD for provision of card payment services from 19th August 2015 to 18 February 2016 in the sum of £73,000 bringing the total contract cost to £800,640 is therefore required to ensure that WCC are able to continue to accept card payments beyond the 19th August 15.		Gate 25 Jun 15
Provision of hosting of WIMS (Westminster Information Management System)	01/04/12	31/10/15	31/03/16	Liberata /Trinity	1,457,604	Y			Mingay, Adrian	Information Services	Corporate Services (John Quinn)	John Quinn			Extension Compliant with Procurement Code	That approval is given for an extension of 5 months to the contract with Liberata /Trinity for provision of hosting WIMS from 1st November 2015 to 31st March 2016 for the sum of £160,000 bringing the total contract value to £1,457,604.11. This is based on a reduced extension monthly fee of £32,000 which has been agreed with the provider (currently £42,688.83 per month). Westminster Information Management System (W.I.M.S.) was the City of Westminster's financial management software system, until replaced by the new Managed service Programme (MSP) hosted by BT Local Government Services; which went live on the 1st April 2015. WIMS still holds the only source of historical data required by statute, financial planning and decision-taking processes. The implementation of an historical data solution within the BT MSP solution has been delayed. This will not be available until January 2016 at the earliest.		Gate 22 Sep 15
Provision of Card Payment Services		18/02/16	31/03/17	Capita Business Services Ltd	963,040	Y			Savage, Adam	Information Services	Corporate Services (John Quinn)	John Quinn			Extension Compliant with Procurement Code	The existing contract provides for card payments taken on behalf of the City Council to be routed through Capita's Secure Bureau Service for validation and authorisation. This includes internet, telephone, chip and pin and touch tone payments. This contract has already been extended for a six month period from 19th August 2015 to 18 February 2016. Parking are planning on routing their payments channels through a new Payment Service Provider at the expiry of the Capita contract. However since the current rates with Capita are very competitive, Parking wish to prolong the arrangement to benefit from the price advantage. In the meantime, to determine what the market rates are for this service NSL will be testing the market by seeking prices from a range of suppliers to ensure Westminster get the best deal when they move to a new provider. Non- Parking card payments will be routed through BT/TNS under MSP. However, the work required to re-route all of Westminster's payment channels is likely to take longer than the time we have until the expiry date. The extension is therefore required to ensure that WCC are able to continue to accept card payments beyond the 18th February 2016.		Gate 16 Feb 16

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Provision of hosting of WIMS (Westminster Information Management System)	01/04/12	31/03/16	31/10/16	Liberata UK Limited	1,681,604	Y			Mingay, Adrian	Information Services	Corporate Services (John Quinn)	John Quinn			Extension Compliant with Procurement Code	The service was re-tendered via an OJEU restricted procedure in early 2012. The Council's resulting (and current) contract for the management and hosting of this system had an effective start date of the 1st April 2012, and was due to expire on 31st October 2015. The contract was extended 31/3/16. The contract allows for extension(s) for any number of periods up to a maximum aggregated period of one year. An additional extension of potentially up to 7 months to the contract is being sought from 1st April 2016 to 31st October 2016 for the sum of £32,000 per month to a maximum of £224,000 bringing the total possible contract value to £1,681,604.11. An extension to the 31st October 2016 will allow the historical solution within MSP to be fully implemented, functionally tested and transition to be completed, or an another solution to be implemented instead.		Gate 22 Mar 16
Dudley House, North Wharf Road, Paddington. Pre contract services agreement.	01/02/16	31/12/18		Willmott Dixon Housing	3,483,543	Y			Sherlock, Peter	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson			Extension Compliant with Procurement Code	Extension to the existing Pre Contract Services Agreement (PCSA) and Enabling Works Contract. The scheme consists of demolition of existing buildings, replaced by a new build scheme of 197 residential dwellings (intermediate Rent) in a 22 storey tower, together with a new school for Marylebone Boys School and a Church Hall. The start on site has moved from 7 March 2016, as far as the 19 storey scheme was concerned, to 1 August 2016 for the 22 storey scheme. This represents an increase of 21 weeks. So 2 weeks of the Critical Path delay has been recovered in terms of the overall impact of the programme. Based upon the revised programme and scope for the PCSA, Willmott Dixon have submitted a revised PCSA of £3,483,543.00. This represents an increase of £600,960.00 from the Tender of £2,882,583.00. The increase in cost is summarised as follows: Willmott Dixon staff costs - £254,218; Design Fees - £140,816; Surveys/Reports - £166,921; OverHeads and Profit - £39,005		Gate 22 Dec 15
Appointment of the Right to Light surveyor	11/08/13	31/08/15		Right of Light Consulting	127,500	Y			Wright, Barbara	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson			Extension Compliant with Procurement Code	After gaining access to some of the properties along Oxford Road, it became apparent that most of them had been separated into flats. (For example, where we had originally only anticipated 46 Oxford Road, it turns out there is 46a, 46b, 46c and 46d). Therefore there are 41 additional properties to assess and negotiate with, which at £1,500 plus VAT each, results in an additional £61,500 plus VAT.		Gate 23 Apr 15
Rights of Light Surveys for the Tollgate House Project. Tollgate House is being redeveloped to provide affordable new homes and improved Public Realm as part of WCC's regeneration and housing programme	11/08/13	10/08/16		Right Of Light Consulting	134,000	Y			Wright, Barbara	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson			Variation Compliant with Procurement Code	A variation to the existing contract is sought as it is considered that it would be unreasonable to go to the market for quotations for professional services on the basis that it is an appointment that has run a term of 19 months to date, and asking an alternative surveyor to step in and resume the negotiations is unrealistic. The contract was let in August 2013 for a term of 36 months.		Gate 4 Jun 15
The Housing Options Service (WCC's front line service for those seeking housing or to move, carrying out the Council's legal duties under the Housing Act 1996 parts VI and VII).	02/10/07	01/10/15	01/10/17	RMG Ltd	#####	Y			Stephenson, Helena	Housing & Construction	Growth, Planning and Housing (Ed Watson)	Ed Watson			Extension Compliant with Procurement Code	Demand has varied greatly since 2008 when the previous contract was let. The level of uncertainty around demand levels means that it would not be prudent to re-tender for the service now due to the risks of awarding long-term contract in an uncertain external environment. Monthly reviews of demand are completed and it is proposed that these would continue and identify how numbers are changing following further development in national housing allocation and welfare reform policy. As a result it is recommended that negotiating with the Provider to extend the contract and make £650k savings from the contract price is the most appropriate way forward. Discussions have taken place and reduced costs will be secured through improved back-office functions, better use of technology, reduced requirement for some services (for example benefits advice) without losing the rigour of the personal statutory assessment process.		Gate 16 Jul 15
Provision of decorations and repairs to 5 blocks on the Lillington and Longmoore Gardens estate	05/05/14	20/02/16		Axis Europe plc	1,489,825	Y			Bundy, Matthew	Housing & Construction - City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson			Variation Compliant with Procurement Code	Variation of contract with Axis Europe PLC (Axis) for the provision of decorations and repairs to 5 blocks on the Lillington and Longmoore Gardens estate to enable provision of Contract Instructions for additional works identified. It was confirmed that steps are being taken to change how the required budget is estimated, and a cost model is being reviewed to ensure accuracy. The procedure and process for contract variations whilst the contractor is on site is also being reviewed.		Gate 21 May 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Provision of the Orchard Housing Management System & ICT Managed Services	13/09/10	12/09/15	12/09/17	Orchard Information Services	2,183,000				Davis, Louise	Housing & Construction - City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson			Extension Compliant with Procurement Code	The existing contract is to provide a Housing Management System and ICT Managed Services. It was awarded to Orchard Information Systems on 13th October 2010 for a period of five (5) years, with the potential to extend for a further two (2) years, to October 2017. CityWest Homes has embarked on a business transformation programme which includes a review and redesign of its service delivery model. This will include a review of all business systems and associated technologies, and a recommendation on replacing the Orchard Housing System will be made. Approval is therefore being sought to extend the contract for a period of up to two (2) years, whilst this programme is ongoing.		Gate 27 Aug 15
Delivery of services for Central London Forward Into Work to provide employability support to 1,200 unemployed central London residents, help 800 move into work and support 600 to stay in work for 26 weeks.	15/06/14	30/09/16		Step Ahead Social Enterprise	543,750	Y			Smith, Barry	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey			Variation Compliant with Procurement Code	Following changes relating to delivery partners, a balance of £268,975 of funding is unallocated. Delivery is time-limited as candidates must be engaged, supported and helped into work by end of March 2016 in order to sustain work for 26 weeks by the end of the contract in September 2016. Therefore, a contract variation is sought to utilise the unallocated project funding, by increasing the contract for Step Ahead Social Enterprise from £364,275 to £543,750. Step Ahead is performing strongly. It is well-placed to deliver these outcomes as it already has relationships in place with employers, candidates and referral agencies which it would take new organisations time to build up. In addition, it can start additional delivery immediately meaning that it has the best chance of supporting candidates into work by March 2016.		Gate 11 Jun 15
Provision of Event Production Services for the West End LIVE event	01/04/13	31/03/16	31/03/18	Underbelly Ltd	1,300,000	Y			Gibson, Richie	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey			Extension Compliant with Procurement Code	The contractor has performed exceptionally well over the initial three years of this contract and has actively contributed to improving the quality of the event, resulting in increased participation, record levels of satisfaction across the general public and performers to further enhance the Councils' reputation as a producer of world class events. All objectives and KPI's have been delivered without an increase to the Council's contribution towards West End LIVE. The existing contract includes a clause that provides the Council with the ability to extend the contract for an additional two years.		Gate 19 Jan 16
Voluntary and Community Sector Support Service	07/07/15	31/03/16	31/03/17	One Westminster	125,983	Y			Minhas, Lakhraj	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey			Extension Compliant with Procurement Code	Due to the uncertainty regarding the continuation of this services; it is anticipated that a tender would not attract sufficient interest from the market at the current time. The chosen extension route achieves Value for Money as One Westminster are already providing the service and there are no further tender or set up cost required. One Westminster provides quarterly monitoring reports, followed by a monitoring meeting. They are currently performing well and there are no deficiencies in the way the requirements of the existing contract are being met. The outcome of the review of the London Councils Funding review and position of the City Bridge Trust will be known later this year so an extension of one year is appropriate. The contract was initially won as a result of the competitive process (by a tender dated 22 June 2015). There is provision to extend the contract for 12 months under clause 2.3.1 of the contract dated 29 July 2015.		Gate 01 Mar 16
Westminster Advice Services	16/09/13	15/09/16	30/09/17	Westminster Citizens Advice Bureau	3,351,836	Y			Jones, Oliver	Policy and Strategy	Policy, Performance and Communications (Julia Corkey)	Julia Corkey			Extension Compliant with Procurement Code	Extension of the Advice Services Contract, operated by Westminster Citizens Advice Bureau for the period of 1 years and 14 days - up to 30 September 2017 at an additional cost of £861,836. The inclusion of the Housing Options Service based advisor has enabled £60,000 of cashable savings to be achieved within Growth Planning and Housing as this service has been incorporated into the Advice Service contract at no additional cost. However, the service provided going forward will be of a lower specification.		Gate 08 Mar 16
Revenue Services (Council Tax and NNDR Collection/Recovery)	01/04/94	31/10/15	31/10/17	Capita Business Services Ltd	74,000,000	Y			Hinckley, Martin	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair			Extension Compliant with Procurement Code	Following a Tri-borough Corporate Services review, a proposal was put forward for a single Head of a Tri-borough Revenue and Benefits Service who would oversee a single joint "Clientside". However, LBHF are planning to continue with an in-house service and RBKC have taken a decision to progress their Revenue Services in a different direction so the City Council will need to revert to a "sovereign" procurement of Revenue Services. The Cabinet Member is asked to approve the extension of the contract for Revenue Services with Capita Business Services Ltd - from 1 November 2015 to 31 October 2017 (by way of a single extension). It is necessary to secure a contract for Westminster and it is proposed that the existing contracts be extended, which after negotiation will deliver greater savings than was otherwise assumed to have been the case.		Gate 13 Aug 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Revenue Services Enforcement Agents Contract (Reserve contractor)	01/08/02	31/10/15	31/10/17	Newlyn PLC	0	N			Hinckley, Martin	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair			Extension Compliant with Procurement Code	Following a Tri-borough Corporate Services review, a proposal was put forward for a single Head of a Tri-borough Revenue and Benefits Service who would oversee a single joint "Clientside". However, LBHF are planning to continue with an in-house service and RBKC have taken a decision to progress their Revenue (and ancillary) Services in a different direction so the City Council will need to revert to a "sovereign" procurement of Revenue Services. The Cabinet Member is asked to approve the extension of the contract for Revenue Services Enforcement Agents with Newlyn PLC – from 1 November 2015 to 31 October 2017 (by way of a single extension or a number of periods). It is necessary to secure a contract for Westminster and it is proposed that the existing contracts be extended.		Gate 13 Aug 15
Revenue Services Enforcement Agents Contract	01/08/02	31/10/15	31/10/17	Equita Ltd	0	N			Hinckley, Martin	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair			Extension Compliant with Procurement Code	Following a Tri-borough Corporate Services review, a proposal was put forward for a single Head of a Tri-borough Revenue and Benefits Service who would oversee a single joint "Clientside". However, LBHF are planning to continue with an in-house service and RBKC have taken a decision to progress their Revenue (and ancillary) Services in a different direction so the City Council will need to revert to a "sovereign" procurement of Revenue Services. The Cabinet Member is asked to approve the extension of the contract for Revenue Services Enforcement Agents with Equita Ltd – from 1 November 2015 to 31 October 2017 (by way of a single extension or a number of periods). It is necessary to secure a contract for Westminster and it is proposed that the existing contracts be extended.		Gate 13 Aug 15
Revenue Printing & Mailing Services	01/04/06	31/10/15	31/10/17	DSI Billing Services Ltd	1,045,000	Y			Hinckley, Martin	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair			Extension Compliant with Procurement Code	Following a Tri-borough Corporate Services review, a proposal was put forward for a single Head of a Tri-borough Revenue and Benefits Service who would oversee a single joint "Clientside". However, LBHF are planning to continue with an in-house service and RBKC have taken a decision to progress their Revenue (and ancillary) Services in a different direction so the City Council will need to revert to a "sovereign" procurement of Revenue Services. The Cabinet Member is asked to approve the extension of the contract for Revenue Printing & Mailing Services with DSI Billing Services Ltd – from 1 November 2015 to 31 October 2017 (by way of a single extension or a number of periods). It is necessary to secure a contract for Westminster and it is proposed that the existing contracts be extended.		Gate 13 Aug 15

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Westminster Connect (Physical Disability Day Service)	01/07/15	30/09/15		Action on Disability	12,077	N	0	100	Dawson, Janet	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The requirement to seek a direct contract award.	An additional 13 week contract is required in order to allow a Request for Quotes process to be concluded and a new contract awarded to the successful supplier from 1 October 2015. The quotes process is currently in the evaluation stage.	Waiver Non compliant contract extension			Waiver approved 30 Jun 15
Provision of Older Peoples' Preventative Services - Outreach Service	01/08/15	30/06/17		Octavia Housing	129,138	Y			Falvey, Steven	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The report requests that the Chief Procurement Officer (CPO) on recommendation of the Contracts Approval Board (CAB) grants a waiver to the Westminster City Council (WCC) Procurement Code in order to directly award this contract where no further extension provision exists	The direct award of this contract will ensure continuity of service and stability during the implementation of the Care Act 2014 and enable officers to review the impact on these and other preventative services, many of which are delivered by these well established, local providers. The outcome of the strategic and Care Act 2014 compliancy review will inform the procurement approach and lead to new contracts being in place from 1 August 2017.	Waiver Non compliant contract extension			CAB 25 Jun 15
Provision of Older Peoples' Preventative Services - Penfold Hub	01/08/15	30/06/17		Notting Hill Housing Trust	178,038	Y			Falvey, Steven	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The report requests that the Chief Procurement Officer on recommendation of the Contracts Approval Board (CAB) grants a waiver to the Westminster City Council (WCC) Procurement Code in order to directly award this contract where no further extension provision exists	The direct award of this contract will ensure continuity of service and stability during the implementation of the Care Act 2014 and enable officers to review the impact on these and other preventative services, many of which are delivered by these well established, local providers. The outcome of the strategic and Care Act 2014 compliancy review will inform the procurement approach and lead to new contracts being in place from 1 August 2017.	Waiver Non compliant contract extension			CAB 25 Jun 15
Provision of Older Peoples' Preventative Services - Westbourne Hub	01/08/15	30/06/17		Open Age	189,486	Y			Falvey, Steven	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The report requests that the Chief Procurement Officer on recommendation of the Contracts Approval Board (CAB) grants a waiver to the Westminster City Council (WCC) Procurement Code in order to directly award this contract where no further extension provision exists	The direct award of this contract will ensure continuity of service and stability during the implementation of the Care Act 2014 and enable officers to review the impact on these and other preventative services, many of which are delivered by these well established, local providers. The outcome of the strategic and Care Act 2014 compliancy review will inform the procurement approach and lead to new contracts being in place from 1 August 2017.	Waiver Non compliant contract extension			CAB 25 Jun 15
Provision of Older Peoples' Preventative Services - Churchill Hub	01/08/15	30/06/17		Open Age	189,486	Y			Falvey, Steven	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The report requests that the Chief Procurement Officer on recommendation of the Contracts Approval Board (CAB) grants a waiver to the Westminster City Council (WCC) Procurement Code in order to directly award this contract where no further extension provision exists	The direct award of this contract will ensure continuity of service and stability during the implementation of the Care Act 2014 and enable officers to review the impact on these and other preventative services, many of which are delivered by these well established, local providers. The outcome of the strategic and Care Act 2014 compliancy review will inform the procurement approach and lead to new contracts being in place from 1 August 2017.	Waiver Non compliant contract extension			CAB 25 Jun 15
Provision of Older Peoples' Preventative Services - Queen Park & Harrow Road	01/08/15	30/06/17		Open Age	189,486	Y			Falvey, Steven	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The report requests that the Chief Procurement Officer on recommendation of the Contracts Approval Board (CAB) grants a waiver to the Westminster City Council (WCC) Procurement Code in order to directly award this contract where no further extension provision exists	The direct award of this contract will ensure continuity of service and stability during the implementation of the Care Act 2014 and enable officers to review the impact on these and other preventative services, many of which are delivered by these well established, local providers. The outcome of the strategic and Care Act 2014 compliancy review will inform the procurement approach and lead to new contracts being in place from 1 August 2017.	Waiver Non compliant contract extension			CAB 25 Jun 15
Provision of a carers' hub specialising in support and information for unpaid carers	01/11/15	30/04/17		Carers Network	577,416	Y			Jennings, Berni	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Directly award a contract to continue provision of existing services.	This decision will allow for the continued provision of a carers' hub service whilst allowing time for future service needs to be more accurately specified in the light of the impact of implementation of the Care Act from 1 April 2015 and the Adult Social Care 'Customer Journey' programme, which are not yet known. It will also allow officers the flexibility to increase the number of carer assessments in the meantime, if needed, to meet any increasing demand before any new service model is procured. The direct award will allow time for the service to be re-procured, either jointly with neighbouring boroughs, or through a single borough procurement, whichever is the preferred option. This would be with a view to a new service being awarded from May 2017.	Waiver Non compliant contract extension			CAB 21 May 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Portugal Prints – Mental Health Day Service	01/10/15	31/12/16		Westminster and Wandsworth Mind	117,250	Y			Mason, Pauline	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	A request that the CPO waive the tendering requirements to invite a minimum of 5 bidders to tender for this service. The request is made in accordance with sections 2.2 (waivers) and 7 (variations and extensions) of Westminster's procurement code. This is in order to allow for the direct award of contract for Westminster mental health day services provided by Wandsworth and Westminster Mind, for a period of fifteen months from the 1st October 2015.	A strategic review of mental health day services which included the service Portugal Prints has not been carried out as expected. Furthermore, when proposing service closure the Council has a legal duty to carry out due consultation with customers and their carers. Failure to do so would place the council at risk of challenge which could ultimately lead to judicial review. Current timescales mean that carrying out a consultation for closure of both Portugal Prints and Mental Health Day services provided by Central and North West NHS Foundation Trust (subject of report INTERIM CONTRACTUAL ARRANGEMENTS FOR MENTAL HEALTH DAY SERVICES) without sufficient option for alternative provision is not feasible. Directly awarding a contract to Wandsworth and Westminster Mind until the 31st December 2016 is the only viable option that protects the Council from the risk of challenge which could lead to judicial review, guarantees continuity of provision for service users and allows sufficient time to carry out the review and conduct the retender of Westminster mental health day services.	Waiver Non compliant contract extension			Waiver approved 5 Jun 15. CAB 11 Jun 15
Recovery Support Service - Mental Health Day Service	01/10/15	31/12/16		Central North West London NHS Foundation Trust (CNWL)	624,948	Y			Mason, Pauline	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	A request that the CPO waive the tendering requirements to invite a minimum of 5 bidders to tender for this service. The request is made in accordance with sections 2.2 (waivers) and 7 (variations and extensions) of Westminster's procurement code. This is in order to allow for the direct award of a contract for the Westminster mental health day services provided by Central and North West London Foundation Trust (CNWL), for a period of fifteen months from the 1st October 2015.	This recommendation is sought so that there is sufficient time to undertake the outstanding strategic review of mental health day services in Westminster, which has been outstanding due to staffing changes, within the Joint Commissioning Team, but with the appointment of a 12 month senior commissioner post for mental health within Adult Social Care. The review is now due for completion by October 2015 with procurement strategies to be presented in December 2015. The review will result in a reconfiguration of mental health day services, enabling the Council and Clinical Commissioning Groups to achieve optimum value for money and a higher quality provision through a procurement exercise/review. Contracting with CNWL through direct award until the 31st December 2016 is the only viable option that protects the Council from the risk of challenge which could lead to judicial review, guarantees continuity of provision for service users in the absence of alternative provision and allows sufficient time to carry out the review and conduct the retender of Westminster mental health day services.	Waiver Non compliant contract extension			Waiver approved 8 Jun 15. CAB 11 Jun 15
Westminster Reablement Service - provision of mobile cleaning services for Adult Social Care customers in the City of Westminster. Reablement being intensive short-term support to help people to relearn daily skills and regain confidence to live independently.	29/05/15	31/03/16	30/09/16	Allied Healthcare	523,328	Y			Stephens, Charles	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The Chief Procurement Officer is requested to waive the tendering requirements of the Westminster Procurement Code, in order to allow for a direct award of contract to the incumbent provider, Allied Healthcare, to continue to provide mobile cleaning services against a revised specification including co-location for the period from 29 May 2015 to 31 March 2016 with the option to extend for up to an additional six months to 30th September 2016 with break clauses.	The City Council has a statutory duty under the Care Act to provide the reablement service specified under the proposed contract. The City Council does not have an in-house team that can deliver the mobile cleaning services, so must contract with a private provider. Reablement, as part of the Community Independence Service (CIS), is now a key part of the support to delivering the Out of Hospital Strategy in Westminster and is a part of a larger whole systems planning project under the Better Care Fund. An interim solution (for CIS) is being arranged for 2015/16, pending decisions on a wider three-borough procurement for a CIS service which would include reablement and the tasks specified under the proposed contract. The new service had been scheduled to be in place by 1 April 2016, however the timetable has recently been revised and the project is now expected to take longer to implement.	Waiver Non compliant contract extension			Waiver approved 22 May 15. CAB 21 May 15
Call off contract from RBKC. Professional Advocacy for people with Physical Disabilities and Sensory Needs.	01/07/16	30/06/15	30/06/16	Pohwer	34,670	N			Wilson, Callum	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Request to waive the requirement to go out to seek at least three competitive quotes for two professional advocacy services and at least five competitive quotes for a further two professional advocacy services.	All existing services are due to expire on 30th June 2015 and there is no contractual provision to extend existing contracts. It is therefore requested that a direct award of contract to the incumbent providers for these services is approved with a one month termination clause; and a final end date of 30th June 2016. This is required to ensure there is not a gap in the provision of these statutory services whilst the outcome of the procurement of a suite of new shared Professional Advocacy services is determined.	Waiver Non compliant contract extension			Waiver rejected 15 May 15 because no documents attached. CAB 14 May 15
Professional Advocacy for people with a Learning Disability	01/07/16	30/06/15	30/06/16	The Advocacy Project	323,002	Y			Wilson, Callum	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Request to waive the requirement to go out to seek at least three competitive quotes for two professional advocacy services and at least five competitive quotes for a further two professional advocacy services.	All existing services are due to expire on 30th June 2015 and there is no contractual provision to extend existing contracts. It is therefore requested that a direct award of contract to the incumbent providers for these services is approved with a one month termination clause; and a final end date of 30th June 2016. This is required to ensure there is not a gap in the provision of these statutory services whilst the outcome of the procurement of a suite of new shared Professional Advocacy services is determined.	Waiver Non compliant contract extension			Waiver rejected 15 May 15 because no documents attached. CAB 14 May 15
Advocacy service for Older People	01/07/16	30/06/15	30/06/16	The Advocacy Project	1,193,917	Y			Wilson, Callum	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Request to waive the requirement to go out to seek at least three competitive quotes for two professional advocacy services and at least five competitive quotes for a further two professional advocacy services.	All existing services are due to expire on 30th June 2015 and there is no contractual provision to extend existing contracts. It is therefore requested that a direct award of contract to the incumbent providers for these services is approved with a one month termination clause; and a final end date of 30th June 2016. This is required to ensure there is not a gap in the provision of these statutory services whilst the outcome of the procurement of a suite of new shared Professional Advocacy services is determined.	Waiver Non compliant contract extension			Waiver rejected 15 May 15 because no documents attached. CAB 14 May 15

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Independent Mental Health Advocacy service for under 60 yrs old provided in hospital and in the community	01/04/08	30/06/15	30/06/16	The Advocacy Project	1,692,900	Y			Wilson, Callum	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Request to waive the requirement to go out to seek at least three competitive quotes for two professional advocacy services and at least five competitive quotes for a further two professional advocacy services.	All existing services are due to expire on 30th June 2015 and there is no contractual provision to extend existing contracts. It is therefore requested that a direct award of contract to the incumbent providers for these services is approved with a one month termination clause; and a final end date of 30th June 2016. This is required to ensure there is not a gap in the provision of these statutory services whilst the outcome of the procurement of a suite of new shared Professional Advocacy services is determined.	Waiver Non compliant contract extension			Waiver rejected 15 May 15 because no documents attached. CAB 14 May 15
Short Breaks Service for People with Learning Disabilities with additional complex physical health needs and/or challenging behaviour	27/07/15	31/01/17	31/01/18	The Westminster Society for People with Learning Disabilities	1,271,607	Y			Baker, Christine	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver of the requirement to conduct a competitive exercise in order to make a direct award to The Westminster Society for People with Learning Disabilities from 27th July 2015 to 31st January 2017 with the option to extend for an additional 12 months to 31st January 2018.	Look Ahead Housing and Care (LAHC) have struggled to deliver the service at an acceptable quality standard, and rather than activate default proceedings officers exercised the break clause in the Contract that states 'either party may terminate the Contract or any of the Services covered by the Contract at any time by giving not less than six (6) months' notice. If both parties agree, the period of notice can be shortened. LAHC have agreed to a shortened period of 4 months. A waiver is being sought as there is not sufficient time to complete a competitive exercise. The market for providers that are able to provide care to this most complex client group is small and therefore a competitive exercise would not necessarily be successful. The provider selected for a direct award has a proven track record in delivering good quality services to this customer group. The length of the direct award allows time for the Council to conduct a full service review and a competitive tender.	Waiver Directly award a contract without competition			CAB 14 May 15
Care Act compliant Resource Allocation System (RAS) - an IT system used by ASC practitioners to facilitate the personalisation agenda	01/07/16	30/06/20		FACE Recording & Measurement Systems Ltd (FACE)	66,115	N			Wilson, Callum	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Approval is sought to waive the requirement to invite a minimum of 3 bidders to quote or submit tenders for the works, on the grounds that competition is absent for technical reasons.	A waiver of the procurement code is being sought as following extensive market research and benchmarking, the project team consider that FACE are the only provider on the market that can provide a Care Act compliant off-the-shelf Resource Allocation System (RAS). It is therefore considered that the contract can be awarded to FACE via the negotiated procedure without prior publication (a single tender action) in accordance with Regulation 32(2)(b)(ii) of the Public Contract Regulations, on the grounds that "competition is absent for technical reasons". The Adult Social Care: Commissioning and Contracts Board the Cabinet Member for Adult Social Care in WCC, LBHF and RBKC approved this approach through the procurement strategy.	Waiver Directly award a contract without competition			Waiver approved by CPO 10 Feb 16
Occupational Therapy Services	01/04/16	31/03/18		Able 2 Occupational Therapy Services Ltd	776,400	Y			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The total value of this 5 year call contract off (01/04/2011-31/03/2016) from a Westminster Framework Agreement is £1,958,000. The requested modification of the call-off contract is for 2 years and has a total value of £776,400 (£388,200 annual value). As the value of the waiver request is £776,400 (over the threshold) the request is to waive the requirement to follow OJEU requirements. A report setting out the proposal to waive the WCC Procurement code, in order to allow for modification to extend the call-off contract for this service will be presented to CAB on the 12th of January 2016.	This core Occupational Therapy (OT) service, making OT assessments for adults with complex and long term care and support needs, is a statutory requirement which supports the Adult Social Care (ASC) priorities to keep people well and as independent as possible at home. The ASC department is undergoing a period of significant change which includes a proposed restructure of ASC Operational teams. This restructure is being managed as part of the ASC Transformation portfolio. Decisions about Operational teams are due to be made in 16/17. It is not known at this stage how any changes made will impact the outsourced OT contract, specifically as the service interfaces directly with Operational teams to meet ASC priorities. There are no performance issues with the service, which receives good feedback from stakeholders. The cost of the service has remained within budget for the duration of the current contract (5 years). The proposed modification to the call-off contract with Able 2 is being made under Regulation 72 of the Public Contracts Regulation ("PCR 2015") ie the value of the proposed extension of service is below 50% of the original contract value, and it would be a significant inconvenience and a duplication of costs to tender the service in the current circumstances. Additionally, following consideration of proposed variations, these have been found not to be substantial. The contract is proposed to have a 3 month break clause to allow for early termination if required during this period of change. Waiver approved subject to strategy being agreed by TriB Contract Approval Board.	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16 CAB 12 Jan 16
Professional Advocacy for people with Physical Disabilities and Sensory Needs	01/04/16	31/12/16		Pohwer	6,000	N			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver to requirement to seek a minimum of 1 quote	An award of Professional Advocacy services, following a tender, was not agreed by H&F Cabinet Members owing to a shift in their priorities following the change in administration that occurred during the course of the tender. Cabinet Members were briefed at the time and agreed informally that services continue whilst a project team develop an alternative deliverable solution for Advocacy services.	Waiver Non compliant contract extension			Waiver approved by CPO 25 Feb 16
Independent Mental Health Advocacy service for under 60 years old provided in hospital and in the community	01/04/16	31/12/16		The Advocacy Project	153,900	Y			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver to requirement to seek a minimum of 5 quotes	An award of Professional Advocacy services, following a tender, was not agreed by H&F Cabinet Members owing to a shift in their priorities following the change in administration that occurred during the course of the tender. Cabinet Members were briefed at the time and agreed informally that services continue whilst a project team develop an alternative deliverable solution for Advocacy services.	Waiver Non compliant contract extension			Waiver approved by CPO 25 Feb 16

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Advocacy service for Older People	01/04/16	31/12/16		The Advocacy Project	143,270	Y			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver to requirement to seek a minimum of 5 quotes	An award of Professional Advocacy services, following a tender, was not agreed by H&F Cabinet Members owing to a shift in their priorities following the change in administration that occurred during the course of the tender. Cabinet Members were briefed at the time and agreed informally that services continue whilst a project team develop an alternative deliverable solution for Advocacy services.	Waiver Non compliant contract extension			Waiver approved by CPO 25 Feb 16
Professional Advocacy for people with a Learning Disability	01/04/16	31/12/16		The Advocacy Project	29,364	N			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver to requirement to seek a minimum of 3 quotes	An award of Professional Advocacy services, following a tender, was not agreed by H&F Cabinet Members owing to a shift in their priorities following the change in administration that occurred during the course of the tender. Cabinet Members were briefed at the time and agreed informally that services continue whilst a project team develop an alternative deliverable solution for Advocacy services.	Waiver Non compliant contract extension			Waiver approved by CPO 25 Feb 16
Partnership Board Consultation for People with LD/Our Choice Self Advocacy	01/04/16	31/12/16		The Advocacy Project	30,792	N			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver to requirement to seek a minimum of 3 quotes	An award of Professional Advocacy services, following a tender, was not agreed by H&F Cabinet Members owing to a shift in their priorities following the change in administration that occurred during the course of the tender. Cabinet Members were briefed at the time and agreed informally that services continue whilst a project team develop an alternative deliverable solution for Advocacy services.	Waiver Non compliant contract extension			Waiver approved by CPO 25 Feb 16
Dual Diagnosis User Involvement	01/04/16	31/12/16		The Advocacy Project	9,375	N			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver to requirement to seek a minimum of 3 quotes	An award of Professional Advocacy services, following a tender, was not agreed by H&F Cabinet Members owing to a shift in their priorities following the change in administration that occurred during the course of the tender. Cabinet Members were briefed at the time and agreed informally that services continue whilst a project team develop an alternative deliverable solution for Advocacy services.	Waiver Non compliant contract extension			Waiver approved by CPO 25 Feb 16

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
OP User Involvement Service	01/04/16	31/12/16		The Advocacy Project	26,250	N			Tabby Eichler	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver to requirement to seek a minimum of 3 quotes	An award of Professional Advocacy services, following a tender, was not agreed by H&F Cabinet Members owing to a shift in their priorities following the change in administration that occurred during the course of the tender. Cabinet Members were briefed at the time and agreed informally that services continue whilst a project team develop an alternative deliverable solution for Advocacy services.	Waiver Non compliant contract extension			Waiver approved by CPO 25 Feb 16
Provision of Healthy Schools Programme and Healthy Early Years Pilot	31/03/16	31/03/18		Health Education Partnership Limited	150,272	Y			Elizabeth Dunsford	Adult Social Care	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Directly award a contract to continue provision of existing services.	It is considered in the best interest of the authorities to proceed with a direct award of contracts, and that there are good reasons to suggest that the appropriate waivers / exemptions from tendering should be granted. Where the authorities are at increased risk is where the Authorities propose a direct award of more than 12 months and do nothing. The risk of challenge for not complying with the Regulations would therefore be reduced if a shorter contract period is proposed. However, whilst there is a potential risk of challenge, authority officers will work to develop the expertise and knowledge of a wider supplier base to mitigate the risk of non-compliance and opportunity to tender this services area.	Waiver Non compliant contract extension			
Condom Distribution WCC	01/04/14	31/03/17		Central and North West London NHS Foundation Trust	20,200	N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
HIV Support WCC	01/04/16	31/03/17		Living Well CIC		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
HIV Support WCC	01/04/16	31/03/17		Terrence Higgins Trust		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Laboratory Costs WCC	01/04/16	31/03/17		The Doctors Laboratory		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Service User Involvement WCC	01/04/16	31/03/17		Godwyns Enterprise Limited		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Sexual Health Screening and Contraception WCC	01/04/16	31/03/17		Imperial College Healthcare NHS Trust		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Sexual Health Screening and Contraception WCC	01/04/16	31/03/17		Terrence Higgins Trust		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Sexual Health Screening and Contraception WCC	01/04/16	31/03/17		CLCH		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Stakeholder Engagement WCC	01/04/16	31/03/17		Kensington and Chelsea Social Care Council		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Targeted Prevention WCC	01/04/16	31/03/17		NAZ		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Sex and Relationships Education	01/04/16	31/03/17		Brook		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Sex and Relationships Education	01/04/16	31/03/17		FPA		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Targeted HIV Prevention	01/04/16	31/03/17		Youth Projects International		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Targeted Prevention	01/04/16	31/03/17		EPIC		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Targeted Prevention	01/04/16	31/03/17		Youth Projects International		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Targeted Prevention	01/04/16	31/03/17		P3		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Targeted Screening	01/04/16	31/03/17		MSH Health and Wellbeing CIC		N			Driscoll, Gaynor	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the competitive requirements of the Procurement Code in order to directly award a contract as there is no provision to extend.	The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). An extensive service review across the broad spectrum of sexual health services has been completed. As a result, a request was made to directly award contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the Genitourinary medicine (GUM) Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out	Waiver Non compliant contract extension			CAB 8 Sep 15
Public Health Services for 0-5 year olds, Health Visiting and FNP (Family Nurse Partnership)	01/10/15	30/09/17		Central London Community Healthcare NHS Trust	8,501,572	Y	0	100	McBride, Dulcie	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Directly award a contract to allow sufficient time to review and re-commission and procure services, incorporating a new integrated early years model.	The commissioning responsibility for the Public Health 0-5 services presently contracted by NHS England will transfer to the three boroughs, the agreed funding allocations for each borough's service will also be transferred to local authorities as part of the Public Health grant, from 1st October 2015. NHS England Commissioning Guidance (November 2014) requires that clear and robust contractual arrangements must be in place between commissioners and service providers to ensure safe transfer and continuity of service from 1st October 2015. Consequently, new local authority contracts are required to be in place from this date. An 18 month contract (ending 31st March 2017) is proposed for each borough to allow sufficient time to review and re-commission and procure services, incorporating a new integrated early years model.	Waiver Non compliant contract extension			CAB 4 Jun 15
Public Health, School Nursing, Direct Award (Westminster City Council)	01/04/16	31/03/17		Central London Community Healthcare	2,018,938	Y			Dunsford, Elizabeth	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	Waiver in order to direct award as there no provision to extend within the contract.	The recommendations for the direct award of three sovereign contracts to Central London Community Healthcare (CLCH) for the provision of school nurse services across the three boroughs for a period of 12 months with the ability to terminate with 3 months' notice is proposed in order to: <ul style="list-style-type: none"> allow time to engage with relevant internal and external stakeholders around the future model and re-procurement. allow sufficient time to redesign, re-procure services that will form School Health Service contracts. to ensure service continuity during the re-procurement phase. enable the termination of existing contracts ready for the new contract to begin following the re-procurement of the school health service. Savings and efficiency discussion have taken place with CLCH over the past three months leading to this report. The existing annual budget will continue for the 12 month period of direct award.	Waiver Non compliant contract extension			CAB 13 Oct 15
A service supporting refugees, migrants and asylum seekers in Westminster to access health and wellbeing services and lead healthier lifestyles.	01/04/16	31/03/17		Migrants Resource Centre	48,500	N			Pete Westmore	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The requirement to seek at least 3 competitive quotes.	This is an existing high performing service. It is one of 7 small contracts that is part of a wider review of Public Health services. A new 12 month interim contract will allow for completion of the review in light of recent information about the future of Public Health funding and alignment with the work of our new Budget Task & Finish Group. Efficiencies will be sought from the current provider to reduce costs for this interim period and discussions have begun with Clinical Commissioning Groups (CCGs) to reduce costs longer term if the need continues to be met in the future. This will also ensure there is no disruption of service to a highly vulnerable population group; a change in provider would require a start up period during which support for clients would be less effective. We know of no alternative provider with the same existing links with the client group and relevant front line services or expertise and knowledge around navigation of services for this client group. The activity matches conditions for the use of the Public health grant and allocation of funding has been approved by Councillor Robathan and Public Health Senior Management Team.	Waiver Directly award a contract without competition			Waiver approved by CPO 22 Feb 16

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Provision of an integrated programme of healthy lifestyle services, information, advice, councillor surgeries and a food co-op in Queens Park	01/04/16	31/03/17		A2 Dominion	98,500	N			Pete Westmore	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The requirement to seek at least 3 competitive quotes.	This will combine two existing high performing services, 2 of 7 small contracts that are part of a wider review of Public Health services. A new 12 month interim contract will allow for completion of the review in light of recent information about the future of Public Health funding and alignment with the work of our new Budget Task & Finish Group. Efficiencies will be sought from the current provider to reduce costs for this interim period. The contract value stated above is reduced from the current combined value to reflect expected reduced provider costs and is the maximum quote that we would accept. This will also ensure there is no disruption of service to residents in Queen's Park, one of Westminster's most deprived wards; a change in provider would require a start up period during which support for clients would be less effective. We know of no alternative provider in Queen's Park with a combination of the comparable space, existing complementary services to attract clients, relationships with and knowledge of health and social care services that would make delivery viable for such a short time-scale. The activity matches conditions for the use of the Public health grant and allocation of funding has been approved by Councillor Robathan and Public Health SMT.	Waiver Directly award a contract without competition			Waiver approved by CPO 22 Feb 16
Physical activity for older people with a focus on reducing loneliness and social isolation	01/04/16	31/03/17		Open Age	35,000	N			Pete Westmore	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The requirement to seek at least 3 competitive quotes.	This is an existing high performing service. It is one of 7 small contracts that is part of a wider review of Public Health services. A new 12 month interim contract will allow for completion of the review in light of recent information about the future of Public Health funding and alignment with the work of our new Budget Task & Finish Group. Efficiencies will be sought from the current provider for this interim period and the provider has already verbally agreed that costs can be reduced without impacting the service. Discussions are ongoing to align this spend with other activity funded by ASC, including the older people hubs. Continuing with the current provider will ensure stability in meeting the needs of residents whilst we explore longer term sustainable provision with partners inside and outside the council. The activity matches conditions for the use of the Public health grant and allocation of funding has been approved by Councillor Robathan and Public Health SMT.	Waiver Directly award a contract without competition			Waiver approved by CPO 22 Feb 16
Provision of healthy lifestyle interventions and support in accessing services for the Chinese Community in Westminster	01/04/16	31/03/17		Chinese National Healthy Living Centre	50,000	N			Pete Westmore	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The requirement to seek at least 3 competitive quotes.	This is an existing high performing service. It is one of 7 small contracts that is part of a wider review of Public Health services. A new 12 month interim contract will allow for completion of the review in light of recent information about the future of Public Health funding and alignment with the work of our new Budget Task & Finish Group. Efficiencies will be sought from the current provider to reduce costs for this interim period and discussions have begun with CCGs to reduce costs longer term if the need continues to be met in the future. This will also ensure there is no disruption of service to a highly vulnerable population group. We know of no alternative provider; the contracted outcomes depend upon co-location with health and wellbeing services, combined with an understanding and trust of the	Waiver Directly award a contract without competition			Waiver approved by CPO 22 Feb 16
Improving access to Health Services, Community intelligence, Information sharing and partnership brokerage	01/04/16	31/03/17		Paddington Development Trust	38,000	N			Pete Westmore	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The requirement to seek at least 3 competitive quotes.	This is an existing high performing service. It is one of 7 small contracts that is part of a wider review of Public Health services. A new 12 month interim contract will allow for completion of the review in light of recent information about the future of Public Health funding and alignment with the work of our new Budget Task & Finish Group.	Waiver Directly award a contract without competition			Waiver approved by CPO 22 Feb 16
South Westminster - Improving access to Health Services, Community intelligence, Information sharing and partnership brokerage	01/04/16	31/03/17		Abbey Community Centre	40,000	N			Pete Westmore	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	The requirement to seek at least 3 competitive quotes.	This is an existing high performing service. It is one of 7 small contracts that is part of a wider review of Public Health services. A new 12 month interim contract will allow for completion of the review in light of recent information about the future of Public Health funding and alignment with the work of our new Budget Task & Finish Group. Efficiencies will be sought from the current provider to reduce costs for this interim period. The service requires strong existing	Waiver Directly award a contract without competition			Waiver approved by CPO 22 Feb 16
Talking Without Fear' is a programme for children and young people who have experienced domestic violence and their mothers. It provides a community based setting intervention which	01/04/16	31/03/17		Portman Early Childhood Centre	48,000	N			Mary Russell	Public Health	Adult Social Care and Public Health (Liz Bruce)	Liz Bruce	To waive the procurement code to request one written quotation instead of at least 3 competitive quotes.	This is an existing high performing and niche service which uses an integrated partnership approach to delivery of this service, thereby delivering added value in this contract. A review of all public health services is underway. A new 12 month (1 year plus 1 year) contract will allow for completion of the review in light of recent information about the future of Public Health funding and alignment with the work of our new Budget Task & Finish Group. This	Waiver Directly award a contract without competition			Waiver approved by CPO 22 Feb 16
Early Help Youth Services	01/10/15	31/03/16		London Tigers Youth	3,430	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		Westbourne Park Family Centre	4,326	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a	Waiver Non compliant contract extension			Waiver approved 27 Apr 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Early Help Youth Services	01/10/15	31/03/16		Marylebone Bangladesh Society (MBS) Youth Club	8,575	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		Westminster Society for People with Learning Disabilities (The) - Youth	8,575	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		DreamArts	15,434	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		All Souls Clubhouse Youth	17,149	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		North Paddington Youth Club Senior Youth Club	17,149	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		Working with Men	17,149	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		Crypt Youth Club (The)	18,007	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15

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Early Help Youth Services	01/10/15	31/03/16		Caxton Youth Organisation	20,579	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		City West Homes Youth	22,294	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		Four Feathers Association	28,811	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		Avenues Youth Project (The)	30,869	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
Early Help Youth Services	01/10/15	31/03/16		Stowe Youth Club	34,299	N			Johnstone, Katie	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is being sought in order to directly award contracts, without competition, to the incumbent providers as there is no provision to extend in the Terms and Conditions.	As agreed by Cabinet on 23 Feb 15 and the Council on 4 Mar 15, Early Help Youth Services will be re-commissioned from Apr 16 as per the model detailed on the Cabinet report. Current contracts included provision to extend for up to 12 months which has already been used. The requirement to carry out a consultation as part of the Early Help Services consultation meant timescales to re-commission were pushed back and therefore a waiver in order to award direct contracts for a period of 6 months is sought to ensure the continued delivery of service, make required savings and to align contract start dates with the financial year.	Waiver Non compliant contract extension			Waiver approved 27 Apr 15
WCC School meals	01/09/15	31/08/16		Chartwells	3,000,000	Y			Saunders, Annabel	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Waiver in order to direct award as there no provision to extend within the contract.	The WCC school meals contract commenced in Sep 2006 and was due to expire in Aug 2013 after utilising the two years extension in the original contract. With the commencement of the re-modelling of the three borough school meals procurement process the contract was extended by way of Deed of Variation from 1 Sep 13 -11 Apr 14 with a further Deed of Variation from 12 Apr 14 to 31 Aug 15 with break	Waiver Non compliant contract extension			Waiver approved 19 Jun 15. CAB 4 Jun 15
Passenger Transport services ICT Systems	20/01/16	19/01/19		N/A	400,000	Y			Diver, Cathy	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	To waive the 60/40 price/quality stipulation of the WCC procurement code in favour of a more appropriate weighting of 40% price and 60% quality for the tri-borough services outlined below.	The justification for the increased quality weighting is generally to improve assurance on a service which has experienced service issues in the past, which have had a greater than proportionate impact on the Councils. The requirement is based on assurance of the service, and providing users, parents and carers with the necessary information and confidence that the service is operating effectively at all times.	Waiver Contract award with change to evaluation criteria			Waiver approved 18 Sep 15
Provision of Family Centre Services	01/11/11	31/12/15		The Tavistock and Portman NHS Foundation	3,721,478	Y			Matthew Jones	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	A waiver is requested in order to extend the current contract for the provision of Family Centre Services for a total of two months, from 1st November to 31st December 2015 for a cost of £137,754.	A waiver is being sought to allow the extension of the current contract by two months, in order to facilitate an efficient transition and mobilisation period to a new contract. A procurement for the new provision of services was conducted in June-July and a recommended provider has been identified. Due to timetabling of political decision making processes, the formal contract award cannot be made until	Waiver Non compliant contract extension			Waiver approved 8 Oct 15
Provision of the monitoring and tracking of all young people 16-19, and support for the assessment of children and young people who are eligible for an Education,	01/01/16	31/03/17		Prospects Services Limited	222,450	Y			Tony Young	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Directly award a contract to continue provision of existing services.	Since the procurement commenced and tenders were returned, there has been a budget reduction which makes the contracts unaffordable and those contracts advertised cannot be awarded due to these unforeseen circumstances. It was agreed not to award contracts based on the procurement and to award new contracts directly to the incumbent providers (Prospects for WCC), with revised specifications	Waiver Non compliant contract extension			CAB 10 Nov 15

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Repairs and maintenance to School kitchen equipment - WCC.	01/01/16	30/09/16		First in Service	90,000	N			Lynne Richardson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	Directly award a contract to continue provision of existing services.	In order to provide service continuity during the wider commissioning of the school meals service this report seeks approval to waive the Procurement Code in Westminster City Council to directly award contracts to existing contractors (First in Service Ltd) for the repairs and maintenance of kitchen equipment service. First in Service Ltd provides the service in both Westminster City Council (WCC).	Waiver Non compliant contract extension			CAB 15 Dec 15
Early Help Youth Services	01/04/16	30/09/16		Avenues Youth Project (The)	44,829	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		City West Homes Youth (Churchill Gardens)	36,184	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		Crypt Youth Club (The)	27,820	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		DreamArts	18,967	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		Four Feathers Association	43,467	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		London Tigers Youth	7,615	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		Marylebone Bangladesh Society (MBS) Youth Club	14,325	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16

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Early Help Youth Services	01/04/16	30/09/16		North Paddington Youth Club Senior Youth Club	26,712	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		Stowe Youth Club	53,114	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		Working with Men	21,075	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		St Andrews Youth Club	4,792	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		Westminster Society for People with Learning Disabilities (The) - Youth	10,537	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16
Early Help Youth Services	01/04/16	30/09/16		Caxton Youth Organisation	25,289	N			Paul Williamson	Children's Services	Children's Services (Andrew Christie)	Andrew Christie	The requirement to tender for youth services for a further six months.	The funding was initially awarded as part of the Voluntary Sector Funding allocation in April 2010 and the service level agreements (SLAs) were further extended twice until September 2013. Incumbent providers were issued with new contracts (1 year with option to extend for up to 12 months) in October 2013. The intention was to commission services via a competitive tender from October 2015 onwards. As part of the medium term plan (MTP) savings review, the decision has now been taken not to retender for youth services. The youth services budget will reduce by 50% in 2016-17 and be deleted completely from 2017-18. This implementation of this strategy is dependent on the agreement of the final Westminster budget by Council on March 2 2016. In order to support contracted providers to develop sustainable	Waiver Non compliant contract extension			Waiver approved by CPO 10 Mar 16

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Westminster Crime & Disorder CCTV Support & Maintenance Contract	01/04/15	31/03/16	31/03/17	ATEC Security Ltd	140,000	Y	0	100	Findlay, Maddy	City Management	City Management and Communities (Stuart Love)	Stuart Love	There has been insufficient time to allow a full procurement process to take place in order to award a new contract. The current contract expires on 31/3/16. There is a need to extend the current contract for a further year from 1/4/16 but there is no provision within the existing contract to extend it. A waiver is requested in accordance with Regulation 72 of the Public Contracts Regulations 2015 to extend the contract for a further year with the same contractor under the same terms and conditions with the option to	The Council/Cabinet have not made a decision on the future of CCTV that would allow a full procurement process to take place within the timescales of the current contract. The service is critical to supporting the CCTV estate. The current contract does not allow for an extension, hence the request for a waiver.	Waiver Non compliant contract extension			Waiver approved 22 Dec 15.
Vehicle Relocation Service	01/07/15	20/03/16		NSL Limited	165,869	Y			Ridley, Colin	Parking Services	City Management and Communities (Stuart Love)	Stuart Love	Directly award a contract.	WCC have investigated the option to put in place a pan-London framework for this service, however London borough and market engagement have yielded little interest from both customers and suppliers. A market engagement questionnaire yielded a single response from the direct award supplier, NSL, indicating a lack of interested or capable providers in the market. WCC have also investigated provision of the services from the Metropolitan Police Service who have a similar pan-London service in place, however Met Police have experienced delays regarding internal approval of this approach. The direct award waiver is therefore sought to award to the only provider who expressed an interest in this service via OJEU PIN notice, for a period which will ensure Met Police can finalise internal governance and provide the desired competition	Waiver Directly award a contract without competition			Waiver approved 24 Jun 15. Gate 18 Jun 15
Vehicle Relocations Vehicles Contract	21/03/16	20/07/16		NSL Limited	165,869	Y			Colin Ridley	Parking Services	City Management and Communities (Stuart Love)	Stuart Love	A waiver is required to cover an extension of a current contract for the period 20th March - end of May 2016 to allow WCC to continue with its Vehicle Relocation commitment whilst the old contract ends and the new one starts.	WCC are currently under going a contract let re its vehicle relocation service. This new contract will start on the 11th May 2016. However there is a short fall from when our existing vehicle relocations contract will finish on the 20th March to when the new contract starts. therefore it is requested that a waiver be issued to cover this period so our current incumbent NSL who supply this service can continue with it until the new contract and whoever is successful with this bid, starts. Therefore a waiver is needed to cover the period 20th March to the end of May 2016 on the same T&Cs and current supplier NSL to cover the period.	Waiver Non compliant contract extension			Waiver approved by CPO 22 Feb 16
Vehicle Relocations Services	30/06/15	20/03/16		NSL Limited	205,869	Y			Colin Ridley	Parking Services	City Management and Communities (Stuart Love)	Stuart Love	An extension of two months. The contract is due to expire in mid March 2016 and a procurement process has been undertaken with award scheduled for mid April 2016. This extension will provide continuity of the service whilst the evaluation and contract award are finalised	Extend the current contract to conclude contract award of the new agreement	Waiver Non compliant contract extension			Waiver approved by CPO 25 Feb 16
Lone Worker Devices	01/04/10	21/12/15		Connexion2	49,410	N			Nwankwo, Caroline	Public Protection and Licensing	City Management and Communities (Stuart Love)	Stuart Love	To extend the contract to include provision of devices to other Council departments.	The current contract expires on 21 December 2015. The re-let process was due to commence in August 2015 however, Corporate Health and Safety Under Trevor Webster, have identified other department such as GHP that would like to purchase devices under this contract. The current contract is £25k p.a. however if additional devices are to be purchased this amount would be higher and we do not know how many extra devices will be required going forward and this could determine which procurement route is taken. Therefore we would like to extend the contract until 31 March 2016 in order to determine how many extra devices are needed and to allow for enough time to re-let the contract as it will require a full tender process should the contract value exceed £100k.	Waiver Non compliant contract extension			Waiver approved 28 Aug 15
Supply and delivery of uniforms to 74 City Inspectors	01/04/11	31/03/15		Lion Safety	81,711	N			Saheda Parvin	Public Protection and Licensing	City Management and Communities (Stuart Love)	Stuart Love	Seeking a 6 months waiver request under section 8 – extension and variation of contract. This contract is for the supply and delivery of uniforms to 74 City Inspectors. The City Inspectors are street based operatives and therefore a professional, easily identifiable image, with comfort and protection from the weather is extremely important. The City Inspectors' main responsibility is to be the public's first point of contact within City Council. If there is a street-	The contract was initially extended until March 2016 with the view to start the procurement process in January / February 2016. The re-let process would have been undertaken in January / February 2016, however, due to the Council restructure there are queries with regards to the provision of uniform and items of clothing which are being sourced. We would like to look at all the options in detail to ensure that the correct provision for uniform is provided. There is no provision in the contract to agree a further extension therefore a waiver is being sought to continue using the current supplier in the interim whilst we undertake a procurement process to obtain three quotes, trial uniforms to ensure that they are fit for purpose, liaise with health and safety and adjust uniform specification accordingly to inform the new quotes.	Waiver Non compliant contract extension			Waiver approved by CPO 29 Feb 16

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Artwork for the maps panels on 56 existing Legible London signs.	01/02/16	29/04/16		Atkins	46,970	N			Colleen Gardner	Public Realm	City Management and Communities (Stuart Love)	Stuart Love	Direct award without competition on grounds of limited suppliers in the market able to deliver the service to the requirements of the Council	Legible London artwork has a complex artwork process. There are a limited number of suppliers in the market able to deliver the service to the requirements of the City Council, therefore being limited therefore our ability to reduce the overall cost is restricted. The City Council have been using Atkins for the last 4 years, winning contracts via TfL's 90001 Project Management Framework. Atkins wrote the Legible London Artwork Guidance and the artwork produced has been to a high standard, delivered on time with no extra costs incurred. On the assumption that the City Council can leverage the work already completed by Atkins then contracting with another supplier is likely to incur additional rework and cost as well as officer time. Approved by CPO on the basis value for money is delivered by	Waiver Directly award a contract without competition			Waiver approved by CPO 29 Jan 16
Consultancy Services to Support the procurement of support and maintenance in relation to the Council's crime and disorder CCTV.	13/04/15	31/12/15		CornerStone (Independent security consultant)	13,850	N			Smith, Mick	Street Management	City Management and Communities (Stuart Love)	Stuart Love	The Council is undertaking a procurement of a new support and maintenance contract and upgrade project in relation to the Council's crime and disorder CCTV estate. The procurement was referenced in a recent request to Gate to approve a one year direct award to the current provider. The Council has earmarked £1.7m capital to undertake the project. To undertake the procurement exercise the Council has identified a need to secure independent, expert advice in relation to specifying the Council's operational and technical requirements and assisting with	The Council has set very tight timelines for delivery. The new contract is due to commence on 1st April 2016. The upgrade project is to be defined and implemented a.s.a.p. CornerStone has been identified as an appropriate resource. There is no suitable alternative supplier available through corporate catalogues / contracts, capitalEsourcing or a framework, as this is a highly specialised area. Following rejection of the waiver request, the text in bold provides further information as requested. We do not wish to enter a competitive process to procurement consultancy services due to time constraints which would extend this project beyond the current duration of the CCTV support and maintenance contract (31/03/16). CornerStone have worked with a wide range of organisations.	Waiver Directly award a contract without competition			Waiver approved 15 May 15
Consultancy Services to Support the Waste Disposal Procurement	30/04/15	01/09/17		Envalue Solutions Limited	50,000	N	0	100	Robson, Phil	Waste and Parks	City Management and Communities (Stuart Love)	Stuart Love	A waiver is required to enable the Council to procure the services of a specialist waste disposal consultancy, Envalue Solutions Limited. The provider is required to undertake an analysis of the financial impacts on the collection contract to assist the pricing evaluation methodology that will be applied in the disposal procurement.	This is a specialist service that requires knowledge of both finance and the waste sector. This is the only supplier that we have been able to find. We have obtained references for this supplier from other local authorities. The only other suppliers that may be able to undertake the services are large accountancy firms that possess similar competencies. However, it has been hard to determine their interest. Unfortunately, time is limited as the procurement has additional governance layers beyond those that exist for normal procurements. This is because the tender pack must be approved by the GLA before issue. This means we lack the time to undertake an 'open' RFQ process to draw out any (currently unknown) providers as the tender pack needs to be sent to them by end of May. In addition the Finance team have requested the additional resources offered by Envalue Solutions Limited.	Waiver Directly award a contract without competition			Waiver approved 27 Apr 15
Animal Wardens Services	01/04/16	01/05/16		SDK Environmental Limited	360,000	Y			Daniel Corp	Waste and Parks	City Management and Communities (Stuart Love)	Stuart Love	The provision of animal wardens' services (patrolling, kennelling, education services) for 1 month (April 2016).	The contract expires on 31st March 2015. A reprocurement is underway (following gate approval consent that was granted in October 2015). There were delays in beginning the procurement and, as a consequence, a direct award to the incumbent contractor for 1 month is requested to enable services to continue whilst the procurement concludes and the contract is awarded (and potentially mobilised). The incumbent contractor has agreed to the extension (see attached email).	Waiver Non compliant contract extension			Waiver approved by CPO 08 Feb 16
Supporting the appraisal process of the Chief Executive.	04/04/14	04/04/16		Nicholson McBride	12,000	N			Veronique Vermeer	Human Resources	Corporate Services (John Quinn)	John Quinn	Original contract was let for a contract value of less than £10,000 by means of a direct award. This is allowed under the Council's Procurement Code. The contract value has now increased by an additional one off amount of £2,000 to accommodate a request by The Leader to increase the number of 360 interviews that will be conducted as part of the end of year appraisal process for April 2015/16	Original contract was let in April 2014 for a 2 year period. Annual value of the contract was £4,800. The purpose of the contract was to oversee and facilitate the appraisal process of the Chief Executive and in so doing provide independent external scrutiny and robust validation. The Leader of the Council has requested that the number of 360 degree interviews be increased by a specified amount and target audience in the second year period. This carries an additional one off fixed interview cost of £2,000.	Waiver Directly award a contract without competition			Waiver approved 16 Oct 15.

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Interim Director of Corporate Services	12/10/15	12/03/16		Penna	95,000	N			Veronique Vermeer	Human Resources	Corporate Services (John Quinn)	John Quinn	A waiver is required in relation to sourcing an interim resource outside Comensura, the council's supplier for temporary agency contractors. However, quotes have been obtained from four providers including two under the Comensura agreement.	A vacancy has arisen due to the resignation of a postholder. Pending permanent recruitment to the post, the Chief Executive, Charlie Parker has deemed it necessary to source an interim resource to ensure that momentum is maintained on a number of initiatives including Managed Services and Corporate Services. Due to the specialist nature of the role, Comensura did not have the ability to provide suitable candidates.	Waiver to appoint agency staff without using the Council's appointed Temporary Agency Contractor service.			Waiver approved 8 Oct 15
Consultancy Services to support the Chief Executive Appraisal process	01/04/16	31/03/18		Nicholson McBride	13,600	N			Veronique Vermeer	Human Resources	Corporate Services (John Quinn)	John Quinn	Waiver for use of a identified consultant to support Chief Executive Appraisal Process for a further 2 year period without seeking 3 competitive quotes	The responsibility for appraising the performance of the Chief Executive lies with the Council's Appointments Sub-Committee. Consultant John Nicholson of Nicholson McBride was appointed to provide external scrutiny, rigor and confidence in the appraisal process for performance years 2014/15 and 2015/16. It was the first time that a consultant was utilised for this purpose and co-incided with the appointment of Charlie Parker as the council's new Chief Executive. The Director of HR had the necessary delegated authority to make the appointment of the consultant in line with the appropriate procurement rules. The Leader of the Council has confirmed that she is happy with the current arrangements and that this process is starting to work well. Utilisation of the same consultant will build on the knowledge and momentum gained to date. The Leader of the Council therefore wishes to continue with John Nicholson of Nicholson McBride for a further 2 years (Performance	Waiver Directly award a contract without competition			Waiver approved by CPO 07 Jan 16
Recruitment advertising services	01/06/16	30/11/16	31/05/17	Penna	150,000	Y			Veronique Vermeer	Human Resources	Corporate Services (John Quinn)	John Quinn	Directly award a contract to continue provision of existing services.	The extension granted to the current contract for recruitment advertising services, will enable the Council to relet the service by way of further mini competition under the new ESPO framework once it is awarded in June 2016. The new framework will reflect developments in the market, has been competitively tendered with leading market suppliers and should more closely meet the needs of the council.	Waiver Non compliant contract extension			Gate 19 Jan 16
Mouchel support and maintenance of Transportation Web Forms	01/10/15	30/09/16		Mouchel	35,836	N			Pettitt, David	Information Services	Corporate Services (John Quinn)	John Quinn	Requesting a waiver of the requirement to seek at least 3 competitive quotes.	An extension of the existing contract is requested for up to 12 months from 1st October 2015 to 30th November 2016. As part of the old Transportation contract (ceased end March 14) Transerv sub contracted Mouchel to provide support for a set of bespoke 'web forms' used by the contact centre to capture Highways issues reported by the public. The web forms integrate directly with the Confirm back office system through a standard API. Subsequent to this approval was received through a defined circumstance request that the City Council contract Mouchel directly to continue the delivery of the support services for up to 18 months to 30th September 2015. Throughout this period, Mouchel have provided support to expected standards. Previously it has been reported and anticipated that the Highways	Waiver Non compliant contract extension			Waiver approved 11 Sep 15
Support and Maintenance of CityWest Homes Telephone system	13/07/15	12/07/17		GlemNet Ltd	29,000	N			John O'Dor	City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	That a waiver of section 6 of the Procurement Code is sought, which states that the NAO must be able to evidence that 3 quotes/tenders have been sought for contracts with a value of £10k to £100k, so that the City Council can enter into a contract with GLEMNET Ltd for the provision of Support and Maintenance of CityWest Homes Telephone system at a total cost of £29,000	A waiver is being sought in order to directly award a contract, without competition, as better value will be achieved by varying the requirements of the Procurement Code in full (see section 2ii). CityWest Homes is conducting a business transformation review during 2015-17 which will include a review of its telephone system, and how internet and telephone services are delivered. The existing internet and telephone voice lines contract is with Colt which will expire in 2017. At this point, we expect to let all three contracts for Landlines, Mobile and Internet Access together as part of this convergence strategy for Telecoms. Furthermore, CityWest's current telephone system is highly bespoke, and the transfer of support to another organisation would involve a period of discovery during which CityWest Homes telephone service would be at risk.	Waiver Directly award a contract without competition			Waiver approved by CPO 07 Jul 15
The commissioning of a supplier and manager of Microsoft software licenses W952	01/01/16	31/12/19		Phoenix Software Ltd	333,000	Y			John O'Dor	City West Homes	Growth, Planning and Housing (Ed Watson)	Ed Watson	A Waiver is sought for the direct award of a 1 year contract to Phoenix Software Limited for the total sum of £111,000 for the delivery of Microsoft software licensing and administration services. The basis for the form of contract will be the Tri-Borough ICT terms and conditions. This approach has been approved by	Westminster Procurement Team confirm that Phoenix Software Limited rates are Value for Money and are confirmed to be the same competitive rates available via the CCS Pan-Government Technology Products Framework RM1054. Full details can be found in the Gate Report. Microsoft undertook a Software Asset Management assessment (SAM). CWH could not action this Procurement until Microsoft issued the results which was not until 18 November 2015.	Waiver Directly award a contract without competition			Waiver approved 10 Dec 15

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Start-up support programme	01/02/16	30/06/16		Paddington Development Trust	20,000	N			David Wilkins	Economy and Infrastructure	Growth, Planning and Housing (Ed Watson)	Ed Watson	The requirement to seek at least 3 competitive quotes.	The money is to ensure there is continued provision of welfare to self-employment work within Westminster until a competitive commissioning exercise is undertaken early next financial year to deliver a programme of activity relating to priority 5 of the Enterprise Programme. The Westminster Enterprise Centre is also part of a EU project application that we are the lead partner off and this piece of work ensures the WEC continues to deliver their activities relating welfare to self-employment. The Westminster Enterprise Centre has a track record of successfully delivering Welfare for Self-Employment support for Westminster residents. From a recent economic impact assessment they delivered 300 local people supported into work, 110 new jobs created, £1,139 cost per job and a £7 returned per £1 of public money invested into them. As an example the National Audit Office suggests the average cost per job for the Regional Growth Fund is £33,000, therefore, the company is offering great value for money.	Waiver Directly award a contract without competition			Waiver approved by CPO 29 Jan 16
Architectural Design	16/12/15	10/04/16		Peter Taylor Associates Ltd	67,500	N			Dave Downey - Senior Development Manager	Strategic Projects	Growth, Planning and Housing (Ed Watson)	Ed Watson	To provide architectural services to continue design feasibility / options appraisals for the redevelopment of the Queen Mother Sports Centre to enable officers to prepare an Outline Business Case. The services will cover all of RIBA Stage 1 and a significant element of Stage 2. In order to make this appointment, we request to waive the requirement to obtain at least three competitive quotes.	The project board has sanctioned this waiver request to pursue the feasibility / options appraisal to an outline business case based on the following: 1. Confidentiality - Some of the options to be pursued involve securing adjoining properties using the Council's compulsory purchase powers. There is a significant adjoining property owner who is preparing plans to redevelop their own property potentially creating a "development race" situation. To go to the market to seek fee proposals would risk weakening the Council's own position and create political noise that could result in the scheme not progressing. 2. Programme - Senior Management has dictated the timescales meaning that the ORC needs to be completed for Cabinet approval when full Council convene in April 2016. Obtaining three quotes would	Waiver Directly award a contract without competition			Waiver approved 18 Dec 15.
Cost Consultants	18/12/15	10/04/16		Bruce Shaw LLP	45,000	N			Dave Downey - Senior Development Manager	Strategic Projects	Growth, Planning and Housing (Ed Watson)	Ed Watson	To provide quantity surveying services to support design feasibility / options appraisals for the redevelopment of the Queen Mother Sports Centre and to enable officers to prepare an Outline Business Case. The services will cover RIBA Stage 1 and a significant element of Stage 2. This request is to waive the requirement to obtain at least 3 competitive quotes.	The project board has sanctioned this waiver request to support the feasibility / options appraisal in order to prepare an outline business case based on the following: 1. Confidentiality - Some of the options to be pursued involve securing adjoining properties using the Council's compulsory purchase powers. There is a significant adjoining property owner who is preparing plans to redevelop their own property potentially creating a "development race" situation. To go to the market to seek fee proposals would risk weakening the Council's own position and create political noise that could result in the scheme not progressing. 2. Programme - Senior Management has dictated the timescales meaning that the OBC needs to be completed for Cabinet approval when full Council convene in April 2016. Obtaining three quotes would	Waiver Directly award a contract without competition			Waiver approved 18 Dec 15.
Structural Engineering Design Services				OCSC Ltd	40,000	N			Dave Downey - Senior Development Manager	Strategic Projects	Growth, Planning and Housing (Ed Watson)	Ed Watson	A waiver to the requirement of the Procurement Code to seek at least three quotes from suppliers is requested in order to appoint OCSC Ltd to provide structural engineering services to support design feasibility / options appraisals for the redevelopment of the Queen Mother Sports Centre and to enable officers to prepare an Outline Business Case. The services will cover all of RIBA Stage 1 and a significant element of Stage 2.	The project board has sanctioned this waiver request to support the feasibility / options appraisal in order to prepare an outline business case based on the following: 1. Confidentiality - Some of the options to be pursued involve securing adjoining properties using the Council's compulsory purchase powers. There is a significant adjoining property owner who is preparing plans to redevelop their own property potentially creating a "development race" situation. To go to the market to seek fee proposals would risk weakening the Council's own position and create political noise that could result in the scheme not progressing. 2. Programme - Senior Management has dictated the timescales meaning that the OBC needs to be completed for Cabinet approval	Waiver Directly award a contract without competition			Waiver approved 18 Dec 15.
MEP & Sustainability	21/12/15	10/04/16		OCSC Ltd	20,000	N			Dave Downey - Senior Development Manager	Strategic Projects	Growth, Planning and Housing (Ed Watson)	Ed Watson	A waiver to the requirement of the Procurement Code to seek at least three quotes from suppliers is requested in order to appoint OCSC Ltd to provide mechanical, electrical & sustainability services to support design feasibility / options appraisals for the redevelopment of the Queen Mother Sports Centre and to enable officers to prepare an Outline Business Case. The services will cover	The project board has sanctioned this waiver request to support the feasibility / options appraisal in order to prepare an outline business case based on the following: 1. Confidentiality - Some of the options to be pursued involve securing adjoining properties using the Council's compulsory purchase powers. There is a significant adjoining property owner who is preparing plans to redevelop their own property potentially creating a "development race" situation. To go to the market to seek fee proposals would risk weakening the Council's own position and create political noise that could result in the scheme not progressing.	Waiver Directly award a contract without competition			Waiver approved 18 Dec 15.
Architectural Design	01/02/16	10/04/16		Darling Associates Architects	40,500	N			Dominic Wilde	Strategic Projects	Growth, Planning and Housing (Ed Watson)	Ed Watson	To provide architectural services to continue design feasibility / options appraisals for the redevelopment of the Seymour Leisure Centre to enable the officer to prepare an Outline Business Case. The services will cover all of RIBA Stage 1.	The project board has sanctioned this waiver request to pursue the feasibility / options appraisal to an Outline Business Case.	Waiver Non compliant contract extension			Waiver approved by CPO 08 Feb 16

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ACORN Dataset from CACI	01/06/16	01/06/17		CACI Ltd	22,950	N			Joanne Lodge	Evaluation and Performance	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	The requirement to seek at least 3 competitive quotes.	We previously purchased this dataset for 1 year as part of the TriBorough BI program and missed the deadline to cancel. So the contract has rolled over for another year. However the company has offered us an alternative cheaper option now we are a Westminster only service which is a 3 year contract that in total is less than the cost of the rolled over 1 year contract.	Waiver Directly award a contract without competition			Waiver approved by CPO 30 Mar 16
Face to face payment services	01/05/16	30/04/21		Post Office	372,825	Y			Paula Norris	Policy, Planning and Performance	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	Directly award a contract.	There is still a need for a face to face payment service (an average of 15k transactions a month); Service managers want to retain a face to face payment service (whilst still considering and developing options for digital and online services); The contract represents good value for money with transaction costs still being cheaper than those previously offered by other financial establishments e.g. Santander and Co-Op; The contract offers customers who need it, convenient payment locations across Westminster and for Council tax and rents, anywhere	Waiver Directly award a contract without competition			Waiver approved by CPO 01 Mar 16
West End Partnership: Consultancy Services for Programme Delivery Director	01/09/15	29/02/16		BDP Ltd	120,000	Y			Vermeer, Veronique	Transformation and Project Management	Policy, Performance and Communications (Julia Corkey)	Julia Corkey	The waiver request concerns the direct appointment of a Programme Delivery Director on a consultancy basis for 6 months, with the option to extend for a further 6 months. The requirement of the Procurement Code to be waived is not going out to 3 competitive quotes or	The role of Programme Director for the West End Partnership is essential in ensuring the project is kept to schedule. Peter Drummond, Director at BDP has a unique set of skills which make him a clear candidate for this consultancy role. Peter was previously Chief Executive of BDP from 2004 to 2013 and has a wealth of leadership experience in regeneration programmes at a UK and Global level. In addition Peter is an academician with the Academy of Urbanism	Waiver Directly award a contract without competition			Waiver approved 18 Sep 15
Actuarial Services for Tri-Borough Pension Funds	01/10/15	30/09/20		Norfolk County Council National LGPS Framework for Actuarial Services	650,000	Y			Parsons, Nikki	City Treasurers Department	Westminster Finance (Steven Mair)	Steven Mair	The Procurement Code stipulates that the evaluation criteria for tenders must be allocated 60:40 in favour of cost. Under the LGPS National Framework for Actuarial Services, the maximum allocation to the value for money element of the evaluation criteria is 40%.	The LGPS framework is the most efficient way to let this contract and Norfolk will not allow variations to the evaluation criteria on cost. The framework is compliant.	Waiver Contract award with change to evaluation criteria			Waiver approved 15 Jun 15.
Data Mining Software	01/04/13	31/07/15	30/07/18	Fiscal Technologies Ltd	43,418	N			Hinckley, Martin	Strategic Finance	Westminster Finance (Steven Mair)	Steven Mair	The requirement to seek three quotes.	There is a need to meet the City Treasurers August deadline MSP testing requirements which includes providing assurance that there are adequate controls over the prevention and detection of duplicate payments. Testing needs to commence on 1st August 2015 and be completed by 31st August 2015. There are no current plans/proposals for a Tri-Borough "Duplicate Payment" solution (confirmed with Moyra McGarvey and Andy Hyatt). The licence for "A P Forensics" with Fiscal Technologies Ltd expired on 30th June 2015. All accounts payable data mining software rely on a bank of data relating to past transactions being available. Extracting the payment transaction data for the last six years from WIMS will be time consuming (and may incur an additional cost where the in-house resources are unable to extract the same). Fiscal Technologies has confirmed that our data will be made available to us on renewal of the licence, thus we can recommence the data matching immediately. The renewal costs represent good value for money when compared to the previous cost. A tendering exercise was undertaken when the licence was first obtained.	Waiver Non compliant contract extension			Waiver approved 29 Jul 15
Investment Management Contract	08/05/06	08/05/13		Insight Investments	1,500,000	Y			Neil Sellstrom	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair	The Procurement Code states that contracts shall not be allowed to exist in perpetuity. This contract expired in 2013 and permission to continue to the end of 2016 is sought. This has been discussed by the Pension Fund Committee who are aware of the issue and have investigated a new/alternative contract but given the anticipated changes to the Local Government Pension Scheme Investment Regulations feel this would be unwarranted cost until clarification of the new arrangements is available.	Insight Investments are currently managing an investment mandate worth £172M on behalf of the City of Westminster Pension Fund which has performed well since inception in 2006 and the Pension Fund Committee are satisfied with this performance. A full OJEU procurement exercise now would be expensive and time-consuming and could end up being overridden by national legislative changes in 2016. Westminster is a founder member of the London CIV and is committed to pooling its Pension Fund assets with other London Funds. This will take the management of investments away from the Council directly and to create new contractual arrangements which could be prohibitive to this policy would not be welcome. The cost of additional year will be in the region of £370,000.	Waiver Non compliant contract extension			Waiver approved 18 Dec 15.

Title	Start Date	End Date	Extension Expiry Date	Suppliers	Contract Value	Over £100k	Capital	Revenue	Contract Manager	Unit	Directorate	Executive Management Team member	Description of waiver request (if a waiver was sought)	Justification for seeking a waiver	Recommendation	Extension details (compliant)	Variation details (compliant)	Approval
Consultants for West End Partnership				PWC KPMG Ernst and Young	145,000	Y			Natalie Roberts	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair	A waiver from the procurement code is requested to agree to the procurement of consultants to provide WCC and its strategic partners with financial advice. The envisaged contract value is £145,000, however it should be noted that WCC is only liable for £70,000 as the other costs will be met by the strategic partners. As the WCC code states all contracts over £100 K requires that 5 providers are required to tender. As the advice is very niche the City Treasurer considers that only three firms have the suitable skills.	The WCC procurement code states that all contracts over £100K requires that 5 providers are required to tender. As the advice required is very specialist, the City Treasurer has been advised that only three firms have the suitable skills set.	Waiver Quotes to be sought instead of tenders.			Waiver approved 22 Dec 15.
Agency staff	12/10/15	12/04/16		Lawrence Harvey Enterprise	96,000	N			Pete Carpenter	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair	A waiver of the requirement in the Procurement Code to use the Council's neutral vendor, Comensura, for Agency staff, as an outstanding candidate has become available through another agency.	The Council requires an Agresso expert with both HR and finance expertise to lead the audit process and to ensure that the correct data, controls and processes are in place and that no significant issues are found by the Auditors in January which could then detrimentally affect the early closure in April. A candidate has appeared through a non Comensura agency who is exceptional and has the required skills and experience to deliver this task. This person has not come up through the Councils normal Agencies due to the skills mix and if the Council does not move they will be taken up in a new position. This contract is initially for 3 months to take the Council through to January with the ability to extend to 6 months if required to get the Council through the full Closure process.	Waiver to appoint agency staff without using the Council's appointed Temporary Agency Contractor service.			Waiver approved 7 Oct 15.
West End Partnership Project Advisor	19/01/16	19/03/16		Calderstones Consulting	20,000	N			Natalie Roberts	Westminster Finance	Westminster Finance (Steven Mair)	Steven Mair	Approve the waiver for 'The requirement to seek at least 3 competitive quotes'	The waiver is being sought for the following reasons: - The project is operating under very tight timescales to agree a submission to HM Treasury within a 10 day period, and further detailed work over a 6 week period - Urgent capacity required to pull together the costings for the project - Limited value of the contract - Calderstones Consulting have not only financial expertise but a broad range of other skills including developing business cases, funding	Waiver Directly award a contract without competition			Waiver approved by CPO 27 Jan 16

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Contract Code	Title	Main Contractor	Contract Administrator	Status	Contract Start Date	Contract End Date	Contract Value Whole Life	>= £100K	>= £2500K	Contract Performance
ecm_WCC_2460	Nursing and Res Care Forrester Court	Care UK Homecare Limited	Baker Christine	Open	18/08/99	17/08/23	£56,722,425	Y	Y	Not Evaluated
ecm_WCC_1361	Supported Housing - Learning Disabilities	The Westminster Society	Goulding David	Open	01/04/04	31/03/17	£40,038,791	Y	Y	Meets Expectations
ecm_WCC_2458	Residential Care- Norton House	Anchor Trust	Goulding David	Open	08/06/94	07/06/17	£28,072,305	Y	Y	Meets Expectations
ecm_WCC_1385	C859 - Residential Block Contract for People with Learning Disabilities	The Westminster Society	Goulding David	Open	01/08/05	31/03/17	£21,736,271	Y	Y	Meets Expectations
ecm_WCC_2728	C858 - Integrated Equipment and Minor Adaptations Services	Medequip Assistive Technology Ltd	Eichler Tabby	Open	01/04/10	31/03/17	£12,107,623	Y	Y	Meets Expectations
con_WCC_5639	SHSOP - Contract	Sanctuary Housing Association	Thurley Sharon	Open	24/08/15	23/08/23	£11,840,430	Y	Y	Meets Expectations
ecm_WCC_2626	C186 - Penfold Street Extra Care Facility - Care for Older People with Dementia	Notting Hill Housing Trust	Sohotey Surinder	Open	01/11/04	28/02/17	£10,530,220	Y	Y	Meets Expectations
ecm_WCC_1086	Alderney Street & Doyle Gardens	Outlook Care	Goulding David	Open	15/07/02	31/03/17	£7,554,213	Y	Y	Meets Expectations
ecm_WCC_3451	Housing related floating support services to people with mental health problems	SHP	Thurley Sharon	Open	01/07/11	30/06/17	£5,194,307	Y	Y	Meets Expectations
ecm_WCC_2638	Sodexo-Meals on Wheels (WCC)	Sodexo Limited	Lothian Tim	Open	08/04/13	07/04/18	£3,646,629	Y	Y	Meets Expectations
ecm_LBHF_1048	MH Supported Accommodation (Valentia Suite, Bradbury House)	Church Army	Thomas Dave	Open	01/04/04	31/03/18	£2,881,574	Y	Y	Meets Expectations
ecm_WCC_3419	MH Supported Accommodation (Randolph Avenue & Shirland Road)	One Housing Group	Thomas Dave	Open	08/08/12	01/05/17	£2,880,196	Y	Y	Meets Expectations
con_H&F_5787	Short Breaks Service for People with LD (WCC/RBKC)	The Westminster Society	Baker Christine	Open	27/07/15	31/01/17	£2,577,339	Y	Y	Not Evaluated
ecm_WCC_2624	C357 - Leonora House, Lanark Road Extra Care Housing Scheme For Older People And People With Learning Disabilities	Octavia	Sohotey Surinder	Open	08/02/10	28/02/17	£2,479,449	Y	Y	Meets Expectations
ecm_WCC_3500	Day Care- Pullen and Elgin	Housing 21	Dawson Janet	Open	01/10/08	31/03/17	£2,364,000	Y	Y	Meets Expectations
ecm_LBHF_1099	MH Supported Accommodation (Royal Oak, Harrow Road)	St Mungo's	Thomas Dave	Open	01/04/04	31/03/17	£2,039,585	Y	Y	Meets Expectations
ecm_WCC_1127	C216 - Supported Housing (Learning Disabilities): First Avenue (Queen's Park)	Yarrow Housng Ltd	Goulding David	Open	01/04/04	31/03/17	£1,935,050	Y	Y	Meets Expectations
ecm_WCC_1128	C402 - Supported Housing (Learning Disabilities): Fifth Avenue (Queen's Park)	Yarrow Housng Ltd	Goulding David	Open	01/04/04	31/03/17	£1,607,528	Y	Y	Meets Expectations
ecm_WCC_2718	Advocacy Srevice for OP	The Advocacy Project	Okwoli Victoria	Open	01/03/09	31/12/16	£1,480,250	Y	Y	Meets Expectations
ecm_RBKC_1044	Carers' Hub – Advice, Information, Advocacy and Support Service in the City of Westminster	Carers Network	Dawson Janet	Open	01/11/13	30/04/17	£1,396,206	Y	Y	Meets Expectations
ecm_WCC_2818	Advocate for MH including IMHA	The Advocacy Project	Okwoli Victoria	Open	01/04/08	31/12/16	£1,333,644	Y	Y	Meets Expectations
ecm_RBKC_1341	Home Support and Short Breaks Service for Adults and Children with Disabilities	The Westminster Society	Dawson Janet	Open	01/10/13	31/03/17	£1,169,000	Y	Y	Meets Expectations
ecm_WCC_2695	Older Peoples Hubs Lot 1, Lot 3, Lot 4	Open Age	Okwoli Victoria	Open	01/08/11	31/07/17	£1,153,310	Y	Y	Meets Expectations
ecm_LBHF_1082	Supported Housing	Origins Housing	Thurley Sharon	Open	01/04/04	31/03/17	£936,000	Y	Y	Meets Expectations
ecm_WCC_2714	Group Advocacy, Partnership Board and Consultation Worker	The Advocacy Project	Okwoli Victoria	Open	01/04/05	31/12/16	£821,691	Y	Y	Meets Expectations
ecm_WCC_2691	Older People's Hubs Lot 5, Outreach service for OP	The Octavia Foundation	Okwoli Victoria	Open	01/08/11	31/07/17	£767,784	Y	Y	Meets Expectations
ecm_WCC_2712	Travel Training Project	Pursuing Independent Paths	Okwoli Victoria	Open	01/07/08	31/03/17	£372,000	Y	Y	Meets Expectations
ecm_WCC_2732	C324 - Volunteering Support Service for People with Mental Health Problems	Westminster Mind	Okwoli Victoria	Open	01/04/09	31/03/17	£370,574	Y	Y	Meets Expectations
ecm_WCC_2820	Independent Mental Capacity Advocate (IMCA) Service (Joint Procured with 8 London Boroughs)	POhWER (The Advocacy Agency)	Okwoli Victoria	Open	01/04/11	31/03/17	£367,700	Y	Y	Meets Expectations
ecm_WCC_2689	Older People's Hubs Lot 2	Notting Hill Housing Trust	Okwoli Victoria	Open	01/08/11	31/07/17	£355,718	Y	Y	Meets Expectations
ecm_WCC_2722	LD Professional Advocacy Service	The Advocacy Project	Okwoli Victoria	Open	01/04/08	31/12/16	£293,640	Y	Y	Meets Expectations
ecm_LBHF_1057	C389 - Supported Housing (Learning Disabilities): Key Ring (Stadium)	Keyring Living Support Networks	Thurley Sharon	Open	01/04/04	31/03/17	£248,779	Y	Y	Meets Expectations
ecm_LBHF_1062	C390 - Supported Housing (Learning Disabilities): Lisson Street	Look Ahead Care and Support	Thurley Sharon	Open	01/04/04	31/03/17	£157,548	Y	Y	Meets Expectations
ecm_WCC_5273	Contract for the Provision of PH O-5 and FNP -WCC	Central London Community Healthcare NHS Trust	Dunsford Elizabeth	Open	01/10/15	30/09/17	£8,501,572	Y	Y	Not Evaluated
con_WCC_7222	Lot 1 WCC Substance Misuse Treatment Service	Turning Point	Woollett Samantha	Created	04/04/16		£7,602,404	Y	Y	Not Evaluated
ecm_WCC_3756	Contract for the Provision of School Nurse service WCC	Central London Community Healthcare NHS Trust	Dunsford Elizabeth	Open	01/04/14	31/03/17	£4,037,876	Y	Y	Not Evaluated
con_WCC_7225	Lot 2 - WCC Alcohol Specific Treatment Interventions Services	CRI (Crime Reduction Initiatives)	Woollett Samantha	Created	04/04/16		£3,362,471	Y	Y	Not Evaluated
ecm_WCC_4733	Contract for the Provision of Health Trainer Services - WCC	Turning Point	Mead Christine	Open	03/11/14	31/12/17	£1,884,750	Y	Y	Meets Expectations
ecm_WCC_3745	Contract for the provision of stop smoking (quits and prevention) service	Thrive Tribe	Mead Christine	Open	01/01/14	31/12/18	£1,491,000	Y	Y	Meets Expectations
ecm_WCC_4954	Lot 2 Prevention and Weight Management Programme - WCC	Mytime Active	Dunsford Elizabeth	Open	01/08/15	31/07/18	£1,486,505	Y	Y	Not Evaluated
con_WCC_5798	Cardiac Disease Prevention Service WCC	Thrive Tribe	Ralphs Judith	Open	01/10/15	30/09/18	£1,365,325	Y	Y	Not Evaluated
ecm_WCC_4951	Lot 1 Planning, Policy and Workforce Development - WCC	Mytime Active	Dunsford Elizabeth	Open	01/08/15	31/07/18	£599,517	Y	Y	Not Evaluated
ecm_WCC_3760	The Provision of a Health Improvement Team Service	Central London Community Healthcare NHS Trust	Russell Mary	Open	01/04/14	31/03/17	£581,271	Y	Y	Not Evaluated
ecm_WCC_3753	Contract for the Postive Self Management of People living with HIV	Living Well	Driscoll Gaynor	Open	01/04/14	31/03/17	£443,364	Y	Y	Meets Expectations
ecm_WCC_3758	Contract for the Provision of an Exercise Referral Service	Central London Community Healthcare NHS Trust	Russell Mary	Open	01/04/14	31/03/17	£232,358	Y	Y	Not Evaluated

Contract Code	Title	Main Contractor	Contract Administrator	Status	Contract Start Date	Contract End Date	Contract Value Whole Life	>= £100K	>= £25000	Contract Performance
ecm_WCC_4294	Provision of Counselling and Peer Support service for people living with HIV.	Terrence Higgins Trust	Driscoll Gaynor	Open	01/04/14	31/03/17	£181,122	Y	Y	Meets Expectations
ecm_WCC_4293	Provision of Sex Worker in Sexual Health	Terrence Higgins Trust	Driscoll Gaynor	Open	01/04/14	31/03/17	£159,000	Y	Y	Meets Expectations
ecm_WCC_3526	Contract for the Provision of Chlamydia Screening Programme; CSO Co-ordination	MSH Health & Wellbeing Community Interest Company	Driscoll Gaynor	Open	01/04/14	31/03/17	£157,236	Y	Y	Meets Expectations
ecm_WCC_1928	Contract for the Provision of Beethoven Centre Health Centre	A2Dominion	Westmore Pete	Open	01/04/14	31/03/17	£156,000	Y	Y	Meets Expectations
ecm_WCC_3723	Contract for the provision of Chinese Healthy Living Service	Chinese National Healthy Living Centre	Westmore Pete	Open	01/04/14	31/03/17	£150,000	Y	Y	Meets Expectations
ecm_WCC_4330	Contract for the provision of Good Sexual Health for People with LD	Family Planning Association (FPA)	Byrne Helen	Open	01/04/14	31/03/17	£148,920	Y	Y	Meets Expectations
ecm_WCC_1923	Contract for the provision of Health Inclusion Service	migrants resource centre	Westmore Pete	Open	01/04/14	31/03/17	£145,500	Y	Y	Meets Expectations
ecm_WCC_3547	Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot	Health Education Partnership Limited	Dunsford Elizabeth	Open	01/04/14	31/03/18	£145,312	Y	Y	Meets Expectations
ecm_WCC_1927	Contract for the provision of Advice Plus	A2Dominion	Westmore Pete	Open	01/04/14	31/03/17	£143,000	Y	Y	Meets Expectations
ecm_WCC_3697	Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot	Health Education Partnership Limited	Dunsford Elizabeth	Open	01/04/14	31/03/18	£125,692	Y	Y	Meets Expectations
ecm_WCC_1929	Contract for the provision of South Westminster Network.	The Abbey Community Association	Westmore Pete	Open	01/04/14	31/03/17	£120,000	Y	Y	Meets Expectations
ecm_WCC_1926	Contract for the provision of North Westminster Network.	Paddington Development Trust	Westmore Pete	Open	01/04/14	31/03/17	£114,000	Y	Y	Meets Expectations
ecm_WCC_3014	Contract for the Provision of Positively Physical	Open Age	Westmore Pete	Open	01/04/14	31/03/17	£110,598	Y	Y	Meets Expectations
ecm_WCC_2194	School Meals Supplier (WCC)	Compass Contract Services (UK) trading as Chartwells	Services Childrens	Open	01/09/06	10/04/16	£30,000,000	Y	Y	Meets Expectations
ecm_RBKC_4977	Passenger Transport SEN and LAC Children	Olympic (South) Limited	Services Childrens	Open	22/04/14	21/04/17	£9,822,495	Y	Y	Not Evaluated
ecm_RBKC_5032	SEN Passenger Transport StarBus	Star Cars Ltd	Padurariu Alen	Open	22/04/14	22/04/17	£2,705,000	Y	Y	Not Evaluated
ecm_RBKC_4979	Passenger Transport Taxi Contract	RADIO TAXICABS (LONDON) LTD	Services Childrens	Open	22/04/14	21/04/16	£1,659,696	Y	Y	Not Evaluated
ecm_RBKC_3873	Lot 1 Contract for the provision of services in Children's Services in WCC	Family Lives	Nessa Labibun	Open	01/10/14	30/09/16	£1,446,663	Y	Y	Not Evaluated
ecm_RBKC_4999	SEN Passenger Transport IHS Corporation	IHS Corporation Limited	Padurariu Alen	Open	22/04/14	22/04/17	£1,440,000	Y	Y	Not Evaluated
ecm_RBKC_5012	Provision of Nursery Services for Disabled Children at Rainbow Nursery	The Westminster Society	Ocaya Naume	Open	01/04/15	31/01/19	£677,644	Y	Y	Meets Expectations
con_RBKC_6790	London Early Years Foundation - Cin Nursery Provision	London Early Years Foundation	Adeeko Samantha	Open	01/11/12	31/03/17	£462,451	Y	Y	Not Evaluated
ecm_RBKC_3872	Lot 2 Contract for the provision of services in Children's Centres in WCC	The Westminster Society	Services Childrens	Open	01/10/14	30/09/16	£348,924	Y	Y	Meets Expectations
ecm_RBKC_1316	Speech & Language Therapy Westminster	Central London Community Healthcare NHS Trust	Nessa Labibun	Open	01/04/13	30/09/16	£223,000	Y	Y	Meets Expectations
ecm_WCC_4950	Translation Services	thebigword Interpreting Services Limited	Kurkuzinskaite Greta	Open	02/12/14	02/12/16	£200,000	Y	Y	Not Evaluated
ecm_RBKC_4995	Hestia Play Service	Hestia Housing and Support	Marshall Joanne	Created	31/07/12	31/03/16	£188,643	Y	Y	Not Evaluated

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ecm_RBKC_5001	SEN Transport VIP Cars	LONDON VIP CARS	Padurariu Alen	Open	22/04/14	22/04/16	£166,132	Y	Y	Not Evaluated
ecm_RBKC_4981	Passenger Transport for SEN and LAC Children and Respite Care	Westway CT	Services Childrens	Open	22/04/14	21/04/17	£103,137	Y	Y	Not Evaluated
ecm_WCC_3958	Contract A Highways Maintenance Management & Public Realm Projects	FM Conway Limited	Donaldson Dawn	Open	01/04/14	31/03/22	£330,000,000	Y	Y	Meets Expectations
ecm_WCC_1914	Waste collection, street cleansing and ancillary services	Veolia Environmental Services UK Ltd	Banks Mark	Open	16/09/10	15/09/17	£256,900,000	Y	Y	Meets Expectations
ecm_WCC_1797	C643 - Waste transport and disposal	Veolia Environmental Services Plc	Stet Jarno	Open	15/09/95	16/09/17	£133,704,000	Y	Y	Meets Expectations
ecm_WCC_3980	Kerbside Management: Business Processing and Technology Services	NSL Ltd	Scott Cathryn	Open	01/11/14	01/11/18	£28,135,891	Y	Y	Below Expectations
ecm_3976	Kerbside Management ITT: People and Resources	NSL Ltd	Ridley Colin Antony	Open	01/07/14	30/06/18	£24,997,432	Y	Y	Meets Expectations
ecm_WCC_3959	Contract B - Public Lighting Maintenance Mngment, Elect & Mech Service	FM Conway Limited	Donaldson Dawn	Open	01/04/14	31/03/22	£20,000,000	Y	Y	Meets Expectations
ecm_WCC_4906	Parking CCTV Wireless City	Serco	Findlay Maddy	Open	17/12/06	16/12/16	£18,700,000	Y	Y	Meets Expectations
ecm_WCC_3295	C309 - Waste transfer and disposal	Cory Environmental Ltd	Stet Jarno	Open	05/10/02	16/09/16	£16,744,000	Y	Y	Meets Expectations
ecm_WCC_1843	C678 - Provision of grounds maintenance services and patrolling to the City of Westminster to Parks and Open Spaces and the management and maintenance of cemeteries	Continental Landscapes Ltd	Tweddle John	Open	01/04/07	31/03/17	£16,104,000	Y	Y	Meets Expectations
ecm_WCC_3293	C642 - Waste transfer	Veolia Environmental Services Plc	Stet Jarno	Open	15/09/95	16/09/17	£10,443,300	Y	Y	Meets Expectations
ecm_WCC_2112	C296 - Management of the City Councils Principal Sports and Leisure Facilities	Greenwich Leisure Ltd	Stewart Sean	Open	01/08/08	30/06/16	£9,000,000	Y	Y	Not Evaluated
ecm_WCC_926	Starting Over - support for offenders in police custody and serving short prison sentences	Turning Point	Lambillion Angela	Open	15/10/13	31/03/17	£2,854,370	Y	Y	Not Evaluated
ecm_WCC_2454	Provision of an Electronic Vehicle Detection Solution	smart parking	Budds Damon	Open	06/12/13	30/11/17	£2,009,954	Y	Y	Not Evaluated
ecm_WCC_4001	Contract E - Traffic Management Order Service	WSP UK Limited	Donaldson Dawn	Open	01/04/14	31/03/18	£1,600,000	Y	Y	Meets Expectations
ecm_WCC_835	Arboricultural Services & Tree Maintenance Services	Gristwood & Toms Ltd	Colwell Chris	Open	01/01/10	31/12/18	£1,600,000	Y	Y	Meets Expectations
ecm_WCC_3752	Contract F - Compliance and Audit Services	Norman Rourke Pryme	Donaldson Dawn	Open	01/04/14	31/03/18	£1,400,000	Y	Y	Meets Expectations
ecm_WCC_1293	Contract for the provision of Westminster Car Club	Zipcar UK Ltd	Budds Damon	Open	01/10/13	30/09/16	£1,110,000	Y	Y	Meets Expectations
ecm_WCC_2049	C688 - CCTV Management Service	G4S Secure Solutions (UK) Limited	Smith Mick	Open	01/09/13	31/08/16	£806,670	Y	Y	Meets Expectations
ecm_WCC_4000	Contract D - Gully Service	EnterpriseMouchel Limited	Donaldson Dawn	Open	01/04/14	31/03/18	£800,000	Y	Y	Meets Expectations
ecm_WCC_3863	Contract for the Supply, Installation and Maintenance of Hanging Baskets	Windowflowers Ltd	Tweddle John	Open	03/11/14	30/09/17	£300,000	Y	Y	Meets Expectations
con_WCC_5682	The Provision of a Tri-Borough Library Management System	Sirsi Dynix Ltd	Cooke Catherine	Open	01/12/13	30/11/18	£280,609	Y	Y	Not Evaluated
ecm_WCC_4029	Highways Project Management System	Geeks Ltd	Donaldson Dawn	Open	23/06/14	22/06/16	£260,000	Y	Y	Meets Expectations
ecm_WCC_5411	Mental Health Pilot to Tackle Gang & Youth Violence	Central & North West London NHS Foundation Trust	Taylor Adam	Open	01/04/13	31/08/16	£173,816	Y	Y	Not Evaluated
ecm_WCC_5081	Vehicle Relocation Services	NSL Ltd	Ridley Colin Antony	Created	01/07/15	20/03/16	£165,869	Y	Y	Not Evaluated
ecm_WCC_4905	Westminster Crime & Disorder CCTV - transmission provision	BT Redcare Vision	Findlay Maddy	Open	01/04/15	31/03/17	£130,000	Y	Y	Meets Expectations
ecm_WCC_2314	Debt Management Contract	Marstons Group Ltd	Budds Damon	Open	01/03/13	28/02/17	£100,000	Y	Y	Meets Expectations
ecm_H&F_1894	Digitisation of Westminster Archival Records	Find My Past Ltd	Autton Adrian	Open	01/08/11	31/07/19	£100,000	Y	Y	Meets Expectations
con_WCC_6978	WCC Bibliotheca	Bibliotheca	Gibson Joyce	Open	01/04/16	31/03/18	£164,000	Y	Y	Not Evaluated
ecm_WCC_1920	Temporary Agency Contractor Services	COMENSURA LTD	Warren Mark	Open	03/06/13	02/06/16	£54,000,000	Y	Y	Not Evaluated
ecm_WCC_1906	Managed Services for HR, payroll and finance (Lot 1) - WCC Call Off contract	BT Global Services	Rogers Helen	Open	01/06/13	31/05/18	£9,478,000	Y	Y	Not Evaluated
ecm_WCC_936	Corporate Voice Telephony (contract extension)	Ericsson	Wells Alan	Open	30/06/09	29/06/16	£8,129,746	Y	Y	Meets Expectations
ecm_WCC_4970	ICT Data Centre Services	BT Global Services	Edwards Hywel	Open	03/11/14	02/11/19	£5,853,635	Y	Y	Not Evaluated
con_WCC_6744	Print and Document Management Services Call-off	Ricoh UK Ltd	Salter Andy	Open	01/09/15	31/08/20	£4,675,744	Y	Y	Above Expectations
ecm_WCC_4968	ICT Service Desk	Agilisys Limited	Edwards Hywel	Open	03/11/14	02/11/19	£2,700,000	Y	Y	Not Evaluated
ecm_WCC_908	Next Generation Network - WAN and INTERNET	Virgin Media Business	Wells Alan	Open	15/04/11	30/04/18	£2,562,000	Y	Y	Meets Expectations
ecm_WCC_898	IDOX software and hosting services	IDOX Plc	Pettitt David	Open	07/11/12	31/10/18	£1,921,028	Y	Y	Meets Expectations
ecm_WCC_5260	Leadership Academy Programme Phase 2	Premier People Solutions Ltd t/a Premier Partnership	Lawrence Rita	Open	29/05/15	30/06/16	£1,065,988	Y	Y	Not Evaluated
ecm_WCC_1537	WCC eSourcing call-off contract - capitalE sourcing	BravoSolution	Responsible Officer Senior	Open	11/06/13	10/06/18	£744,275	Y	Y	Meets Expectations
ecm_WCC_4917	Recruitment Advertising	Penna PLC	Vermeer Veronique	Open	01/04/15	31/05/16	£275,000	Y	Y	Meets Expectations

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ecm_WCC_3909	PBS Confirm OnDemand hosted software, support and maintenance	Pitney Bowes Software Ltd	Pettitt David	Open	01/12/14	30/11/17	£244,800	Y	Y	Meets Expectations
con_WCC_6847	Confirm Connect mobile software support and maintenance	Pitney Bowes Software Ltd	Pettitt David	Open	01/07/14	30/07/17	£117,012	Y	Y	Meets Expectations
ecm_WCC_1594	ICT Services ITT: Lot 1 – Distributed Computing Westminster Call-Off	BT Global Services	Edwards Hywel	Open	11/04/14	10/04/19	£10,777,000	Y	Y	Meets Expectations
ecm_WCC_1976	Framework for provision of Litho Printing Services - Lot 1	Financial Data Management PLC	Kiberd Peter	Open	01/01/13	31/12/16	£1,200,000	Y	Y	Meets Expectations
ecm_WCC_3653	Tri-Borough Total Facilities Management Contract and London boroughs framework agreement	Amey	Chambers Peter	Open	01/10/13	30/04/26	£154,812,103	Y	Y	Not Evaluated
ecm_WCC_3629	DAY-TO-DAY BUILDING REPAIRS	Wates Living Space	Tatham John	Open	01/04/07	31/03/17	£16,000,000	Y	Y	Not Evaluated
ecm_WCC_3627	DAY-TO-DAY BUILDING REPAIRS	Wates Living Space	Tatham John	Open	01/04/07	31/03/17	£16,000,000	Y	Y	Not Evaluated
ecm_WCC_3625	DAY-TO-DAY BUILDING REPAIRS	Wates Living Space	Tatham John	Open	01/04/07	31/03/17	£16,000,000	Y	Y	Not Evaluated
ecm_WCC_1440	ESTATE LIGHTING R&M	Oakray Ltd	Welch David	Open	28/03/07	31/03/17	£9,920,000	Y	Y	Not Evaluated
ecm_WCC_2828	MAJOR VOIDS - (SOME FIELDS NEED COMPLETING)	Wates Living Space	Clark Terry	Open	24/09/12	24/09/17	£7,625,000	Y	Y	Meets Expectations
ecm_WCC_2826	MAJOR VOIDS - (SOME FIELDS NEED COMPLETING)	Wates Living Space	Clark Terry	Open	24/09/12	24/09/17	£7,625,000	Y	Y	Meets Expectations
ecm_WCC_1990	Lift service term partnering contract	PDERS	Humphries Nick	Open	28/03/07	31/03/17	£6,200,000	Y	Y	Not Evaluated
ecm_WCC_3972	Contract for the Design & Build of a New Modular Building at Tresham Crescent, London NW8 8TW	Premier Modular Limited	Dobson Karen	Open	15/12/14	31/12/16	£5,200,000	Y	Y	Not Evaluated
ecm_WCC_2856	Q118 District Heating Mechanical Ventilation Sewage & Storm Water Pumping Stations	T Brown Group Limited	Brindle Les	Open	01/10/10	31/03/17	£4,738,851	Y	Y	Not Evaluated
ecm_WCC_2824	DISABLED AIDS & ADAPTATIONS INSTALL & R&M	EffectAble Construction Services Limited	Clark Terry	Open	01/05/15	30/04/18	£3,200,000	Y	Y	Meets Expectations
ecm_WCC_1386	Fire and Safety Solutions	Fire & Safety Solutions Limited	Pettitt Lorraine	Open	28/03/07	31/03/17	£2,400,000	Y	Y	Not Evaluated
ecm_WCC_2382	Cleaning and Ground Maintenance	Pinnacle Housing Limited	Gillies Maria	Open	06/06/11	05/06/16	£2,159,455	Y	Y	Not Evaluated
ecm_WCC_1890	Support and Maintenance / Managed & Hosted Service	Orchard Information Systems Limited	Davis Louise	Open	11/10/10	12/10/17	£1,701,000	Y	Y	Not Evaluated
con_WCC_6766	Bayswater Externals	Niblock Building Contractors	Haizelden David	Open	30/11/15	30/11/16	£894,883	Y	Y	Not Evaluated
ecm_WCC_4840	Wider Area Network (WAN) services (modernisation of LAN)	Virgin Media Business	Davis Louise	Open	30/03/15	29/03/18	£860,557	Y	Y	Not Evaluated
ecm_WCC_2822	ASBESTOS REMOVAL AND ENCAPSULATION	OCS Environmental Services Limited	Clark Terry	Open	01/05/13	30/04/18	£625,000	Y	Y	Not Evaluated
ecm_WCC_1447	DOOR ENTRY SYSTEMS R&M	Moore Security Services Limited	Pettitt Lorraine	Open	01/09/13	01/09/18	£500,000	Y	Y	Not Evaluated
con_WCC_6769	T150 - Gatliff Close Works	AXIS EUROPE	Cooper Jonathan	Created	30/11/15		£342,795	Y	Y	Not Evaluated
con_WCC_6916	Pre-Contract Works (PWC) Consultancy Services Contract	Keegans Ltd	Roach Lorraine	Created	18/01/16		£234,286	Y	Y	Not Evaluated
ecm_WCC_1395	Lightning Conductors, Fall Arrest Systems	Central (High Rise) Limited	Pettitt Lorraine	Open	28/03/07	31/03/17	£150,000	Y	Y	Not Evaluated
ecm_WCC_3000	C198 - Housing Options Service	Residential Management Group Ltd	Hussain Abul	Open	02/10/07	01/10/17	£38,500,000	Y	Y	Not Evaluated
ecm_WCC_3960	Contract C - Bridges and Structures Maintenance Management and Improvements	FM Conway Limited	Donaldson Dawn	Open	01/04/14	31/03/22	£20,000,000	Y	Y	Meets Expectations
ecm_WCC_2923	Harrow Road Hostel	St Mungo's	Aseervatham Victoria	Open	01/04/04	31/03/17	£7,887,404	Y	Y	Meets Expectations
ecm_WCC_4740	Temporary Accommodation Supplier - RMG	RMG Ltd	Roberts Greg	Created	07/01/13	02/01/17	£7,200,000	Y	Y	Not Evaluated
ecm_WCC_4220	Temporary Accommodation Supplier - RMG	RMG Ltd	Roberts Greg	Open	07/01/13	02/01/17	£7,200,000	Y	Y	Above Expectations
ecm_WCC_2949	Passage House Hostel	Passage 2000	Aseervatham Victoria	Open	01/04/04	31/03/17	£6,566,120	Y	Y	Above Expectations
ecm_WCC_2925	King Georges hostel	The Riverside Group	Aseervatham Victoria	Open	01/04/04	31/03/17	£5,868,808	Y	Y	Meets Expectations
ecm_WCC_4218	Temporary Accommodation Supplier - Genesis	Genesis Housing Association	Roberts Greg	Open	02/01/06	31/03/17	£4,200,000	Y	Y	Above Expectations
ecm_WCC_2951	Passage Day Centre	Passage 2000	Aseervatham Victoria	Open	01/04/04	31/03/18	£3,654,695	Y	Y	Meets Expectations
ecm_WCC_2983	C753 - Hopkinson House	Look Ahead Care and Support	Aseervatham Victoria	Open	01/04/10	31/03/17	£3,539,685	Y	Y	Meets Expectations
ecm_WCC_2929	Shroton St	Thames Reach Housing Association Ltd	Aseervatham Victoria	Open	01/04/04	31/03/17	£3,150,444	Y	Y	Meets Expectations
ecm_WCC_2389	Lot 1- New and Flow Rough Sleepers Outreach Team	The Connection at St Martin-in-the-Fields	Aseervatham Victoria	Open	01/07/14	31/03/18	£3,000,000	Y	Y	Meets Expectations

Contract Code	Title	Main Contractor	Contract Administrator	Status	Contract Start Date	Contract End Date	Contract Value Whole Life	>= £100K	>= £25000	Contract Performance
ecm_WCC_2971	Night Cente	The Connection at St Martin-in-the-Fields	Aseervatham Victoria	Open	01/04/04	31/03/18	£2,269,696	Y	Y	Meets Expectations
ecm_WCC_2947	Montfort House Supported Housing	Passage 2000	Aseervatham Victoria	Open	01/04/04	31/03/17	£1,518,594	Y	Y	Above Expectations
ecm_WCC_2967	Homeless day centre	The Connection at St Martin-in-the-Fields	Aseervatham Victoria	Open	01/04/04	31/03/18	£1,482,338	Y	Y	Meets Expectations
ecm_WCC_2943	Bruce House Supported Housing	The Riverside Group	Aseervatham Victoria	Open	01/04/04	24/03/17	£1,328,668	Y	Y	Meets Expectations
ecm_WCC_2391	Lot 3 - Entrenched rough sleeping outreach team	St Mungo's	Aseervatham Victoria	Open	01/07/14	31/03/18	£1,087,274	Y	Y	Meets Expectations
ecm_WCC_3943	Estates Professional Services	Lambert Smith Hampton Group Ltd.	Dobson Karen	Open	01/11/13	31/10/16	£1,000,000	Y	Y	Not Evaluated
ecm_WCC_1815	C467a - Marylebone Project Bradbury House	Church Army	Samuels Jennifer	Open	01/04/04	31/03/18	£969,138	Y	Y	Not Evaluated
ecm_WCC_2937	Supported housing	St Mungo's	Aseervatham Victoria	Open	01/04/04	31/03/17	£943,987	Y	Y	Meets Expectations
ecm_WCC_1821	C477 - Supported Housing (Young People) Soho Accommodation Services (Berwick Street)	Centrepont Soho	Samuels Jennifer	Open	01/04/04	31/03/17	£906,642	Y	Y	Not Evaluated
ecm_LBHF_1077	Generic support Service	One Housing Group	Samuels Jennifer	Open	01/07/11	31/03/17	£781,844	Y	Y	Not Evaluated
ecm_WCC_2390	Lot 2 Hotspot rough sleeping outreach contract	St Mungo's	Aseervatham Victoria	Open	01/07/14	31/03/18	£763,031	Y	Y	Meets Expectations
ecm_WCC_1830	Supported Housing (Young People) Cardinal Hume	Cardinal Hume Centre	Samuels Jennifer	Open	01/04/04	31/03/17	£620,205	Y	Y	Not Evaluated
ecm_WCC_3991	Minds Ltd	Minds Ltd	Samuels Jennifer	Open	01/10/02	30/09/17	£500,000	Y	Y	Not Evaluated
ecm_WCC_2931	PCHA Training flats	Thames Reach Housing Association Ltd	Aseervatham Victoria	Open	01/04/04	31/03/17	£454,476	Y	Y	Meets Expectations
ecm_WCC_2941	The Lodge	St Mungo's	Aseervatham Victoria	Open	01/04/04	31/03/17	£440,000	Y	Y	Above Expectations
ecm_WCC_2159	C482 - Supported Housing (Young People): Gosfield Street	One Housing Group	Samuels Jennifer	Open	01/04/04	31/03/17	£392,649	Y	Y	Not Evaluated
ecm_WCC_1832	C480 - Supported Housing (Young People): St Stephen's Crescent (Westbourne House)	Depaul UK	Samuels Jennifer	Open	01/04/04	31/03/17	£348,210	Y	Y	Not Evaluated
ecm_WCC_2939	Supported housing	St Mungo's	Aseervatham Victoria	Open	01/04/04	31/03/17	£314,655	Y	Y	Meets Expectations
con_WCC_6068	Somerset House Trust Places of Work Agreement		Blades Matthew	Created	26/10/15	23/10/17	£300,000	Y	Y	Not Evaluated
ecm_WCC_4891	Communities Facilities Management	Vital Regeneration	Dobson Karen	Created	19/04/12	30/09/15	£270,000	Y	Y	Not Evaluated
ecm_WCC_2975	Supported housing	Wytham Hall	Aseervatham Victoria	Open	01/04/04	31/03/17	£218,328	Y	Y	Meets Expectations
ecm_WCC_2973	Supported housing	Wytham Hall	Aseervatham Victoria	Open	01/04/04	31/03/17	£218,328	Y	Y	Meets Expectations
ecm_WCC_2977	Supported housing	Wytham Hall	Aseervatham Victoria	Open	01/04/09	31/03/17	£150,000	Y	Y	Meets Expectations
ecm_WCC_1819	C479 - Supported Housing (Young People): (Ashmore Road, Bravington Road & Shirland Road)	Centrepont Soho	Samuels Jennifer	Open	01/04/04	31/03/17	£138,729	Y	Y	Not Evaluated
ecm_WCC_3287	Customer Contact Centre and Back Office Services	Agilisys Limited	Norris Paula	Open	23/06/14	03/11/17	£3,681,475	Y	Y	Meets Expectations
ecm_WCC_5219	Westminster Advice Services Partnership	Westminster Citizens Advice Bureau	O'Connell Megan	Open	16/09/13	15/09/16	£2,490,000	Y	Y	Not Evaluated
ecm_WCC_3735	Into Work - Groundwork	Groundwork London	Harris Elizabeth	Open	16/06/14	30/09/16	£406,375	Y	Y	Below Expectations

Contract Code	Title	Main Contractor	Contract Administrator	Status	Contract Start Date	Contract End Date	Contract Value Whole Life	>= £100K	>= £25000	Contract Performance
ecm_WCC_3736	Into Work - Step Ahead	Step Ahead Employment Limited	Harris Elizabeth	Open	16/06/14	30/09/16	£364,275	Y	Y	Meets Expectations
ecm_WCC_4972	THE PROVISION OF THE FLAGSHIP VOLUNTEERING SERVICE IN WESTMINSTER CONTRACT	Groundwork London	Bennett-Jones Sarah	Open	08/06/15	30/07/18	£329,790	Y	Y	Not Evaluated
ecm_WCC_4642	TIME CREDITS PROGRAMME	Spice Innovations Limited	Bennett-Jones Sarah	Open	01/04/15	31/03/18	£198,597	Y	Y	Not Evaluated
ecm_WCC_3739	Into Work - CITE	Communities into Training and Employment	Harris Elizabeth	Open	16/06/14	30/09/16	£197,975	Y	Y	Below Expectations
ecm_WCC_3733	Into Work - Cardinal Hume Centre	Cardinal Hume Centre	Harris Elizabeth	Open	16/06/14	30/09/16	£116,000	Y	Y	Meets Expectations
ecm_H&F_2814	Cash in Transit Services	Contract Security Services Limited	Evans Sue	Open	01/08/14	31/07/20	£141,000	Y	Y	Not Evaluated
ecm_WCC_2738	Pensions Administration Contract	CAPITA Hartshead Ltd	Bolger Valerie	Open	01/09/12	31/08/18	£765,000	Y	Y	Not Evaluated
ecm_WCC_1947	C849 - Housing and Council Tax Benefits Service	Capita Business Services Limited	Hinckley Martin	Open	01/10/98	31/10/17	£110,500,000	Y	Y	Meets Expectations
ecm_WCC_1945	C847 - Revenue Services (Council Tax and NNDR Collection/Recovery) (Incl Ctax FM)	Capita Business Services Limited	Hinckley Martin	Open	01/04/94	31/10/17	£74,000,000	Y	Y	Meets Expectations
con_WCC_6711	UK Equities Active Manager	Majedie Asset Management	Parsons Nikki	Open	31/05/06	31/03/18	£2,500,000	Y	Y	Meets Expectations
con_WCC_6732	Active Global Equity Manager	Longview Partners LLP	Parsons Nikki	Open	15/01/15	31/03/18	£1,500,000	Y	Y	Meets Expectations
con_WCC_6742	C829 - Printing and Mailing (Printing and Mailing service for Council Tax/NNDR)	DSI Billing Services Ltd	Black Phil	Open	01/04/06	31/10/17	£1,045,000	Y	Y	Not Evaluated
ecm_WCC_4337	Capita Income Management Card Processing Services	Capita Business Services Limited	Savage Adam	Open	16/08/10	31/03/17	£963,040	Y	Y	Meets Expectations
con_WCC_6713	Global Equities Active Manager	Baillie Gifford Life Ltd	Parsons Nikki	Open	18/03/14	30/06/16	£624,000	Y	Y	Meets Expectations
con_WCC_6737	Investment Adviser	Deloitte	Parsons Nikki	Open	26/11/09	31/10/16	£450,000	Y	Y	Meets Expectations
ecm_WCC_2188	Contract for the Provision of Banking Services	LLOYDS TSB COMMERCIAL FINANCE LTD	Hodgkinson David	Open	01/10/10	31/03/17	£323,735	Y	Y	Not Evaluated
con_WCC_6729	Global Equities Passive Manager	Legal & General Investment Management	Parsons Nikki	Open	01/11/12	30/06/16	£300,000	Y	Y	Meets Expectations



City of Westminster

Audit and Performance Committee Report

Meeting or Decision Maker:	Audit and Performance Committee
Date:	30 th June 2016
Classification:	General Release
Title:	2015/16 Year-end (April 2015 –March 2016) Performance and Period 2 Finance Report (May 2016)
Key Decision:	Review and challenge officers on the contents of the report
Report of:	Steven Mair, City Treasurer Julia Corkey, Director of Policy, Performance and Communications

1. **Executive Summary**

The year-end report presents detailed performance results for the year April 2015 to March 2016 against the 2015/16 Business Plans. The report provides explanations and commentary in respect of outstanding, good and poor performance, including achievement of targets, and details of remedial actions being taken where appropriate.

2. **Recommendations**

- Committee notes the content of the report
- Committee indicate any areas of the report that require further investigation
- Committee highlights any new emerging risks that have not been captured

3. **Reasons for Decision**

To inform Members of how the City Council is delivering on its key objectives, hold Officers to account and steer improvement activity where necessary.

4. **Background, including Policy Context**

This report sets out how the City Council is delivering on the City for All vision. Please note the final end of year outturn position for some indicators are not available until the July.

2015/16 END OF YEAR PERFORMANCE REPORT

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1. INTRODUCTION

This end of year 2015/16 Performance Report provides analysis, explanations and commentary in respect of outstanding, good and poor performance, including achievement of targets, and details of remedial actions being taken where appropriate.

The focus for all performance reporting is the delivery of 'City for All'. This report, however, is not a conclusive round-up of the final delivery of 'City for All', as many deliverables planned that started in 2015/16 roll over into 2016/17, and others do not yet have year-end data to report.

It should also be noted that although 'City for All' encapsulates most of the activity of the business there are both essential back-office functions that are needed to support the day to day operations of the Council, and much business as usual that is not captured through the pledges alone. This report captures those as well. Furthermore, although one of the objectives for the report is to provide a year-end backwards looking evaluation of performance for the financial year 2015/16, the timing of data availability – especially where there is third party involvement, (an increasingly common phenomenon due to increased partnership collaboration) means that many indicators are provided as year-end estimates or positions in periods 9, 10 or 11. However, the financial figures enclosed, present the final approved amounts.

In compiling this Report, the Evaluation and Performance Team have been mindful of the challenge to meet audience needs. Fundamentally the report should be a fully integrated view of activity and expenditure that shows progress against strategic outcomes. The report is split into three sections:

- 1) cross-cutting summarised progress in delivering corporate strategic outcomes
- 2) delivery specifically against 'City for All' pledges and
- 3) directorate based performance (including back-office and many business as usual activities)

The report also provides early views into the challenges that await in 2016/17, although the full performance framework for this year is not yet fully established. The challenge for 2016/17 will be to ensure further integration of indicators against deliverables, to provide more rounded financial / activity / satisfaction analysis and to maintain robust backward looking evaluations whilst providing the forward looking insight needed to assure future service delivery.

2. OVERALL PERFORMANCE OF THE CITY COUNCIL




1.1 'City for All' Achievements 2015/16

The 'City for All' is a three year plan and 2015/16 marked the completion of year 1. Since the launch of 'City for All' last year our achievements so far include:

City of Aspiration - We will enable our community to share in the economic prosperity of our City	City of Choice - We will create opportunities for residents and businesses	City of Heritage - We will protect and enhance Westminster's unique heritage
How we performed in 2015/16		
<ul style="list-style-type: none"> 710 unemployed residents supported into work through local projects co-ordinated by GPH. 100+ apprenticeships were created in Westminster. £500m investment programme to support growth and prosperity in the West End. Nearly 5,000 people took part in the 2015 Westminster Mile event. Planning consent agreed for the new University Technical College. The best GCSE result in Inner London 67% A* - C pass or equivalent compare to UK average is 53% 750 drivers given advice at the roadside to tackle pollution. Nearly 20,000 new companies registered, with more new start-ups than anywhere else in London. 	<ul style="list-style-type: none"> Ranked the best place in the UK for providing life chances for young people and reducing child poverty. First Children's Service rated as outstanding by Ofsted under the new tougher standards regime with Tri-borough. Over 10,000 older residents were supported to stay in their own homes for longer Over 90% of Adult Social Care clients now have control over their support through a personal budget. 4,000 time credits were earned by volunteers to spend on events, trips and rewards. 	<ul style="list-style-type: none"> Launched a 10 year Greener City Action Plan. 16% reduction in litter dropped. 500,000 people attended the biggest West End Live event to date. A new basements policy, helping to protect our residents from the disruption building work can cause. 75 City Inspectors now on the street.
What's next in 2016/17		
<ul style="list-style-type: none"> Tackling long term unemployment Supporting businesses to do more for their local community and in return building a relationship between business and community. Creating 200 new homes and helping the most vulnerable. Prepared a 5 year capital programme of over £2bn. 	<ul style="list-style-type: none"> Investing in our leisure facilities including a £26m sports and leisure centre at the Moberley site. Expanding our Open Forum initiative with up to 20 face-to-face meetings and transforming services so they are available online. Rolling out a new Community Independence Service to support residents to avoid unnecessary hospital admissions and broaden the time credits scheme to reward retired people in supporting others. 	<ul style="list-style-type: none"> Delivering a world class setting for the country's most celebrated events – hosting the world's largest free annual theatre event with 500,000 attending West End Live and the other events Westminster play host to every year. Publishing a new Code of Construction Practice to minimise the impact of construction. Protecting our heritage by managing places and spaces that can be enjoyed now and in the future.

1.2 Westminster in 2036

Some initial work has undertaken to project what the City might look like in the future and the different demands this will place on the Council. Many workstreams developed within the organisation (e.g. Primary Care Needs Modelling) or developed by external bodies (e.g. the GLA's London Plan) look very much to the next 15 to 20 years. The Evaluation and Performance, and Policy Teams have started work to pull together some of these different workstreams, based around what the City might look like in 2036 from the perspective of an under 16, and adult of working age and an older person. This table below is a brief summary, taken where possible as the consensus view from internal and external research sources, to be worked into further detail based around some of the most critical themes.

 Older people	 People of working age	 Children and young people
<p>Population It is expected that by 2031 there will be a threefold increase in the number of people living in Westminster aged over 90 from 1,000 to 3,000.</p>	<p>Transport and infrastructure The city will be busier than ever with more commuters coming to work in the city every day, putting tremendous pressure on transport and public realm. People will be less likely to drive* but will make more use of walking, cycling and taxis (particularly though the shared economy). They will also expect 'just in time' delivery of goods – all of which will increase the number of road users. (Note Crossrail2 should be in place)</p>	<p>Population It is expected that there will be 3,000 fewer children and young people living in Westminster in 2036 with the proportion of residents aged under 16 as part of the overall population expected from 16% to 14%.</p>
<p>Health There will be a significant rise in the number of older people living with long term conditions that will cause both minor and severe impacts on their mobility, care needs, health service needs and wider role in the community. For instance, over the next five years alone we expect the annual cost of care for older people living with severe physical disabilities to grow significantly.</p>	<p>Jobs People working in the city will be more likely to be employed in high skill, high wage jobs linked to the knowledge, digital and creative economy or jobs that provide personalised services within the service economy. There will be fewer jobs in the traditional professions (such as accountancy or law) driven by increasing automation and digitisation.</p>	<p>Health If nothing else changes, more young people will be growing up with long term health conditions, particularly obesity and mental health issues.</p>
<p>Housing More older people will be living in their own home for longer and this will have been enabled by the market continuing to respond and providing new housing products aimed specifically at older people, sometimes linked with elements of care. However, poorer older people will experience difficulties in finding suitable, affordable accommodation in the borough. There are likely to be increasing difficulties for low income families' with children in finding affordable homes, which may put pressure on family-based support networks and exacerbate care costs.</p>	<p>Housing There will be a changing model of housing tenure in London with over half of the housing stock in Westminster likely to be private sector rent in the 2030s. If nothing else changes, wages will not keep up with the cost of living (including housing and childcare costs) in central London and fewer low income families will live in the city.</p>	<p>Housing Those young people and families who do live in Westminster are likely to be wealthier and there will be fewer lower income families who will be increasingly confined to a small number of neighbourhoods on the edge of the city. Also new transport links coming to London will ensure all families have great access to the City.</p>

1.3 Principal risks and uncertainties

A risk management strategy is in place to identify and evaluate risks. There are clearly defined steps to support better decision making through understanding of risks, whether a positive opportunity or a threat and the likely impact. The risk management process was audited in December 2015, and satisfied all assurance requirements. Below are our top risks from the Council’s comprehensive risk register.

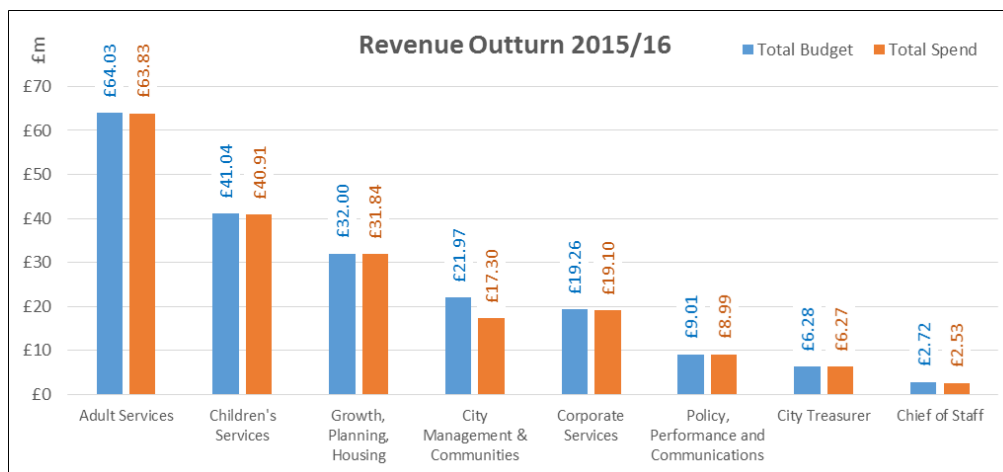
Risk	Impact		Mitigation
1. Reductions in overall affordable housing across the City.	Increase in the number of households in Temporary Accommodation (TA), reduction in local low income labour to support the City.	High	Increasing affordable housing delivery through Council led projects.
2. Change in welfare policy.	Increase in homelessness costs and volumes.	High	Lobbying Central Government, increase TA, working with other bodies and change service delivery.
3. Protecting young people from harm.	Potential harm to children.	High	Enforced controls, enhanced training, lessons learnt from reviews and enhance checks.
4. Rise in number of looked after children - new risks from increasing numbers of unaccompanied asylum seeking children.	Increased demand for placements, which in turn increases pressure on budgets.	Medium	Controls of practice and tight monitoring of trends, launch of Focus on Practice.
5. Extra demands created by new legislation in particular the Care Act and demographic pressures.	Increased demand for adult social care services.	High	Further focus on integration with health services, focus on preventative and re-ablement services. Financial planning and service review proposals.
6. Further reductions in government funding, which restricts revenue spending.	Impact on the Council’s ability to run full services and may mean that some services are changed or reduced	High	Collaborative working with partners and subsidiaries.
7. Interest rate increases, which restricts borrowing for capital purposes.	Impact will be on the Council’s ability to deliver the 5 year capital programme in full.	High	Proactive management of the Council’s budget and cash.

1.4 Financial Performance

Section 3.6 City Treasurers' Office provides greater detail on financial performance at year-end.

Revenue

- The financial standing of the Council is very robust, with sound and improving financial management practices. The outturn for the Council is a contribution to general reserves of £5.540m.



Five Year Capital Programme

- The Council is embarking on an ambitious five year capital programme of £2.08bn. This will help Westminster to maintain its status as a key global centre for business, retail, entertainment and tourism. Some examples of our major schemes are set out in the table below:

Leisure Estate Review £610.9m	Will result in significant investment, provide residents of Westminster with modern leisure facilities, help tackle obesity and encourage healthier lifestyles. This is a key component in offering choice to residents about the type of lifestyle they lead.
Huguenot House £117.1m	The Council is currently exploring options for the redevelopment of the site. This includes the option of a potential mixed use office and residential site which will aim to: <ul style="list-style-type: none"> Enhance rental income stream and enhanced capital value Increase employment generating issues Generate new housing Improve public realm
Dudley House £95.3m	A mixed development as part of the regeneration of the Paddington Basin area to increase provision of affordable housing and provide additional secondary school places.
City Hall Refurb £88.3m	City Hall is in need of significant investment to enable it to keep functioning. The building requires significant mechanical and electrical plant replacement and upgrades.

Financial Challenges in 2016/17

- The total net savings target of £36m for 2015/16 has been achieved.
- For 2016/17, the Council has to meet a total savings requirement of over £40m due to, among other matters, reduced government funding, capital financing costs, inflation (contractual and employee), pension deficit contribution, the national insurance changes and services pressures and demands.

Outlook

- The Council's medium term modeling has been updated to reflect the provisional four-year Funding Settlement announced in December 2015. This also takes into account inflation (both pay and contract), superannuation, increasing capital financing pressures and National Insurance changes as well as allowances for specific and general risks. The current estimated overall funding gap is of a similar magnitude in 2017/18 and greater still in 2018/19. While the provisional four year settlement also covers 2019/20 the overall savings target has not yet been formally quantified because pressures and new burdens are not sufficiently clear to issue a formal forecast of reductions that will need to be made.

3. Service Performance by Directorate

2.1 ADULT SERVICES

Notable areas of achievement, delivery and opportunities

Adult Social Care

HIGHLIGHT

- Implementing the **Customer Journey Programme** in 2015/16 (to improve the efficiency and effectiveness of operations across front door, hospital services and complex care) has delivered £500k of required savings.
- **Opportunities for 2016/17.** A further £1.3m of savings are required and the programme is consulting on a major service restructure based on more efficient, customer focused and consistent working across the department. Key areas of focus include standardising and strengthening front door services, improving interface working between hospital based and complex care services (particularly for patients being discharged who need intensive recovery support), a more proportionate and personalised approach to safeguarding, taking demand relating to provider performance away from complex teams to home care management and procurement teams and working to reduce that demand over time.

HIGHLIGHT

- **Commissioning.** Ernst and Young's assessment for potential changes are being translated to a delivery plan for required savings from commissioned services for 2016-2018.
- Progress continues to **re-commission home care** through three providers, working toward appointing a final provider in the first half of the year. Work is continuing on transitioning cases to the appointed new providers and working with providers to assure the improved quality and re-ablement outcomes that are expected.

HIGHLIGHT

- **Whole System / Better Care Fund** The Whole Systems Programme work is well advanced, and will agree the 2016/17 Better Care Fund plan (BCF), which will be focused on improving schemes established in 2015/16. Underway is the joint commission of the Community Independence portfolio of services to establish a fully integrated service offer. Wider funding negotiations for meeting key demands and costs with the Clinical Commissioning Groups (CCGs) for 2016/17 have now concluded around BCF, Section 256, Section 75 and indicative agreement around home care. Around £2m extra per borough has been agreed by health partners.
- Work is also underway to **support health partners to produce the class of Sustainability and Transformation Plan** (October 2016 – March 2021) that is required to secure the Department of Health (DoH) funding to support integration that will be available from April 2017. This requires the plan to be amongst 'the most compelling and credible'. Plans must be submitted to the DoH by the CCG in stages towards the time line for the full plan in June 2016.

- **Over 90% of clients now have a personal budget**, and forms part of the 'City for All' commitment to ensure that adults and older people are given more choice and control over their care and support. Personal budgets and direct payments (DPs) allow residents to understand their resource allocation and give them the opportunity to directly buy services. Direct payments are likely to increase in 2016/17 as part of more targeted operational activity, the implementation of the new homecare service and the launch of a new pre-payment card service.

- **Reducing admissions to residential and nursing care**, and supporting people within the community is a local priority and a 'City for All' commitment. If we do need to make a placement resources are focussed on minimising for a shorter time period and are therefore also targeting ourselves to reduce the number of resident weeks for care provision. Total care home placements are down by 23% on 15/16 target levels, due to a drop in new residential placements. Both residential and nursing new placement numbers are lower than in 15/16.

Public Health

HIGHLIGHT

- **Life expectancy in Westminster is improving.** For example, male life expectancy at birth in Westminster has increased from 81.2 years in 2009-11 to 82.3 years in 2012-14. However, although life expectancy is significantly higher in Westminster compared with England, there is significantly high variation of life expectancy between our most deprived and least deprived population groups in Westminster; the inequality gap for males in 2009-11 was 14.4 years. This has reduced to 11.4 in 2012-14. Various public health interventions are being carried out to increase life expectancy and to reduce these variations in health amongst our resident population.

HIGHLIGHT

Commissioning and procurement

- An Official Journal of the European Union notice was published in April 2016 to deliver the commissioning plan around community sexual and reproductive health.
- There is a London-wide sexual health collaborative looking at transferring GUM (Genito-Urinary Medicine) services and online Sexual Health services. The collaborative are now entering Phase 3 of the transformation programme for GUM and online services and we will be progressing the procurement strategy with the GUM OJEU notice for the three boroughs.
- Funding contributions have been secured from Central and West London CCG and City West Homes to contribute to existing community champions.
- Public Health has achieved the agreed threshold, as set by PHE, for the successful treatment outcome for substance misusers across the three boroughs. As a result, we have received approx. £100,000 to be invested back into the Public Health ring-fence grant.

HIGHLIGHT

National Diabetes Bid

- Tri-borough has been informed of their successful bid, along with Hounslow and Ealing and five CCGs, to be in the first wave of areas to implement the national diabetes prevention programme. Seven areas across the country have been identified as early adopters.

HIGHLIGHT

Tackling Children Obesity

- The innovative and unique TCOT programme achieved membership of the European EPODE network – first PH LA team in the UK and successful presentation of local obesity whole system model at the European Obesity Summit in May 2015, at the London Health Prevention Board in October 2015 and King's Fund Whole System Conference in November 2015.

- **JSNA's (Joint Strategic Needs Assessments) provide an in-depth analysis of need across different health themes**, and enable partner organisation to establish a single joint view. All (Joint Strategic Needs Assessments) JSNA products have been completed on time, thanks to the collaborative work with CCGs, the CVS, other Council departments and key stakeholders. A review of the utilisation of JSNAs is underway.

- **Public Health is investing over £6m of the Public Health Grant into Westminster Council services** to support them to improve public health outcomes. Of this investment, £2.4m is through a PH Investment Fund launched in 2014-15. The remainder is through contract efficiencies re-invested in existing Council services to deliver Public Health outcomes.
- **The National ‘Health Checks’ programme** aims to identify healthy patients at risk of cardiovascular disease and make early interventions to prevent them from developing these diseases. Westminster is currently on track to achieve the national target for the number of health check completions.
- **The Westminster Exercise referral programme** has demonstrated that, by targeting high risk health groups, we can reduce clinical blood pressure and Body Mass Index. This in turn reduces the life time risk of developing certain diseases.
- **Smoking levels are high within the borough**, especially amongst our most deprived communities contributing to the life expectancy gap. The Westminster Stop Smoking services aims to increase the number of smoking quitters and actively targets deprived groups. The service has made good progress including and end of year quit targets which may well be met:
 - A positive January Stop Smoking campaign with lots of new sign-ups and quit dates set
 - The new referral partnership and focussed approach to community engagement is generating new referrals and more positive results.
 - Further text message campaign and outreach events. This led to more than 198 quit dates set in March alone.
 - We are on track to double the number of quitters compared to last year’s figures.
- **Good progress has been made with drug and alcohol services.** More specifically:
 - At the end of quarter 3 the Public Health outcome for opiate misusers successfully completing treatment are in the top quartile when compared to London and national data.
 - Opiate users in the criminal justice system are above the national average for completing treatment and repeat offending data across the three boroughs indicates a 40% reduction.
 - Completed the procurement of core drug and alcohol services making significant efficiencies. The transformed service model has now commenced.
 - There has been a significant improvement in the number of substance misusers accessing education, training and employment initiatives.
- **The Community Champions have been successful in bringing Public Health interventions** to local communities - with over 13,000 contacts with local residents during various public health campaigns, regular activities and large events. Three new projects launched this year, bringing the total to eight.

Service Pressures and Challenges

Adult Social Care

HIGHLIGHT

- Whilst a balanced budget has been delivered for Adults in 2015/16 there is **increasing risk associated with the delivery of savings that require continued reductions in commissioned care costs** that are led by case level management - particularly for older people and physical disabilities. Whilst these have previously been offset through under spends for clients with Mental Health and Learning Disabilities these may not be sustainable. Efforts to reduce demand, face counter pressures associated with demographic trends and the Care Act.

HIGHLIGHT

- **Risk to reducing customer satisfaction, particularly existing customers at the sharper end of change** - to mitigate: all major changes place emphasis on communications, change management and co-production, we are using customer insight and intelligence to inform our transformation agenda, re-designing our Customer Journey pathway and key processes so that they are more focused on the outcomes that matter most to customers.

HIGHLIGHT

- **Adult Social Care Market for Care and Support Services is fragile** – in terms of growth, stability and assuring quality- to mitigate. Market management and development working on a regional and sub-regional basis and development of new Commissioning Strategy which emphasises working with strategic partners over the long term.

HIGHLIGHT

- **Workforce risks.** 2015 Peer review highlighted recruitment and retention risks across London for social care staff. The pace and scale of change in the sector and locally also heightens the risk environment – to mitigate: A workforce board has been established to develop our workforce management plan, we are reviewing our reward system, strengthening internal communications and staff involvement in change and have detailed change management plans in place for all major restructures. (Commissioning and Customer Journey).

- **There are significant increases being projected for the older people population.** It is acknowledged that projections become increasingly uncertain the further they are carried forward and it is noted that long-term projections should be used with caution. Absolute error for most age groups is less than 5% at both five and 10 years ahead, with only the very youngest (0-9 years old) and oldest (85+) age groups exceeding 5% error after 10 years. Therefore while we accept that the projections should be used with caution they are still considered a valuable tool in future service planning. The three main factors effecting population estimates are births, mortality and migration. The impact of these varies depending on the age group being examined. Future net migration has been consistently under projected since the 1970s and migration errors are the single biggest component of total error up until the 2004-based projections. This is logical since net migration tends to be more volatile than fertility and mortality and is therefore more difficult to project and predict. The department has not completed analysis on the impact of migration due to poor data sources and the fact that migration is of less significance in the population estimates of the 65+ age group (with mortality and life expectancy being the primary influencing factors).
- **Reducing the number of non-elective hospital admissions** is a key joint target across health and social care. A target was set to reduce admissions by 4.6% in real terms via the Better Care Fund Programme, recognised as ambitious given the demographic growth, historical trends and

changing NHS and Social Care landscape. According to published data from NHS England, non-elective admissions have been higher in the 2016 calendar year compared to the year before. Close working between GPs and NHS Rapid Response nursing continues to identify high risk residents and the current specification for the re-procurement of CIS includes activity based payments for health which should incentivise and drive up volumes as appropriate. It should be noted that the hospital admissions figure above is for all admissions across a range of reason codes and morbidities. ASC interventions only target a small proportion of these.

- **There has been an increase in the number of delayed transfers of care** attributed to adult social care in the winter period and this is being closely monitored on a weekly basis. The majority of delays have been from Imperial Healthcare NHS Trust and relate to lack of availability of dementia nursing placements. This is a London-wide issue due to lack of market availability. In the shorter term, the brokerage function is continuing to work with local and national providers to secure appropriate placements and move people out of hospital as quickly as possible. The authority has officially joined the West London Alliance for collaborative sourcing of placements which should improve the responsiveness of providers and contribute towards reducing delays.
- **Adult Social Care service is continuing to review and assess carers as a priority** but will not meet the ambitious stretch targets. There are also a proportion of carers whom are offered but decline an assessment (approx. 10%) and this should be considered when looking at overall performance.

Public Health

HIGHLIGHT

- **The uncertainty about the future of the Public Health grant has proved challenging.** This continues to be a risk that Public Health is closely monitoring.
- **Reducing childhood obesity levels is an important** Public Health issue as over 24% of Year 6 children were measured as obese during the 2014/15 academic year. Various obesity intervention programmes including 'MEND' (mind, exercise, nutrition, do it) are in progress to reduce these high levels of childhood obesity.
- **Clinical commissioning group (CCG) Memorandum of Understanding (MoU)** – An updated MoU still requires formal agreement and sign off with the three CCGs. A draft was shared and discussed last summer but very limited progress has been made. This is being taken forward with the three CCG Directors. The previously agreed and signed MoU remains in place and public health services continue to be provided to the three CCGs. This consists mainly of advice provided by the three deputy directors of public health at CCG Governing Body level, joint working through the JSNA processes and provision of intelligence by the Public Health Intelligence Team.

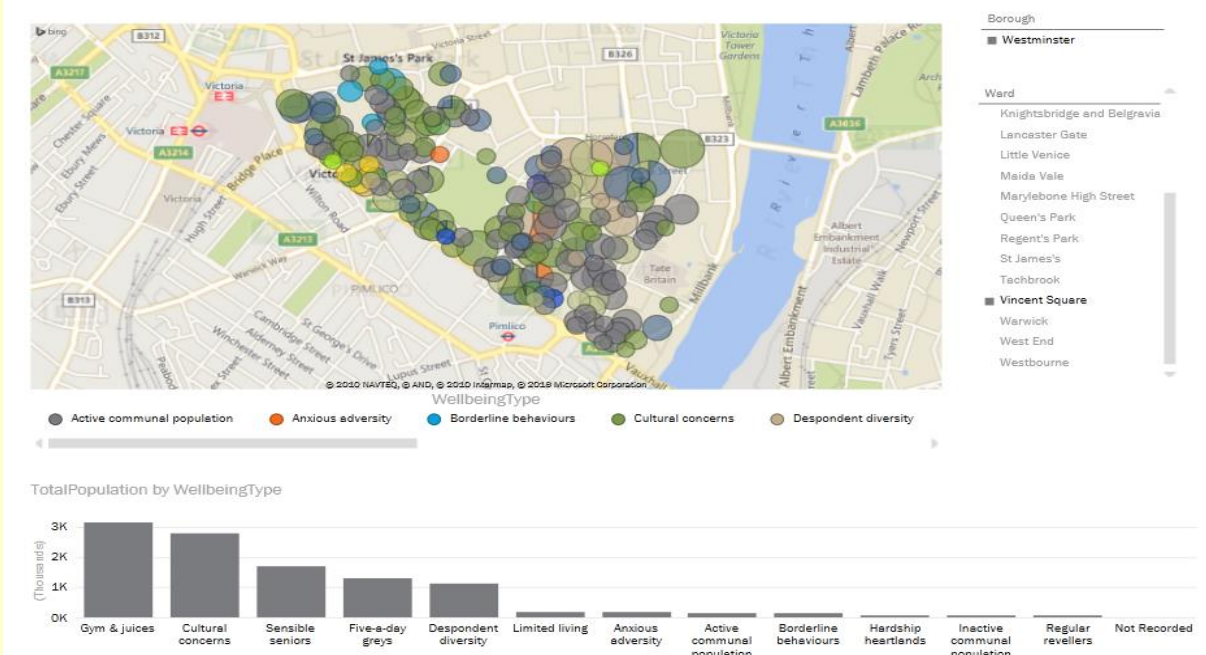
Key analysis undertaken by the Evaluation and Performance Team

SMOKING CESSATION – TARGETING SUPPORT

- Around one in five people in Westminster are current smokers. The most effective way to give up smoking is with face-to-face behavioural support. Public Health has commissioned stop smoking services to enable residents to quit smoking. In order to achieve maximum impact we need to target population groups at highest risk of smoking, including those in deprived areas, certain ethnic groups and people in manual or no employment. In order to do that we need to know the best communication methods to approach each group and the best social marketing strategies to promote stop smoking services.
- Smoking is the primary cause of preventable illness and death and a major contributor to health inequalities. Every year smoking causes around 100,000 deaths in the UK. Smoking causes around 80% of deaths from lung cancer, around 80% of deaths from bronchitis and emphysema and about 14% of deaths from heart disease.
- Stopping smoking reduces the risk of developing many fatal diseases. One year after stopping, the risk of a heart attack falls to about half that of a smoker. Within 15 years the risk falls to a level similar to that of a person who has never smoked. If smokers quit before the age of 30 they can avoid almost all of the risk of lung cancer attributable to smoking.
- The Evaluation and Performance Team, working alongside Public Health, identified smoking hotspots and preferred communication channels in each area using ACORN, a geo-demographic classification. The outputs from the analysis are shown below in snapshot form – in practice the Business Intelligence function has created interactive dashboards, maps etc., which enable analysis of any part of Westminster to be enacted 'on the fly'.
- The map below shows the prevalence of different 'resident health types in Vincent Square. The most common group in this ward is 'Gym and Juices'.

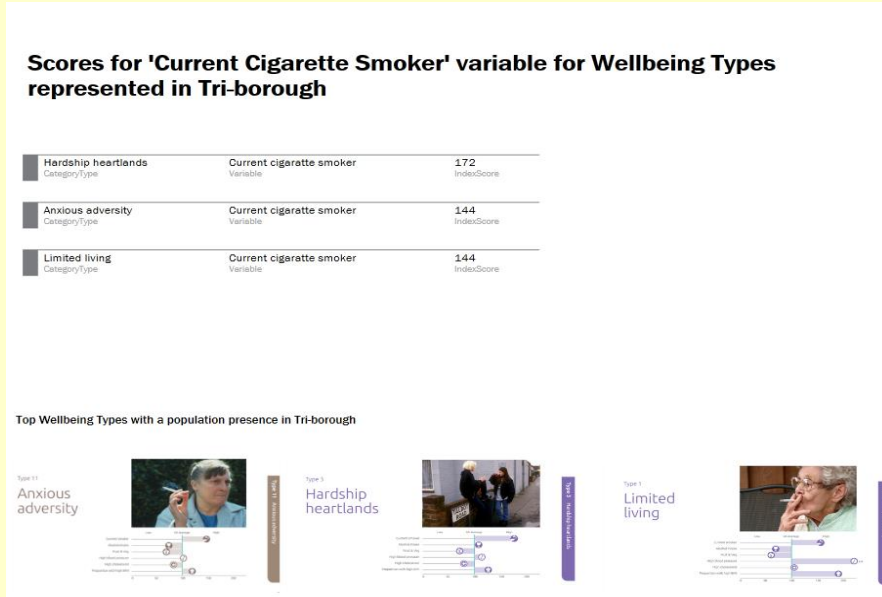
Appendix 2: Wellbeing Type Mapped - Population By Ward

NB: Circle size related to population size

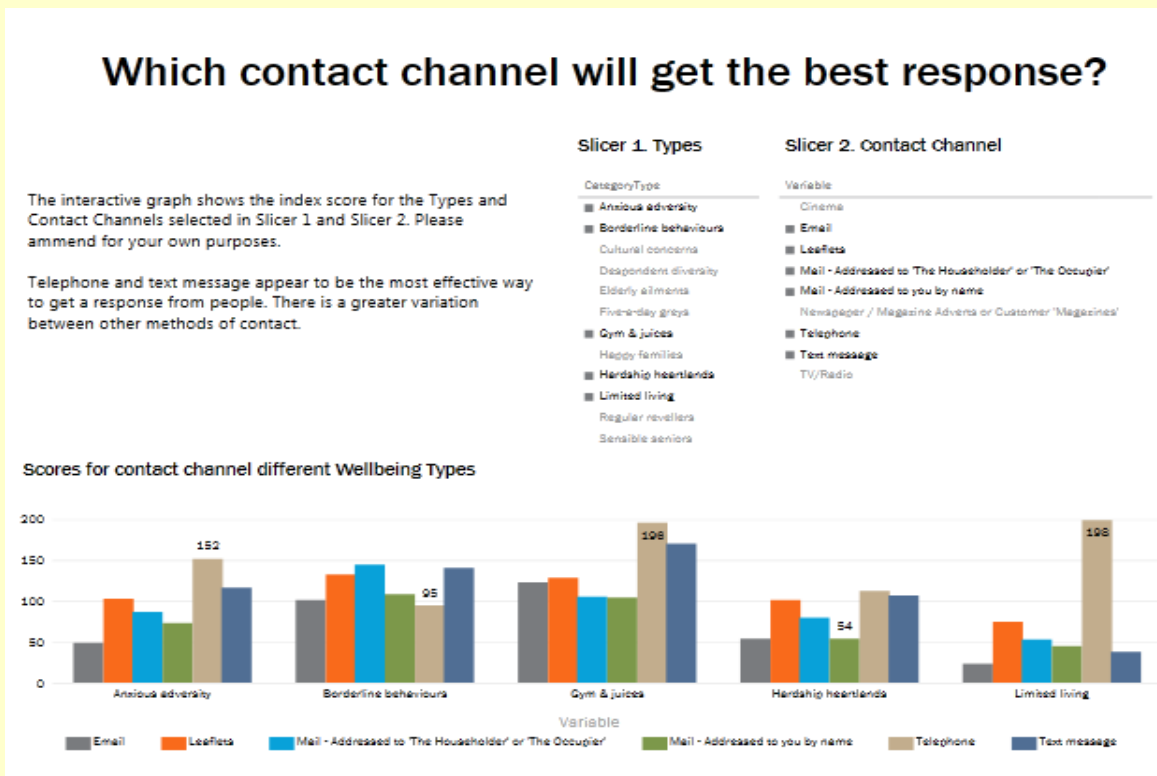


SMOKING CESSATION – TARGETING SUPPORT (CONTINUED)

- This information is overlaid with data that shows the relative likelihood for each resident health type to smoke. Residents in the 'Hardship Heartlands', for example, are 72% more likely to smoke than an average English resident. Although there are few people in this group in Vincent Square, there are higher prevalence's elsewhere in the borough. Numbers of likely smokers by any given area can then be estimated.



- This information is then combined with data about the preferred communication channels. This not only provides Public Health the support required to ensure their communications have the greatest possible impact but also enables the service to consider bespoke approaches to different areas or groups.



Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators failing to meet targets by year-end. Please note year-end figures reported in the table below are year-to-date, April 2015 to March 2016, unless indicated.

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators flagged for attention:					
Adult Social Care					
Reduce non elective (unplanned) hospital admissions - cumulative	18,070	17,254 (4.6% reduction)	18,498 (93% of target)	Target Not Achieved	Deteriorating on last year
<p>Reason for underperformance and mitigation: This is a joint NHS/LA target which is primarily driven and influenced by health activity. There are a range of measures as part of the BCF fund that could impact this measure and collectively a target reduction of 4.6% was hoped to be achieved. This target will not be met as NEL activity continues to track slightly above the previous year. Close working with GPs and rapid response continues to 'case find' high risk residents and the current specification for the re-procurement of CIS includes activity based payments for health which should incentivise and drive up volumes as appropriate.</p>					
<p>Position in 2016/17: This indicator will no longer be reported on as it is a poor representation of social care performance</p>					
Percentage of carers receiving an assessment or review	69% (1,008 of 1,468)	95%	89% (1,081 of 1,245)	Target Not Achieved	Improved on last year
<p>Reason for underperformance and mitigation: In 2014/15, 69% of carers received an assessment or review. In 2015/16, this figure rose to 89%, considerably higher than last year and close to the challenging stretch target we have set. There are also a proportion of carers who are offered but decline an assessment (approx. 10%) and this should be considered when looking at overall performance.</p>					
Delayed transfers of care, acute days attributed to social care (cumulative)	861 days	432 days	1,002 days (232% of target)	Target Not Achieved	Deteriorating on last year
<p>Service commentary: The target has not been met due to unusually high activity in October/November 2015 and February/March 2016. For all other months, performance has been similar or below the London average. Majority of delays have been through the Imperial Healthcare Trust and is predominantly attributed to limited nursing home availability. Securing dementia nursing beds is a recognised issue for Westminster and wider London due to lack of provision in the market. Local capacity is being reviewed as part of the Sheltered Housing Strategy for Older People, however this is a medium term solution as units will not be available until 2017/18. The authority has officially joined the West London Alliance for collaborative sourcing of placements which should improve the responsiveness of providers and contribute towards reducing delays.</p>					
Proportion of adults with a personal budget receiving a direct payment	23%	27%	23%	Target Not Achieved	Stable, same as last year
<p>While performance is stable, there is likely to be an increase in the uptake of direct payments in 16/17 as we roll out the new Home Care offer and imbed revised personalisation policies.</p>					

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Adult Social Care					
Total number of weeks spent in residential care homes for all people (65+) admitted to care homes paid for by Westminster	15,893 weeks	15,943 weeks	15,741 weeks (99% of target)	Target Achieved	Improved on last year
Commentary: Target is higher than baseline (2014/15 position) to account for demographic growth in this area.					
Total number of weeks spent in nursing care homes for all people (65+) admitted to care homes paid for by Westminster	12,803 weeks	12,588 weeks	11,838 (94% of target)	Target Achieved	Improved on last year
Adults receiving a personal budget to meet their support needs	83%	90%	92% (1,499 of 1,625)	Target Achieved	Improved on last year
Total number of new permanent admissions to residential care of people aged 65 years and over	75	74	44 (59% of target)	Target Achieved	Improved on last year
Total number of new permanent admissions to nursing care of people aged 65 years and over	55	52	53	Target Not Achieved	Improved on last year
Public Health					
Number of NHS health checks offered to the eligible population	19,797	Monitoring indicator	25,105 (Qtr3 position)	N/A	Improving on last year
Number of NHS health checks taken up by eligible population	6,147	6,580	5,844 (Qtr3 position)	On Track to achieve target	Stable, same as last year
Number of adults and children attending obesity prevention programmes	522	600	326 (Qtr3 position)	Target Achieved	Stable, same as last year
Total numbers of cigarette smokers who are recorded by the Stop Smoking Service as being off cigarettes after 4 weeks	1,503	1,437	881* quit smoking at 4 weeks by the end of Q2 (61% of target)	On Track to achieve target	Improving on last year
<i>*Quarter 3 figures available at the end of April and year-end figures available July.</i>					
Number of residents reached through community champion activities	N/A	20,000	13,228 contacts made among local residents (Qtr3 position)	On Track to achieve target	Stable, same as last year
Number of Children at 4-5 years old defined as obese	138	Monitoring indicator	126 (2014/15)*	N/A	Stable, same as last year
<i>* Resident state school reception year children were very overweight.</i>					
Number of Children at 10-11 years old defined as obese	303	Monitoring indicator	243 (2014/15)	N/A	Improving on last year
<i>* Resident state school year 6 children were very overweight.</i>					
Number of people who completed the Exercise Referral Programme as a percentage of people who had a start date recorded within one financial year	N/A	65%	55% completions	On Track to achieve target	N/A
Number of personal health plans completed	N/A	1,320	1,205 (Apr 15-Feb 16)	On Track to achieve target	N/A
Successful completion of drug treatment - opiate users / non opiate users	Monitoring indicator	Monitoring indicator	Completion: Opiates: 9.01%, Non-opiates 31.27% (as at Jan 2016)	N/A	N/A

2.2 CHILDREN'S SERVICES

Notable areas of achievement, delivery and opportunities

HIGHLIGHT

Ofsted Inspection of Children's services

- Westminster Children's Services has been awarded an 'outstanding' rating from Ofsted. This is the first of its kind in the country under the current Ofsted system.
- Ofsted's inspection of Westminster under the Single Inspection Framework was completed during January 2016, which awarded an 'outstanding' rating for children looked after and achieving permanence, adoption performance, leadership, management and governance and 'good' for children who need help and protection, experience and progress of care leavers.
- Work to improve the services was recognised, as the report states that significant and sustained improvements have been made since the last inspection in October 2011 when services were judged to be 'good'.

HIGHLIGHT

- **A review of the commissioned young carers service** determined that the Council's Early Help team in Family Services is better placed than an external provider to identify young carers, make an assessment of their needs and provide either individual support or direct young carers to the support they need. From 1 February 2016, all newly identified young carers were referred to the Early Help Team.

- **Since April 2015, 187 members of staff in Westminster have been engaged with the Focus on Practice programme.** Any practitioners and managers (who are permanent staff, working 0.5 WTE or more) who are not yet on a cohort will be starting before April 2016. Outcomes being seen are improved quality of intervention and case work and this was referenced in the Ofsted inspection.
- **The Youth Offending Service continue to recruit mentors** who will be offered to all young people in custody as well as those on the cusp of custody. In December 2015 the YOT had a statutory inspection by HMIP (Her Majesty's Inspectorate of Prisons) and received very positive verbal feedback. A final version of the report was published at the end of January 2016.
- **The Health Visiting and Family Nurse Partnership contracts transferred to the local authority on 1st October 2015.** The current contract runs until 2017. Work is currently being undertaken with partners across the Council, CCG and NHS to design a new health visiting service model for 2017. There is ongoing liaison with CCGs via Health and Wellbeing Boards regarding optimum location for health visitors
- **Market engagement has taken place for the Multi-Disciplinary Family Assessment Service** (which informs family court decisions). The contract for the new service has now been awarded and service delivery mobilised from January 2016. The new contract and service delivery is now in place.
- **Named contractors to provide school meals have been appointed** to a Framework Agreement which can be accessed by Westminster schools. A contractor has been recommended for award with contract proposed to commence for 11 April 2016. The new service will deliver high quality school meals across 39 schools to over 7,000 meals per day.

- As the **Phase 2 Troubled Families programme** now focuses on a wider set of outcomes for Westminster residents. The programme has identified and commenced work with 1,535 families, with a year one target of 385 families. The first opportunity to claim payments by results will close in October 2016.
- **New approaches to the recruitment of foster carers.** A partnership arrangement with Cornerstone (a third sector organisation) to undertake the recruitment and marketing for foster carers, aiming to increase numbers by September 2016.
- **Delivered 2 year old free childcare** entitlement at Paddington Green, Essendine and Micky Star children's centres.
- **Data quality in relation to Child Sexual Exploitation and Missing Children has improved** with more cases being identified and progressed.

Service pressures and challenges

HIGHLIGHT

- **Demand management and costs (UASC)** - The rising levels of Unaccompanied Asylum Seeking Children (UASC) has put additional pressure on resources. The rise in looked after children due to the recent influx of UASC has increased the need for foster care placements and other forms of accommodation, although in a majority of cases the placement team has been able to find suitable housing solutions for young people within expected timescales. There is a project in place that is focusing on the social work delivery model and the procurement of hostels and supported lodging that will improve placement options. Home Office funding provided to local authorities contributes significantly to the cost of providing care and accommodation, but usually results in a shortfall. In addition, there is budget pressure for post-18 care leavers as the level of Home Office grant funding drops significantly at this point. A Bill is currently before Parliament that we are actively tracking, is challenging whether UASCs that are All Rights Exhausted should be entitled to Leaving Care Services and the provisions contained with the Children Act 1989.

HIGHLIGHT

- **Three Serious Case Reviews (with links to WCC)** have been published and acted upon

HIGHLIGHT

- **The Childcare Sufficiency Assessment** (December 2015) identified that the limited number of high quality affordable places twinned with the high costs of providing childcare in London is a key challenge. More details on the government's plans to increase the offer of free childcare for working parents to 30 hours to understand impact locally are awaited.

- **The Prevent Team continues to work with schools and other educational institutions to tackle radicalisation and extremism.** Between April and December 2015, 1,464 staff members were trained in 41 schools/colleges. A website containing details of Prevent and resources for schools in Westminster has been developed and support has been given to a number of schools around specific safeguarding cases.

- **Responsibility for the delivery and management of after school and play services.** All schools affected by the change in service delivery have now surveyed parents and school governors on their requirements and the range of provision they wish to see available. Schools currently in receipt of the in-house services have been part of a procurement process, which concluded in March 2016, to identify an external provider to deliver services. All schools have now ratified the selection of the new service provider as Fit For Sport, and provision in all locations commenced from the May 2016 half term holiday break. Fit For Sport have over 25 years of experience in engaging and educating children, young people and families through activity. The organisation offers a range of services which can be tailored to meet individual school group needs and offer an inclusive range of options for parents, with a sliding scale of fees. During April 2016, letters will be issued to parents by each school providing confirmation on the new service arrangements and parent information events are planned in each location.

- In relation to the **Placements Spend** and ensuring best value and outcomes, there are several strands to the work which form a part of this:
 - Work is underway in respect of the analysis of external placements spend and unit cost benchmarking in order to be able to appropriately target contract and cost reductions.
 - Foster care recruitment – work is continuing with the delivery partner, Cornerstone, in order to target and enhance recruitment of foster carers, specifically for children and young people with more complex needs who are currently requiring IFA placements.
 - Mobilisation of the SIL (Semi Independent Living) Framework for WCC will shortly commence, providing better quality and value semi-independent accommodation than currently. Mobilisation of the SIL Framework is currently underway and is anticipated to be completed for Westminster placements by the end of Q1 2016-17.

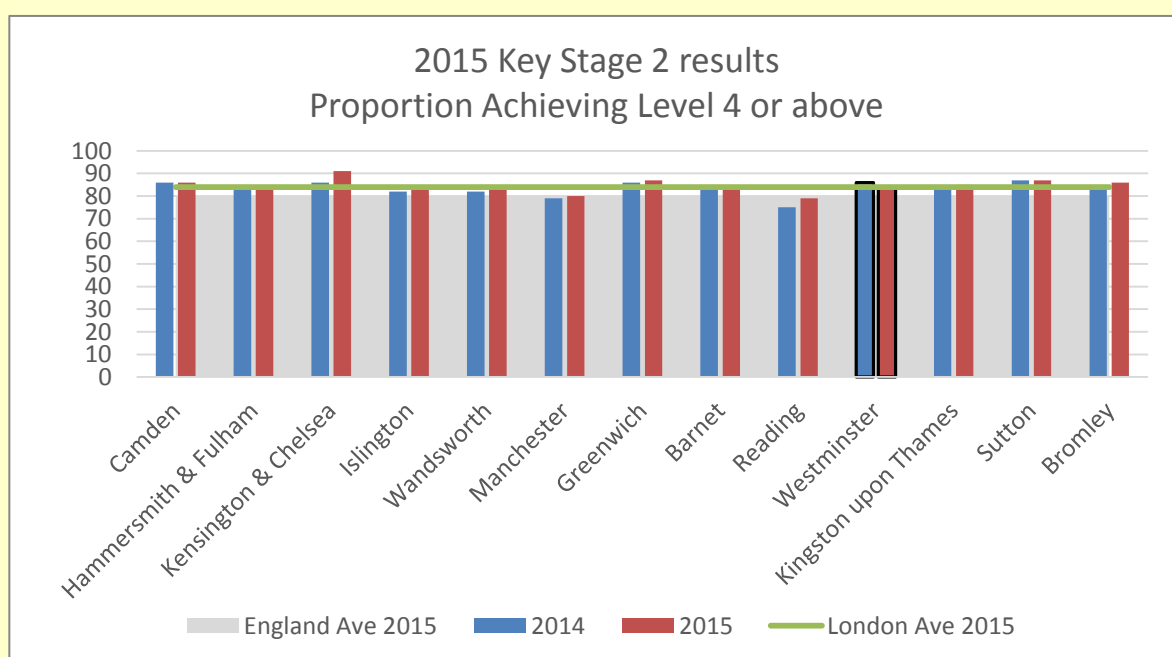
SCHOOL PERFORMANCE FOR 2015

Westminster school pupils

Westminster Ranking	2015 GCSEs at Grades A*-C including English and Maths	2015 KS2 Level 4
Rank in Inner London:	1 st	5 th
Rank in London:	5 th	13 th
Rank in England:	10 th	17 th

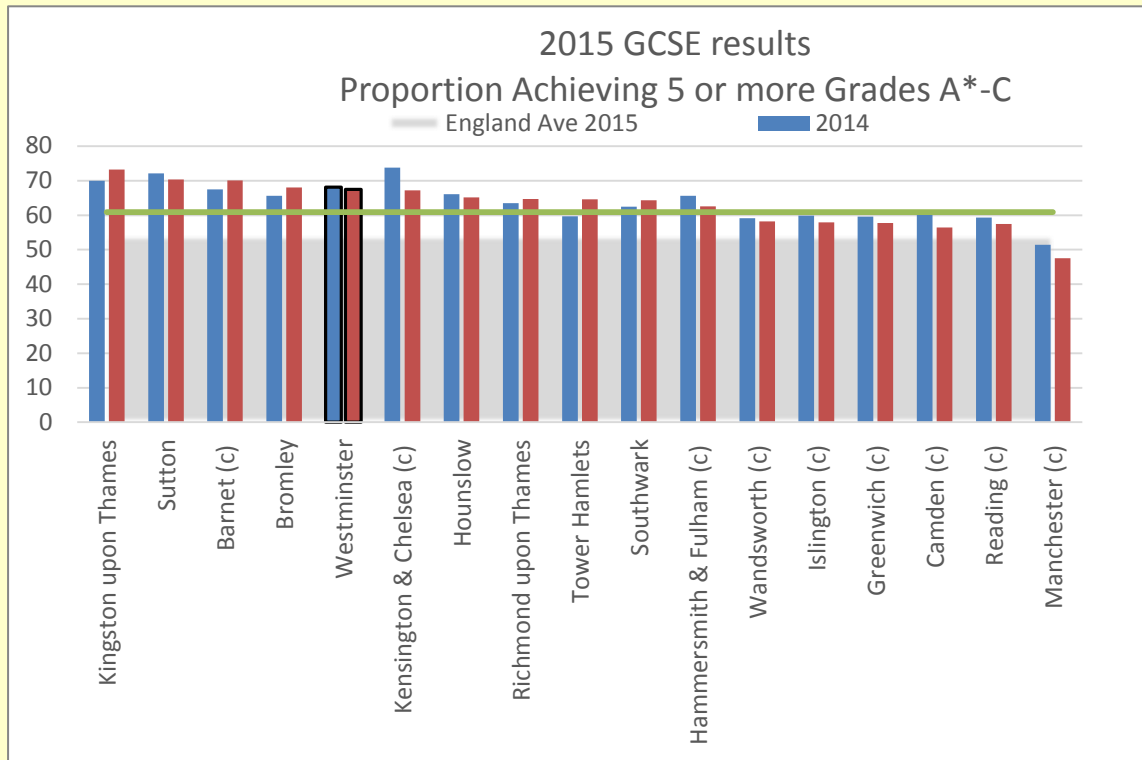
Key Stage 2

- Compared with 2014, the percentage of pupils who achieved Level 4 and above (the expected level for the age) in reading, writing and mathematics fell from 86% in 2014 to 84% in 2015, compared with 80% nationally.
- This places the borough in =17th place nationally of 150 local authorities, and 5th in Inner London.
- Whilst levels of achievement remained the same in writing between 2014 and 2015, in reading and maths, the proportion achieving Level 4 decreased slightly.
- The 2% decrease in Level 4 achievement, whilst small and not statistically significant was one of only three London boroughs to have recorded a decrease.



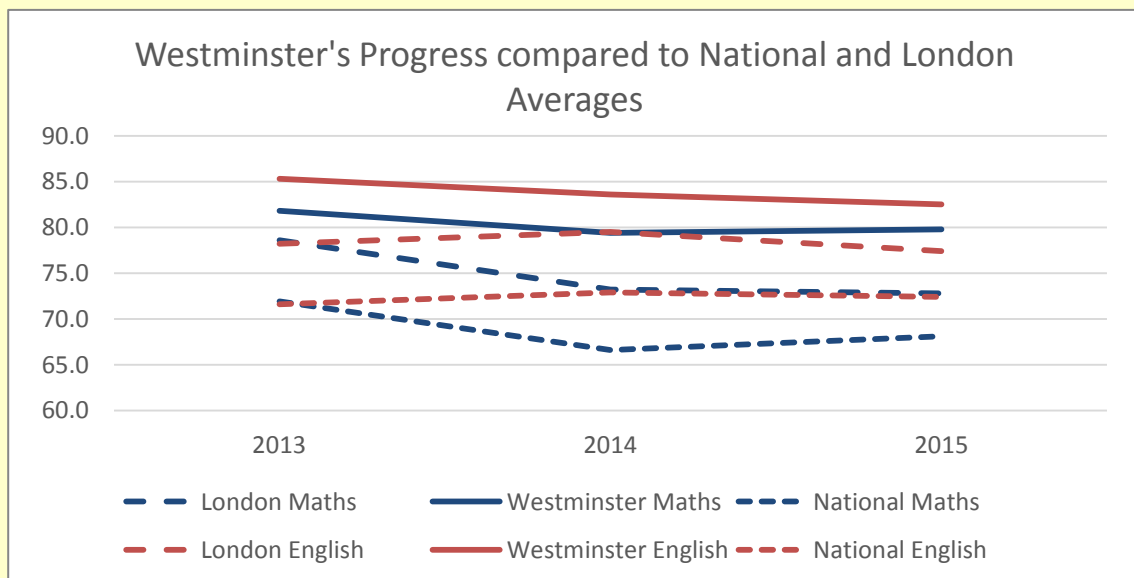
GCSE

- In 2015, Westminster maintained its high position for GCSE performance achieving 5 or more Grades A*-C including English and mathematics, ranking 10th out of all Local Authorities in England.
- Westminster ranked the highest inner London borough and the 5th highest across all of London behind, Kingston upon Thames, Sutton, Barnet and Bromley.
- In 2014, Westminster was ranked 4th in London and while Kensington and Chelsea moved below Westminster in 2015, Bromley and Barnet moved ahead of Westminster.
- The graph below shows the top 10 performing London boroughs together with Westminster's closest statistical comparator boroughs for children's services).



Progress between Key Stage 2 and GCSE

- Progress between Key Stage 2 (2010) and GCSE (2015) is also measured. It measures the expected progress of students based on students at Level 4 in Key Stage 2 achieving at least a Grade C at GCSE in English and in Maths.
- Westminster continues to show progress levels above the National and London average and showing the third highest proportion progressing in London for both English and for Maths.



Why GCSE results have fallen and is there risk of this continuing?

Trend in the last 5 years for pupils achieving at least 5 A*- C grades including English and Maths

The 5 year trend is one of relative improvement against national performance. This has been period of turbulence in GCSE outcomes for all schools as a result of the significant changes to specifications. While the national average has fallen, Westminster results have remained at a high level. In 2011 Westminster was 4 percentage points above the national average; in 2015 outcomes for Westminster were 14 percentage points above the national.

Region/ Local Authority ¹	Percentage of pupils at the end of key stage 4 achieving at GCSE and equivalents:					
	5+ A*-C grades including English and Maths GCSEs					
	2009/10 ⁴	2010/11	2011/12	2012/13	2013/14 ⁵	2014/15 ²
Westminster	62.5	63.1	70.0	69.6	68.1	67.5
England	53.5	59	59.4	59.2	53.4	53.8

GCSE target setting for 2015/16 (target 70%)

Previous targets for achievement in 5+ A*-C grades were based on aggregated targets from schools. However this did not factor in the impact of the changes to the specifications which, as explained above, meant that later school projections were lower than original targets. As a result to the latest reforms, the 5 A*-C GCSEs including English and mathematics performance will no longer be reported and therefore there is no target for this measure in 2016. The new measures are - Progress 8 and Attainment 8 which provide a measure of student progress and performance across their top 8 GCSEs and the percentage gaining A-C in English and mathematics.

Changes to the examination criteria that have impacted on Westminster's results

The main changes have been:

- An emphasis on end of course examinations, rather than coursework
- A restriction on the number of qualifications that counted
- An end to the practice of allowing 're-takes' of exams through early entry policies to count (with only the student's first attempt now counting)
- A change to thresholds for the achievement of the 'C' grade.

Ofsted inspection outcomes

Overall Westminster secondary schools' GCSE performance is good and this is recognised in the Ofsted inspection outcomes. Of the 10 schools inspected by Ofsted; 8 are outstanding, 1 is good and 1 is requiring improvement. Overall secondary performance at GCSE is the highest in Inner London.

GCSE target setting for 2016/17

The new City for All pledge targets for 2016 were set based on the new measures: Progress 8 and Attainment 8

- Progress 8 – 0.4 (nearly half grade better than expected progress for the cohort, expected progress is 0.0)
- Attainment 8 – 5.5 (between average grade of C (5) and B (6))

These targets are based on previous performance against these measures and the targets from schools. However, as these are new measures it is very difficult to predict what the national benchmarks will be. Once we get a clearer picture of the national outcomes in the next year this will help to establish target setting using the new measures.

Subscription to Westminster Secondary schools

All Westminster secondary schools are oversubscribed. We manage this by using the mechanisms of the Fair Access Protocol to place children and provide parents with the details of school in neighbouring boroughs that have vacancies and are within a reasonable distance.

Reforms in the near future which will impact Westminster's school performance

Further changes to GCSE specifications and the introduction of a new grading scale will continue to mean that there will be turbulence in GCSE results.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators at risk of failing to meet targets by year-end. Please note year-end figures reported in the table below are year-to-date April 2015 to March 2016, unless indicated.

* Please note all year-end data is provisional 2015 and final figures will be available end of June 2016.

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators flagged for attention:					
Percentage of Westminster's pupils who achieve at least 5 A*-C grades at GCSE including English and Mathematics	68% (1,007 of 1,478)	70%	68%	Target Not Achieved	Similar to last year
Service Commentary: The GCSE result for 2015 were 68%. Westminster's results currently place it as the 10th highest performing local authority nationally and the highest in inner London. We will continue funding the Education Excellence Programme which includes an allocation of funding to schools (£5k) and workshops. The service will provide targeted support to those schools that buy into the Council's School Improvement Service Level Agreement.					
Percentage of primary pupils achieving Level 4+ in Reading, Writing and Mathematics at KS2	86%	86%	84%	Target Not Achieved	Deteriorating on last year
Service Commentary: 84% of primary pupils achieving Level 4+ in reading, writing and mathematics at KS2 in 2015 (DfE final data release); this was above the national average (80%) but reflected a slight drop in performance from 86% in 2014.					
Reduce the number of child protection cases	113	Less than 99	102	Target Not Achieved	Deteriorating on last year
Service Commentary: In year we reduced our numbers of child protection cases by 10%, slightly under the numerical target. Child protection cases will always fluctuate in a range and our numbers place us well below London and national averages for numbers of children subject to child protection per 10 000 of population.					
Percentage of children in care with three or more placement moves	9%	Less than 10%	11%	Target Not Achieved	Deteriorating on last year
Service Commentary: We missed our target by 1%, and we remain high performing compared to London and nationally on this indicator. Our strategy to reduce care entrants means that those children who do move three times or more become a bigger proportion of the overall care population, and as we work successfully with families using Focus on Practice to enable more children to stay at home, the children who do come into care are likely to likely have more placement moves because of their complex needs.					
Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Percentage of children requiring foster care being placed with Tri-borough foster carers	71%	80%	84% (53 of 63)	On Track to achieve target	Improving on last year
Percentage of re-referrals to children's social care	9%	10%	9.7% (148/1,522)	On Track to achieve target	Improving on last year
Percentage of care leavers who are in suitable accommodation	88%	92%	93% (168/181)	On Track to achieve target	Similar to last year

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Percentage of children in care aged under 16 in the same placement for at least 2.5 years	70%	81%	82% (49/60)	On Track to fall within target	Improving on last year
Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Percentage of child protection cases ending during the year with a duration of two or more years	0%	5% - 10%	0%	On Track to fall within target	Similar to last year
Number of Looked After Children in Care in Westminster	179	179	163	On Track to fall within target	Improving on last year
Percentage of young people coming into care aged 14-17 years (non-UASC)	66%	54%	48% (19/40)	On Track to fall within target	Improving on last year
Percentage of children subject to a child protection plan for the 2 nd or subsequent time.	4.6%	0% - 10%	3.2% (3 of 95)	On Track to fall within target	Improving on last year
Number of 16 to 18 year olds (years 12 and 13) not in education and training (NEET)	74	70	57 of 3,220	On Track to fall within target	Improving on last year
Service Commentary: This indicator is most accurately reported in January each year following the outcome of the autumn activity survey which confirms the take up of places offered.					
Percentage of places in education, employment and training for young people after they complete their GCSEs	99%	100%	99%	On Track to achieve target	Similar to last year
Service Commentary: The offer of places to year 11 and 12 was finalised and submitted to Department of Education on 31 st October 2015, this indicated 98% of 16 and 17 year olds have received suitable offers, this represents an improvement from 96.4% in Oct 2014.					

2.3 GROWTH, PLANNING AND HOUSING

Notable areas of achievement, delivery and opportunities

HIGHLIGHT

Planning

- In February 2016, **Westminster's Planning Team won the inaugural 'Best Planning Authority' Award at the London Planning Awards.** This new award sought to recognise the authority that has contributed the most towards supporting London's growth and success as a world city.

HIGHLIGHT

Enterprise

- **A Business Engagement programme**, (which will sit within a wider social value strategy currently being developed) has been approved which will seek to lever in new business support.
- **The Hub Paddington service** is taking forward a proposal for new enterprise space in Paddington as part of the "City for All" commitments. Officers are proposing a £300k investment of the Civic Enterprise Fund (CEF) for Hub Paddington in the form of £100k loan and £150k equity finance. The following outcomes are expected:
 - £400k increased local spend each year, supporting 17 jobs in cafes and shops
 - 16,000 people supported each year through training and events at the facility
 - A return to the Council of £124k over the next seven years
 - 3,000 start-up businesses supported in the next 10 years
 - 2,400 jobs created in the next decade
 - £52m GVA generated in the next 10 years

Paddington will launch in 2017. It contributes to a target of 110,000 sq.ft. of new space to be developed over the next three years. Further space for creative companies of 37,000 sq. ft. has been created at Somerset House.

Housing

- The Westminster Hot Spot team was successful in being named Partner of the Year at the Westminster Awards. The team is commissioned by the Rough Sleeping Team and run by St Mungos in partnership with Connections at St Martins; both organisations being key partners of WCC to address rough sleeping within Westminster. The Hot Spot Team's remit is to work alongside the City Council, including City Management & Communities and other services, the Metropolitan Police, the Home Office and other outreach services to coordinate the enforcement (including civil action) and social care response to:
 - areas with significant numbers of rough sleepers, including newly arrived migrants
 - areas where rough sleepers cause anti-social behaviour
 - rough sleeping individuals causing anti-social behaviour

They are recognised as a team which has helped internal departments alongside external partners to work in a far more coordinated manner to address not only the needs of the people on the streets but to provide direct action to help CoW's businesses become equal partners in addressing rough sleeping and its associated impacts.

- **A new Business Unit has been set up to support cross service enterprise enquiries into the Council.** Since the beginning of March the Unit has received over 40 enquiries from businesses. The main issues to date have been business rates, broadband speeds, planning enquiries and requests for general business advice.

Employment

- A new Director of Economy started December 2015. One of the top priorities is to consider how the Westminster team best contributes to reducing long term unemployment as set out in the 'City for All' vision. A draft delivery plan is being developed and one year of new funding approved. A soft launch of a website to support youth employment has also taken place.
- In 2015/16, 710 (target 700 - 1,000) residents have been supported to secure a range of paid employment opportunities.
- £150,000 of external funding secured following a successful bid to Jobcentre Plus. The Working Capital programme, which supports long term unemployed residents into work across Central London, was also launched.

Place Shaping

- **West End Partnership.** There are early plans for the development of a Tax Increment Financing (TIF) linked to retention by the Council of a proportion of its business rates TIF. This proposal is for the West End. There are also new development proposals being worked up for Harrow Road.
- **Corporate Property.** BNP Paribas Real Estate have been appointed to analyse the Council's operational portfolio, its use and efficiency, before preparing a strategy to restructure the occupation of the portfolio. An officer's working group will co-ordinate with BNP Paribas so that they can understand the Council's future property operational needs, stresses and pressures. BNP Paribas are also working with City West Homes to understand the potential of surplus estate offices. The estimated savings and targets remain unchanged from quarter 3 and these estimates will mature as the project evolves.

Major Projects

- **Tollgate Gardens** - Vacant Possession was achieved in February 2016. Keepmoat intends taking site possession early 2015/16 but this could be earlier depending on when contracts with WCC and Keepmoat are signed.
- **Sir Simon Milton University Technology College** - The Development Agreement was signed in early November 2015 with the developer taking possession of the site in late December 2015. The Early Works contract is making good progress on site. UTC Academy Trust has Funding Agreement approval from the Secretary of State. A restructure of the delivery model in Major Projects is underway to ensure robust early stage due diligence and a rigorous approach to timely and effective delivery
- **City Hall update** - The Programme is still on track and progressing in line with the high level plan. Temporary accommodation has been identified and terms agreed. Decant from City Hall will take place between March and June 2017, with a return to City Hall planned from 2019.

Housing Regeneration

- **Tollgate House** - commercial negotiations are close to conclusion with Affinity Sutton.
- **Ebury Bridge**- Members of the project team met ward councillors and residents on 27 February to discuss the outcomes of the soft market testing and implications for the programme. The phasing programme for the estate is being revisited in light of feedback received. The two preferred options aim to complete the works in 2022 and this was discussed with ward councillors and residents at a 2nd public meeting on 11th May. A commitment has been made to have regular meetings and produce newsletters to ensure residents are kept informed and feel involved.

Church Street Housing Renewal

- **Lisson Arches** - The main contract works are now scheduled to commence in October 2016.
- **Luton Street** - Newcastle/Bouygues are seeking to submit a planning application within six weeks, with a view to start on site in September 2016.
- **Tresham Crescent** (enabling works for Luton Street) both nursery operators are now in occupation. The temporary use of the upper floors by the church, relocated from Dudley House, has commenced. A launch event will be organised to mark the completion of this project.
- **Orchardson Street** - Handover of the completed properties was achieved in March, while homes will be let in early in 2015/16.
- **Penn and Lilestone** - The Lilestone Street project is being redesigned to accommodate Council offices in addition to the health and community wellbeing components.

Housing Options Service (HOS) Contract Relet

By October 2017 the Housing Options Service will be transformed into a service delivered from multiple community venues by generically skilled officers.

- Three work streams will be developed during 2016 to move towards this new service:
 1. A tenancy sustainment and prevention service designed with City West Homes to reduce the number of homeless applications made from Council properties
 2. The development of a new Vulnerable Single Homeless Pathway Pilot (including Rough Sleepers)
 3. A new specification for the statutory service which will embrace a digital front line, put prevention, employment and training at the heart of the service and provide good quality sustainable homes.

This will be supported by the development of an updated policy framework including:

- A report analysing the affordability and availability of the Private Rented Sector
- A Discharge of Duty Policy
- An updated Temporary Accommodation Commissioning Strategy
- The 2016/17 Supply and Allocation Report

Service pressures and challenges

HIGHLIGHT

Homelessness/Temporary Accommodation

- High levels of demand for temporary accommodation remain, with homeless acceptances forecast to continue at the current level into 2016/17 driven by high market values reducing the availability of properties affordable for households in receipt of benefits. There is high demand for properties from all boroughs across London reducing our ability to procure increased numbers of lower cost suitable properties as an alternative to nightly-booked properties.
- The use of nightly booked/expensive accommodation to 305 units is down from 379 at the start of the year, but we will not meet our end of year target of 250. The above factors are limiting our ability to secure properties in volume at close to LHA (Local Housing Allowance) prices, to renew leases of existing properties and thus to end leases on higher cost units. Mitigation activities include continuing with the direct purchase scheme, increasing the procurement of longer term leased properties, increasing homeless preventions through the use of private sector properties, and pan London caps on new nightly booked charges. All of these activities continue to have a positive impact

HIGHLIGHT

Rough Sleepers

- The February count found a total of 86 people who fall into the bracket of those who Westminster have a duty to assist; whether that is to secure accommodation for or to provide a supported reconnection to the person's home area in the UK/Republic of Ireland. However we continue to see a large number of individuals who come to Westminster for begging opportunities, seeking safety or in hopes of securing support. The number of foreign nationals continuing to rise in central London, most notably in Westminster. During the Winter months, foreign nationals outnumber UK/ROI nationals by 3:1, which again takes the focus away from those who we can help. However, after intense lobbying, Operation Adoze (Home Office policy change that was piloted in Westminster) has been announced as a national policy approach. This, and the on-going operational commitment and support from Home Office colleagues, will support us to provide firm messages that rough sleeping is not acceptable to those foreign nationals who do not require support but choose to sleep rough.
- The team are working to review the delivery model of the street outreach teams to increase accountability and achieve a further reduction on those who are 'living on the streets' but also to see if we can get to people even faster to prevent any night spent on the streets. It is important to note that while 86 people may be spotted on the night of the street count, over the last month, we have seen 470 individuals on the streets and 66% of them did not spend a second night out.

HIGHLIGHT

- **'Spice' (legal highs/psychoactive substances)** and the behaviours associated with it are perhaps the second biggest challenge to our commissioned services. This is due to the violent and/or threatening behaviour that goes along with Spice use; our accommodation services have seen significant increases in serious incidents. To mitigate these issues, we have engaged in joint operations/partnership work with City Management colleagues to enforce against the begging which enables people to sustain their addictions on the streets. The Psychoactive Substances Bill, taking effect in April, bans all legal highs, thereby reducing the supply will also be very welcome.

Housing & Planning Bill

The main provisions of the Bill affecting supply of affordable housing are those dealing with:

- Starter homes.
- Extension of the Right to Buy to housing association tenants.
- Required sale of high value Council housing to fund housing association Right to Buy discounts.
- The Council supports the Government's focus on home ownership and increasing supply, but has concerns about the cumulative impact of the changes and the possibility of unintended consequences, which could reduce traditional affordable housing supply, at a time when demand is very high (and may well increase, given changes being made to the benefits system through the Welfare reform and Work Bill).
- A further factor that could affect supply is the 1% annual reduction in social housing rents which will reduce the amounts available to fund new provision in the Housing Revenue Account (HRA). Any reduction in social supply directly impacts on temporary accommodation numbers and costs given that c60% of lets are to homeless households.

Housing Supply

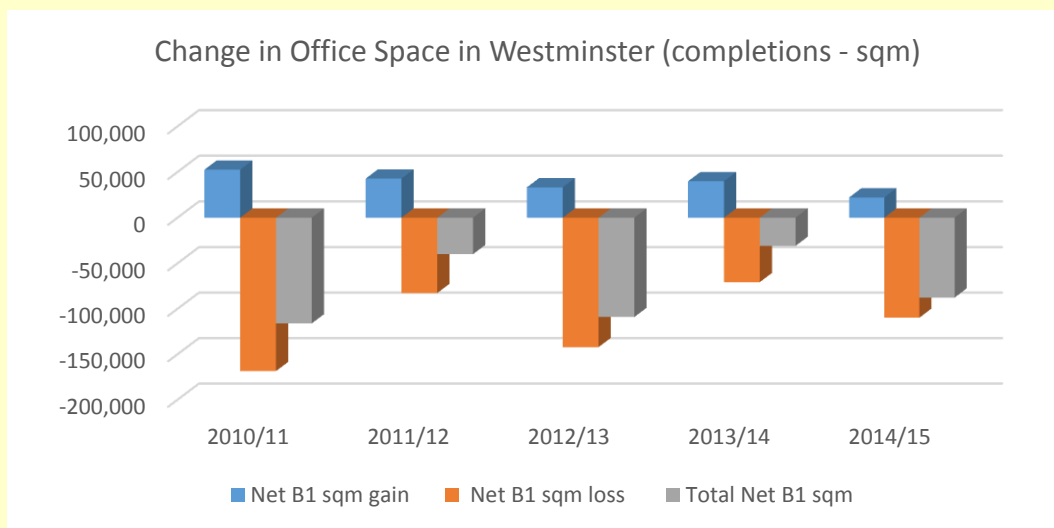
- 213 new affordable homes have been delivered in Westminster during 2015/16. These new homes include 79 social housing units, 101 intermediate affordable homes, plus 33 spot purchases converted to affordable housing use.
- In order to achieve the 2 year 'City for All' new permanent affordable housing supply target of 479 units, a further 266 new affordable homes will need to be delivered during 2016/17.
- However, there has been significant slippage on a number of schemes that were originally anticipated to be delivered during 2016/17 and which are now expected to be delivered in 2017/2018 instead. Those projects that are likely to be delayed include Walthamton and Elgin Community Homes (WECH) Regeneration scheme on the Elgin Estate (43 homes), Rathbone Place (20 homes) being delivered by the Great Portland Estate and the Westbourne Baptist Church site (32 home) being delivered by Dolphin Square.
- As a consequence of slippage to these and other affordable housing projects from 2016/17 into 2017/18, the total number of new permanent affordable homes to be delivered during 2016/17 is now expected to be 181 homes, which is 85 homes short of the target. We will seek to identify further spot purchases and other affordable housing projects that can be brought forward in order to mitigate the effects of this slippage.
- In addition to new permanent affordable housing supply, the Council has completed on the purchase of 88 homes for use as temporary accommodation (78 outside Westminster and 10 in borough) with a further 16 properties where terms have been agreed

Key analysis undertaken by the Evaluation and Performance Team

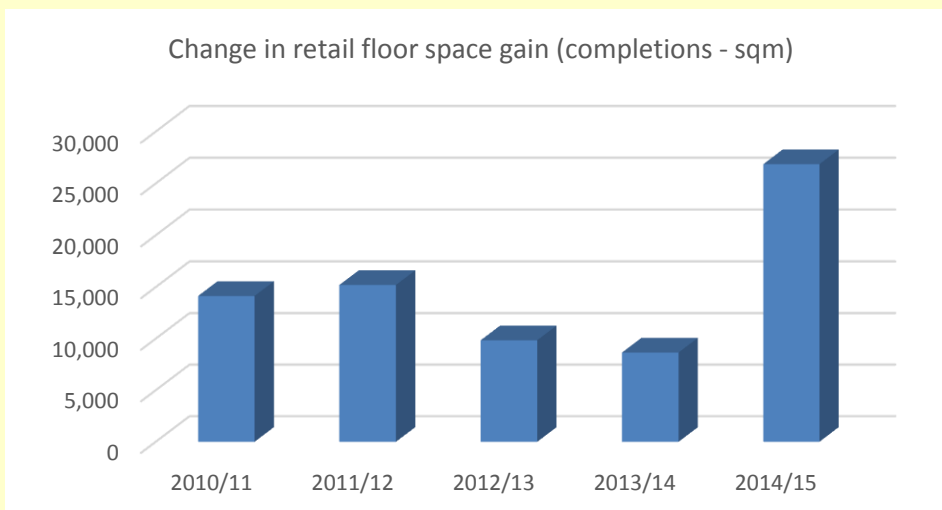
PLANNING POLICY - SUPPORTING BUSINESSES - DELIVERING LONDON PLAN HOUSING TARGETS

Office - Loss of office space has been a historical issue – changes to the Mixed Use policy to protect office floorspace will be monitored as a key performance indicator in 2016/17.

- Overall nearly 88,000 sqm of office floorspace was lost in 2014/15 continuing the trend of previous years. There is a significant net office loss under construction of 180,000 sqm and a further 240,000 sqm with planning permission.
- From all monitored permissions with a net loss of office floorspace, 68% provided new residential units (some of these schemes will be mixed use so not purely driven by building residential units)



Retail floorspace however, has continued to do well with 27,000 sqm completed in 2014/15. The West End shopping areas remain buoyant with demand high for retail floorspace.



Housing - From 2010/11 to 2014/25, almost 4,300 net residential units have been built or brought back into use. Over the period as a whole this exceeds the London Plan targets and furthermore around 4,600 units are under construction. Over the same period 528 non-conventional residential units (e.g. hostel spaces) have been lost. In Autumn 2016, a new housing capacity study will be completed for the GLA and a new housing target will be provided by 2017.

Key Service Performance Indicators

The table provides an assessment of the key Service Performance Indicators. Detail has been provided for all indicators at risk of failing to meet targets by year-end.

* Please note year-end figures reported in the table below are year-to-date April 2015 to March 2016, unless indicated.

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators flagged for attention:					
Housing Services					
Reduce the number of families in short term nightly booked accommodation and uneconomic placements to 250.	379	Less than 250	305 (315 in Q3)	Target Not Achieved	Improving on last year, and previous quarter
Reason for underperformance and mitigation: Behind target due to a number of factors including high rental prices and high demand across London. Mitigation activities include continuing with direct purchase scheme, increasing procurement of longer term leased properties, increasing homeless preventions through use of private sector properties and pan London caps on new nightly booked charges.					
Timescale for improvement: Monthly budget monitoring highlights that the average cost of the highest cost units has reduced since April and the mitigation activities above will continue to reduce this.					
Development Planning					
Percentage of 'Minor planning applications determined within 8 weeks	68%	65%	63%	Target Not Achieved	Deteriorating on last year
Reason for underperformance and mitigation: It has always been acknowledged that figures would suffer whilst Development Planning moves to digital working. The reduction is lower than what was anticipated given the upheaval with new working processes that are currently being put into place and loss of key staff over the year.					
Timescale for improvement: The situation should start to improve by the second/third quarter of the next financial year.					
Percentage of 'Other' planning applications determined within 8 weeks i.e. Listed buildings, household developments.	68% (3,131 of 4,605)	80%	68% (2,801 of 4119) Was 71% in Q3	Target Not Achieved	Stable on last year
Percentage of 'Other' planning applications determined within 8 weeks i.e. Listed buildings, household developments. This is a nationally set target which has rarely been met because of the complexities of schemes in Westminster and the desire to negotiate acceptable schemes rather than fast track refusals to meet CLG targets. It was also acknowledged figures would suffer whilst Development Planning moves to digital working.					
Timescale for improvement: Digital working will be fully implemented by 1 April 2016.					
Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Housing Services					
Rough sleeper numbers (those whom Westminster has a duty to assist) to be reduced and maintained below 90.	83 (Nov 2014)	≤90	86 (Feb 2016)	On Track Target exceeded	Deteriorating on last year
Council tenant satisfaction with services provided by landlord	88% (2014/15)	88% - 91%	89% (2015/16)	Target Achieved	Improved on last year
Council tenant dissatisfaction with services provided by landlord	6% (2014/15)	≤7% (6% - 4%)	7% (2015/16)	Target Achieved	Deteriorated on last year
Service commentary: - The figures shown are from a proxy measure (monthly survey) which normally comes in a few percentage points better than the final figure in the annual survey. Last year these differences were about 4%, so these indicators can be considered as on track.					

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators on track to achieve targets or have achieved targets by year -end:

Economy					
Total number of residents supported into paid employment opportunities	708	700 – 1,000	710	Target Achieved	Improved on last year
Commentary: The delivery of the employment programme and the incorporation of deliverables from Westminster Adult Education Service and City West Homes have meant that we are on track to achieve the annual corporate target.					
70% of the entrenched cohort of rough sleepers is housed in appropriate accommodation	56%	70%	66% (95 of 144) Q3 position*	On Track to achieve target	Improving on last year
<i>*Reported a quarter in arrears.</i>					
Total number of positive moves from young persons' supported housing and hostel services.	111	80	102 (Q3 figure)	On Track to achieve target	Improving on last year
Support the most vulnerable homeless families into longer term temporary accommodation within 12wks of becoming homeless	No h/holds beyond 12 weeks	Less than 12 weeks	0	Target Achieved	Similar to last year
Council Tenants Satisfaction with major works	82% (2014/15)	82% - 86%	84%	Target Achieved	Improving on last year
Service commentary: Data is taken from a survey sent to tenants after their major works scheme has completed.					
Development Planning					
Total number of planning applications received and determined by the City Council to date for the year.	12,459 received 11,006 determined	N/A	11,885 received 9,947 determined	N/A	Reducing on last year
% of 'Major' planning applications determined within 13 weeks i.e. Larger scale development.	59% (22 of 37)	60%	72%	Target Achieved	Improving on last year
Percentage of planning appeals determined in favour of Westminster City Council.	71% (167 of 236)	66%	76% (159)	Target Achieved	Improving on last year
Number of Reports of Unauthorised Development investigated and cleared.	2,258	N/A	2,575	N/A	Improving on last year
Percentage of urgent dangerous structure notifications attended within 2 hours. E.g. scaffolding	100% (39 of 39)	100%	100% (38 cases)	Target Achieved	Same as last year
Property and Estates					
Increase the contracted income generated from the Council's investment portfolio by 3% of opening base income of £22.3m	£23.80m	£22.97m	23.80m (6.7% growth)	Target Achieved	Improving on last year
Percentage of void properties in the Councils investment portfolio	1.8%	Less than 4.0%	3.3%	Target Achieved	Deteriorating on last year

2.4 CITY MANAGEMENT & COMMUNITIES

Notable areas of achievement, delivery and opportunities

HIGHLIGHT

- **Customer satisfaction with the street cleansing service continues to remain high.** Street surveys carried out by Keep Britain Tidy showed that the street and environmental cleanliness in Westminster have continued to improve in the City, including reduced levels of litter, detritus, graffiti and fly posting - a 27% reduction was recorded in complaint volumes and 16% in litter levels.

HIGHLIGHT

- **A new Sports & Leisure Centre contract successfully completed** - awarded to Sports and Leisure Management (SLM). The new contract will enable major savings through increase income. This will ensure that investment in wider sports development and PE and School Sport programmes can be maintained and that the whole service will generate a financial surplus overall. A number of new service improvements will be realised.

HIGHLIGHT

- **Active Queen's Park project.** Brent Council's planning committee approved the final 'pre-commencement' condition which enabled 'Phase 1' of the major works programme to commence on 14 March 2016. Phase 1 includes the £26m new sports and leisure centre and new homes on the Moberly site. The new centre at the Moberly site is expected to be completed in February/ March 2018.

- **Visits to the Council's outdoor learning centre**, Sayers Croft, have increased by 10% with over 38,000 visits recorded in 2015/16. Attendance from Westminster's schools remains very high and over £50,000 worth of discounts was provided to visiting Westminster children this year. Over £16,000 in externally funded bursaries have also been provided to enable children from low income families to visit the centre.
- **The sports volunteering and Champions for the Future** have both exceeded full year targets with 174 new sports volunteers registered and 122 champions for the future engaged on the flagship gifted and talented programme.
- **Reductions in fly-tipping were realised following the 'No Dumping' Campaign launched in Summer 2015.** The campaign included targeted education and enforcement by a dedicated team of City Inspectors, using signage, leaflet dropping and talking to local residents and businesses to immediately address dumping incidents. The campaign continues to be deployed at identified 'hot spot' locations.
- **Missed waste collections** are running at a monthly average of 3.53 missed collections per 100,000 collections made (down from 4.63 per 100,000 for the same period last year)
- The new City Inspectors role has been developing throughout the year. **A comprehensive training programme for City Inspectors** has been developed and will be rolled out in the next financial year. The multi-disciplinary City Inspector role and area-based Neighbourhood Problem solving roles are working together with other Public Protection and Licensing Team members to help local communities to identify local priorities and resolve matters of concern.

- **The Library service organised over 7,000 activities and events over the year attended by 169,000 people.** The service is working closely with partners, such as Public Health, to deliver activities that contribute 'City for All' outcomes, in particular around public health (e.g. Smoking Cessation, Health Checks) and the national careers service to deliver support to job seekers. Library volunteers have helped to deliver homework clubs, IT sessions and other events and have contributed over 10,000 hours to the service.
- **A high level of compliance with parking rules (98.8%)** was reported within Westminster (based on the last survey taken in October 2015). Despite a marginal drop (0.2%), the overall compliance for Westminster continues to be of a high level.
- The **waste disposal contract re-let** final tenders have been received and the project is currently on timetable for award of contracts in June 2016

Service pressures and challenges

- **Challenges around the delivery of the library transformation** project to deliver significant savings and develop a new model for library services.
- **Project and programme management** – there is a recognition that governance surrounding the delivery of projects and programmes needs improving to drive co-ordination across City Management and Communities and the Council as a whole and ensure consistent delivery to maximise value and quality.
- **The Parks service has scored 90% in the City Survey (customer satisfaction).** Although this is the fifth consecutive year where Parks achieved a rating above 90%, this is a fall of 5% on last year. Dealing with the impact of rough sleeping continues to be a major focus for the Parks Service, which is working closely with the Rough Sleeping Team on dealing with this complex issue.
- **There is pressure on Residential Services and the Home Improvement Agency** – a focus on dealing with 'rogue' landlords exploiting the market and responding to a growing older population remaining at home is stretching resources. The DFG (Disabilities Funding Grant) allocation within the Better Care Fund is increasing for 2016/17 and the impact of this will need to be considered.
- **Challenges remain in balancing the need for enforcement against dumped waste**, ensuring businesses are compliant in having waste transfer arrangements in place and offering general education in respect of these issues. Business audits by local City Inspectors have evidenced significant non-compliance. Further work will be needed to provide a more robust joint service plan to address challenges with waste management.

Key analysis undertaken by the Evaluation and Performance Team

AIR EMISSIONS IN WESTMINSTER: THE IMPACT OF FREIGHT VEHICLES, 2008 TO 2020

Cross River Partnership recently completed an Interreg VB funding application to address freight vehicle emissions across central London through influencing private sector procurement and planning policy. To support this bid the Evaluation and Performance Team produced a **historical trend analysis dashboard of five key emissions** (CO₂, NO₂, NO_x, PM_{2.5} and PM₁₀) using GLA’s London Atmospheric Emissions Inventory 2010 data.

It was found that:

- Compared with six other inner-London boroughs, Westminster has the highest emission levels, measured in tonnes per annum for all five emission types.
- City of London has the highest emissions levels per Km², Westminster has the second highest.
- Westminster has a lower ratio of freight vehicle emissions to non-freight emissions (between 20-25% depending on the emission type) compared with other inner-London boroughs.
- Large Good Vehicles running on diesel are the most significant contributor to CO₂, NO₂, PM₁₀ and PM_{2.5} freight vehicle emissions, whereas rigid Heavy Good Vehicles contribute most to NO_x freight vehicle emissions.

Below is an example of the freight vehicle emission dashboard for NO₂ emission sources:

Map 1: NO₂ emissions per 1Km², 2015

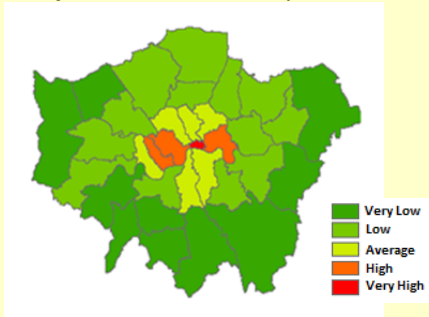
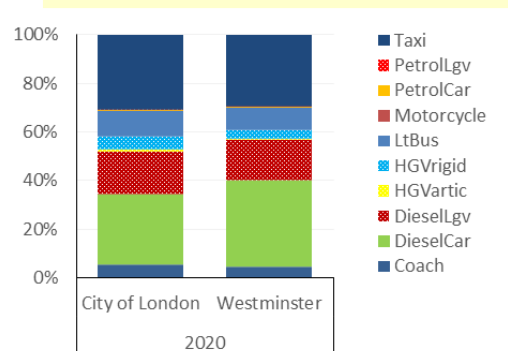
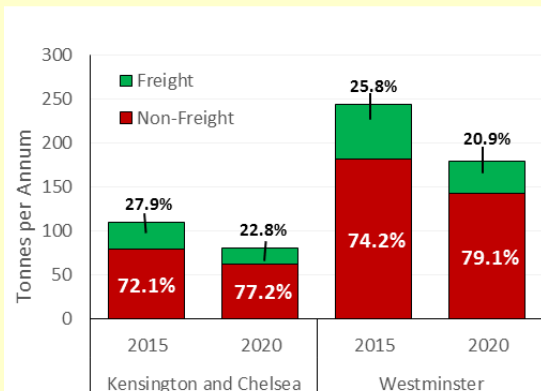
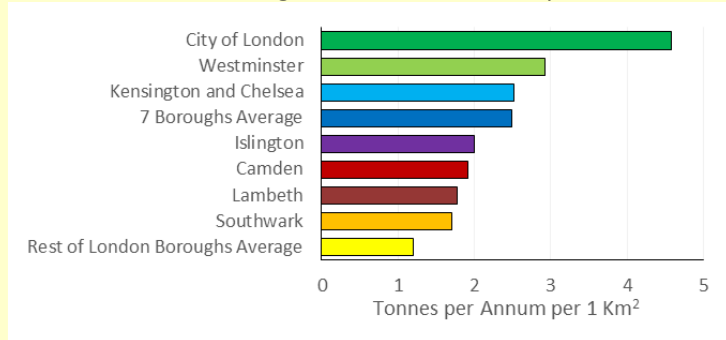


Figure 1: NO₂ emissions per 1Km², 2015



All charts can be automatically updated by switching the attributes on and off to filter different years and boroughs. This allows for a user-friendly and precise way of comparing freight emissions.

Unfortunately the interreg VB funding application was unsuccessful. However, the Cross River Partnership Team will also be using the data to inform their Freight TAILS project in developing an action plan to tackle freight across central London; work with New West End Company on their Air Quality Strategy; and to support Westminster and the West End Partnership in their developing their freight programme.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators at risk of failing to meet targets by year-end.

* Please note year-end figures reported in the table below are year-to-date April 2015 to March 2016, unless indicated.

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators flagged for attention:					
Waste and Parks					
Satisfaction with Westminster City Council's Parks and open spaces	95%	95%	90%	Target Not Achieved	Deteriorating on last year
Service commentary: This is the fifth year in a row now that satisfaction with Parks has been 90% or above. The slight decline from 2014/15 is most probably related to an increase in rough sleeping in many parks and open spaces (e.g. Marble Arch).					
Performance Indicators on track or achieved at year-end:					
Waste and Parks					
Improved street environmental cleanliness through the proportion of street surveyed for:				Target Achieved	All either improving or similar to last year
- Detritus that falls below grade	2.10%	4%	1.41%		
- Litter that falls below grade	3.60%	5%	3.02%		
- Graffiti that falls below grade	2.30%	3%	2.54%		
- Fly-posting that falls below grade	0.20%	2%	1.51%		
Service commentary: There are three random surveys each year to assess the cleanliness of Westminster streets. The first between the start of April and the end of July. The second between the start of August and the end of November. The third between the start of December 2015 and the end of March 2016.					
The yearly proportion of waste sent for recycling and recover, rather than to landfill	98%	97%	99%	Target Achieved	Improving on last year
Service Commentary: In 2015/16, a total of 17% of waste was for recycling, 98% for energy recovery and 2% to landfill.					
To maintain the low monthly average of missed waste collection complaints per 100,000	4.63	5.00 per 100,000	3.53 per 100,000	Target Achieved	Improving on last year
Public Protection and Licensing					
Customer Satisfaction with Pest Control Services	100%	90%	100%	Target Achieved	Improving on last year
Days of disruption saved on the road network as a result of collaborative working	408 days	400 days (100 days per Quarter)	498 days	Target Achieved	Improving on last year
Secure 20 new food businesses to commit to the Healthier Catering Commitment	New Indicator	20 new businesses	21 new businesses	Target Achieved	N/A
Service commentary: As a result of targeted advice, nutritional support and sampling, the Health Catering Commitment (HCC) Project aims to tackle and reduce child obesity in the most deprived areas in Westminster. This is carried out by encouraging fast food takeaways, cafes and small food businesses to promote healthier options for customers. The aim was to secure 20 new food businesses to commit to the HCC and receive the award from Westminster, showing they have made nutritional changes to their operation which has had an impact on children who purchase food from their business.					
Performance Indicators on track or achieved at year-end:					
Number of homes occupied by vulnerable people in the private sector made 'decent'	145 homes	120 homes	123 homes	Target Achieved	Stable, same as last year
Service commentary: Exceeded target for the year					

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators on track or achieved at year-end:					
Maintain levels of overall Customer Satisfaction with Home Improvement Agency (HIA)	90%	90%	N/A	N/A	N/A
Service commentary: Service will be undertaking a review of the customer satisfaction levels but this will not be until the last two weeks of the financial year and therefore figures are currently unavailable					
Average time taken to resolve the needs of persons needing major adaptations in the private sector	New Indicator	25 weeks	N/A	N/A	N/A
Service commentary: At present we cannot update this KPI as the Management Information reports required are not working. Looking at alternative ways to report on this until completion of dashboard which will provide this information in future					
Highways					
Percentage of planned maintenance and public realm improvement schemes on agreed programme delivered	New Indicator	95%	95%	Target Achieved	N/A
Service commentary: No risks currently identified but network availability can affect implementation of works.					
Average performance against response times for all lighting priorities	93%	98%	97 %	Target Achieved	Improving on last year
Average performance against response times for all highways priorities	93%	98%	97%	Target Achieved	Improving on last year
Percentage of lights out at any one time	2%	3%	2.1%	Target Achieved	Deteriorating on last year
Performance Indicators on track or achieved at year-end:					
Parking Services					
Maintain levels of overall customer satisfaction with the Parking Service	84%	84%	88.6%	Target Achieved	Improving on last year
Improved parking compliance levels	98.75%	98%	98.8%	Target Achieved	Stable, same as last year
Sports, Leisure and Wellbeing					
Number of visits to the Council's sports and leisure facilities	3,776,188	3,700,000	3,692,658 (98.6% of target achieved)	Target Not Achieved	Deteriorating on last year
Service commentary: Usage has been steady over the period, with any monthly anomalies evened out over the period. Usage at Queen Mother Sports Centre is especially good, but with Moberly finally closing for redevelopment, and weather related issues which resulted in lower than expected usage at Paddington Recreation ground, the target was just missed.					
Participation in sports development programmes	72,422	62,400	47,950 (71% of target achieved)	Target Not Achieved	Deteriorating on last year
Service commentary: The programmes are being delivered to plan although the YTD figure is underreported as one of the external providers is yet to finalise their participation numbers. A new 'Active Communities' programme is planned for 2016/17 as part of the new leisure centre contract which will increase participation going forward.					
Number of accredited sports clubs	65	70	66 (94.3% of target achieved)	Target Not Achieved	Improving on last year
Service commentary: Works to improve the Programme are progressing well and plans are in place to deliver an increase on accredited sports clubs.					
Number of sports volunteers	70	80	174	Target Achieved	Improving on last year
Number of visits for outdoor learning activities	33,184	34,000	35,612	Target Achieved	Improving on last year

2.5 CORPORATE SERVICES

Notable areas of achievement, delivery and opportunities

Procurement

HIGHLIGHT

- **End of year annualised savings of £1,283,000 have been achieved** against a target of £1,000,000. Savings have been reported based on a full year and the methodology will be revised for 2016/17 in order to give clarity to delivered/realised savings.

- **We have simplified and formalised the programme management of the procurement business plan** reducing from eight themes to four and assigning leads for workstreams and individual projects. This has been a 'bottom up' approach which has engaged with all members of the Procurement Team ensuring a fully informed approach. The four themes and associated work streams are outlined below; each workstream is made up of a number of projects.

Theme	Workstreams
People Development	People
	Contract Management
Market Development	Revenue Generation
	Engaging the Market
Operating Model	Responsible Procurement
	Category Management
	Savings
	Best Practice
Technology Development	capitalEsourcing
	Data

- **All category managers and Tri-borough procurement staff are now trained** in the new capitalEsourcing spend management module. The system data will be used to develop forward plans. More work will be done to improve supplier metrics.
- **A significant upgrade of capitalEsourcing** (Release 16) was completed without incident. Greater flexibility and ownership of the system is currently being worked on. Communications to users and contract compliance have improved significantly. The issue of significant manual intervention will be addressed in the second phase.
- **The Chartered Institute of Procurement & Supply standard is still on track for September 2016**, the commercial development programme due by September 2016 is complete. External recruitment was completed as planned, transition to new roles and role based skills assessments are awaiting a decision on tri/bi or single procurement team (however role base assessments will be re-baselined and performed for WCC procurement staff).
- **Revenue generation projects** and the proposed operation of a traded service (in December 2016) are on track with significant and positive progress being made in a potential Joint Venture with a small private sector procurement consultancy.

Human Resources (HR)

HIGHLIGHT

- **HR was re-launched as People Services from the 1 April 2016.** The new structure will enable the service to be more strategic and targeted in its use of resources. BT should be facilitating the transactional operations and the day-to-day advice to managers enabling the core retained HR function to focus on recruiting, developing, retaining and engaging staff and empowering managers.

- **Retained HR is still providing support with the embedding of the HR part of Managed Service Programme.** Despite the issues, over the last quarter we have continued to see improvements in payroll accuracy and the interface with Surrey County Council, our pension providers, and Occupational Health has now been delivered. Plans are currently underway to return responsibility to BT and to align processes to business as usual operation.
- **HR is working with the business to increase staff engagement** and has made an active contribution to various streams of the Westminster Way Programme. Methods include the Westminster Way awards, the Leadership Academy (Phase 2 and 3) and the Council's external branding to improve recruitment.
- **Internal Audit conducted an audit of the Disclosure and Barring Service (DBS)** processes, procedures and systems in June 2015, with a follow-up Audit completed in December 2015. All DBS matters were fully compliant. The overall finding of the initial audit was Limited Assurance, due to two High Risk areas. The follow-up report confirmed that the actions related to the High Risk areas have been satisfactorily implemented with one Procurement action only partially completed (and one other action which cannot be implemented at all as DBS has not been handed over to BT).
- The council set a **target of securing 100 apprenticeships in 2015/16** both internally and with our supply chain and our network of partners such as local schools and developers. As at February 2016, 41 apprentices are working at the Council and a further 57 in our partner organisations making a total of 98 (end of year target is 100).
- **Westminster currently has 17 interns in the Council and a further 3 graduates are working with us as part of the National Graduate Development Programme**, which is a national graduate scheme, where the participants spend two years on a training programme, which includes postgraduate qualifications and a range of placements across the Council.
- **Cross River Partnership**, supported by HR is helping 30 individuals with complex personal needs, into work opportunities via the Supported Employment Programme providing apprenticeships, internships, direct employment and work experience. The project is on schedule to meet the required target, the only barrier to achieving this is sourcing the required residents from the specified client groups i.e. mental health issues, learning disabilities, history of substance misuse or rough sleepers etc.
- We continue to work to **improve the way technology supports the business to access HR** via the introduction of a more 'self-serve' approach to HR via the introduction of Agresso, Service Now, e- Recruiter and the Knowledge Base as part of the Managed Services Programme. Online training resources are available through the Learning Management System.
- **HR has now achieved the first level of accredited Wellbeing chartered status** by encouraging healthy living and eating initiatives through Occupational Health and Health and Safety.
- **HR has worked with departments to reduce TAC usage and reliance**; issues with managed services have meant that some TACs have had to be retained for longer than previously envisaged. HR has been encouraging the use of alternative recruitment solutions, such as fixed term contracts, apprentices and internships, particularly targeting long tenure TACs, however ultimately it is up to Council managers to reduce their TAC usage. HR is working with departments to set targets for TAC numbers for 2016/17.

Legal

- **Since a single Legal Service** was agreed in May 2015 the service has been able to make significant strides towards achieving its key deliverables and fulfilling the target operating model which will deliver significant savings to the Council.
- The **service has reduced duplication** in the provision of advice for clients and established a clear single point of contact for all clients to obtain legal advice
- The **service has been co-located to a single site** and has established new teams, reporting lines and operational practices to improve the effectiveness and efficiency of the service
- **Legal has in-sourced the procurement work** and some housing litigation work for Westminster City Council and working towards delivering savings.
- **Achieved high levels of client satisfaction** and will strive to do this as the Tri-borough / shared service matures.
- Given this is only the second quarter we have reported on the service has delivered **good performance with 14 KPIs met**, four missed (two marginal) and two with no activity relating to the KPI in quarters 3 and 4. Where the KPIs were missed, reviews have taken place and action taken to ensure they are delivered in 2016/17.

Information Services

HIGHLIGHT

- **Implementation of the shared IT service Target Operating Model** (Phase 1 completed June 2015) has provided new capabilities and capacity, to deliver transformation, alignment and cost savings. Detailed planning for Phase 2 has been completed.
 - **15/16 Savings of £1m have been achieved** through transition to the new BT, Agilisys and network framework contracts
-
- **Business as Usual IT services have been maintained** with:
 - Significantly increased overall levels of end user satisfaction, as measured in YourVoice customer satisfaction surveys
 - Strong performance of outsource IT services to BT and Agilisys (data based on service desk satisfaction data, Jan 6.33/7 and Feb 6.48/7)
 - Extension of essential network and telephony (“NGN”) contracts
 - **Programme of upgrade to legacy Council infrastructure services has been developed and progressed including:**
 - Introduction of strategic Office365 collaboration platform, including new shared service Intranets
 - Completion of upgrade to Windows 7 and new lightweight laptops
 - Migration of legacy CapGemini (“EUC”) datacentre services to new contract providers
 - Preparatory work to decommission legacy City Hall data centres and support new ways of working, facilitating City Hall refurbishment project
 - **Support for Customer Digital programmes** through provision of strategic platforms, governance and Agile development capability for adoption by WCC following current analysis phases

Service pressures and challenges

Procurement

- There has been a **significant number of staff changes** in the last quarter which has had an impact on the whole team and challenges our ability to meet delivery dates. Staff vacancies in relation to capitalEsourcing are putting a strain on existing resources and risk losing further staff with little resilience in this area. However, we have successful in recruiting to a number of vacancies and an overall improvement in capabilities and positive attitude is evident as a result.
- **CapitalEsourcing** is led by WCC on behalf of Tri-Borough and it was anticipated that this would be funded through a Bi or Tri-Borough procurement model. Since this has yet to be decided upon we are supporting RBKC and H&F without any funding from the boroughs and this cannot be sustained.

Human Resources

HIGHLIGHT

- **The main area of risk for HR is the impact of Managed Services.** The continued lack of availability of accurate and timely reports from Agresso is impacting on HR's ability to produce reports and respond to data requests. The issues with the delivery of the Pensions Agresso interface and Occupational Health have also impacted on the availability of HR resources. The diversion of HR resources to MSP and other Council priorities may impact on the timescale of other projects.

- There is also the **risk of lack of engagement from the business** because of the issues they have encountered and the culture change required to embed a self-serve system.
- **Delays in recruiting to vacant posts** following the HR reorganisation may impact on HR's ability to fully support the organisation in embedding new ways of working
- At the end of March 2015 Westminster, along with our Tri-borough partners, went live with the Agresso joint Finance and HR ERP system provided by BT as part of the Managed Service Programme. **HR is still not able to report on the KPIs for sickness and turnover**; this is as a result of the lack of availability of the required reports from BT. However there has been some progress recently and it is hoped that HR will be able to provide figures for the end of the year 2015/16 and then continue with regular reporting going forward.
- **Temporary Agency Contractor (TAC) numbers and costs continue to be high.** The TAC population levels for February 2016 of 278 were higher than the level seen in August 2015, but there has been a reduction over the year. It is now highly unlikely that the target of less than 200 TACs engaged across the business will be met. The rolling year to the end of February 2016 TAC costs have decreased from over £18 million to under £15 million, however the target of £12 million rolling year spend, which was Westminster's target for 2015/16 has not been met.

TACs	MSP TACs		Other TACs		Total TACs	
Period	Number	Cost in month	Number	Cost in month	Number	Cost in month
Q1 Actual June 2015	12	£72,414	262	£968,326	282	£1,040,740
Q2 Actual Sept 2015	17	£123,000	223	£823,191	240	£946,191
Q3 Actual for Dec 2015	28	£228,652	234	£1,007,222	262	£1,200,000
Q4 Actual Mar 2016	26	£245,412	252	£1,157,163	278	£1,402,575
YE Target Figure	25	£150,000	175	£850,000	200	£1,000,000

Q4 or current (March 2016 TAC)	Number of TACs	Number of Long term TACs (over 6 months)
MSP TACs	26	19
Other TACs	252	144
Total TACs	275	163

Legal Services

HIGHLIGHT

- **The implementation of the Managed Services Programme has been challenging** due to a range of performance issues. However, the system represents a great opportunity for legal services. We now have finance and HR data in one place for all three authorities, our supplier data will be easier to manage and update, and we can produce better management information and analysis to inform current and future business decisions. We have successfully introduced our own processes and ways of working to dovetail with Managed Services. Nevertheless, harmonisation of financial strategies and processes has been challenging due to the variance in the support arrangements in different authorities.

- **The next stage of our service development** is to have systems e.g. case management and other IT systems that make us more efficient and productive. We are working with Tri-borough ICT on this.

Information services

HIGHLIGHT

- **A significant service disruption in Mar 16**, caused by a Ransomware virus outbreak followed by power failures at City Hall, did not result in significant loss of data. The shared IT service is issuing user awareness communications to prevent virus outbreaks and moving to newer (Office365 platform) which will be less susceptible to Ransomware attacks. As part of City Hall refurbishment, legacy on premise datacentre services are being decommissioned, which will provide further resilience against future power outages.

HIGHLIGHT

- **Savings proposals accepted by Cabinet and EMT**, and equating to a further reduction of IT spend by £3m (approx. 33% existing budget) over the next 3 years will have a very significant impact on the level of ICT service available to users, and on ICT resilience. Programmes such as mandatory Bring Your Own Device (BYOD) will also require very significant culture change and will coincide with the City Hall refurbishment timescales introducing further cultural and technical risk.

HUMAN CAPITAL METRICS SURVEY AND HR OUTPUTS SURVEY 2014/15

A benchmarking exercise was carried out for London Councils generated by Infiniti Stats. The following findings are taken from the Human Capital Metrics Survey and HR Outputs Survey 2014/15. HR Datasets are submitted by all the London boroughs and benchmarked for comparative performance. The time period of change refers to March 2014 to March 2015.

Whilst Westminster scores well for sickness, dismissal cases and grievances, we are one of the lowest scores in London for the percentage of 5% top earners who are female, BAME or disabled. We also have very low numbers of young people working for the Council compared to other London boroughs.

Key points for HR outputs

- **HR CASEWORK:** Westminster's new capability cases dropped from 7 to 4 and had no dismissal cases. Westminster Council's number of concluded disciplinary cases of 18 falls seventh lowest of the London boroughs. We had a low number of disciplinary warnings issued/disciplinary dismissals and the lowest number of days lost due to disciplinary cases.
- **GRIEVANCES:** Westminster's number of grievances fell from 18 to 4.
- **TRAINING:** Westminster had the third highest number of face-to-face in-house training courses on offer, but a lower number of online courses. This ratio has probably changed now due to the introduction of LMS.
- **APPRAISALS:** Just 51% of Westminster's staff received an appraisal (who should have received one). This fell by 37%. Since this time, Agresso has been introduced to manage the appraisal process.

Key points for staff statistics

- **SICKNESS:** Westminster has the third lowest sickness rate amongst the London boroughs, with the average days lost/employee falling by 1.8%. Long-term sickness (more than 20 days) fell by 14.3% compared +14.9% for inner London. Absence due to stress was around the London Boroughs average.
- **HEADCOUNT:** Westminster's total annual basic pay of headcount fell by 7.8% since 2014, compared to 3.8% for all London boroughs. Full-time equivalent headcount fell by 11.3% compared to median average of +5.2% for inner London boroughs.
- **RESIGNATIONS:** Westminster Council's turnover due to resignations of 11.24% is the highest in London, having risen by 30.9%. 2014/15 resignations were highest in London for Westminster; however, this was still within 3.5 percentage points of the median. This was during a year of lots of organisational changes at the Council including the transformation re-org which could have affected people's decisions. We were one of the lowest for retirements and dismissals so this could be related to reporting methods by the different Councils. We will monitor this when the 15/16 London Councils data is released later in the year.
- **TEMPORARY STAFF:** Westminster Council's agency rate of 17.84% is slightly higher than median average amongst London boroughs, and inner London. The cost rose by 21% but this was lower than the median average change of +33% for all London boroughs.
- **AGE:** Westminster Council's average age of workforce of 44 is the joint lowest in London, however we have the fourth lowest percentage headcount aged 16-24 falling by 1.5% since 2014. Despite this, the percentage of headcount aged 65+ rose by 16.6%.
- **GENDER:** Whilst over half (59%) of headcount are female, Westminster is the third lowest for percentage of top 5% earners who are female. Furthermore, this figure dropped by 4.9%
- **ETHNICITY:** Westminster Council's percentage BAME rose by 2.9% to 34.67%, falling in the second quartile of all the London boroughs, and the second quartile for inner London. However, we score second lowest for percentage of top 5% earners who are from BAME groups, falling by 36.8%.
- **DISABILITY:** Westminster's percentage of staff declaring a disability has fallen since the last survey in March 2014, and is benchmarked fourth lowest in the London Boroughs. Percentage of top 5% earners who are disabled fell by 37.5% and Westminster scores second lowest in the London boroughs.

Key Service Performance Indicators

The table provides an assessment of the key Service Performance Indicators. Detail has been provided for all indicators at risk of failing to meet targets by year-end.

* Please note year-end figures reported in the table below are year-to-date April 2015 to March 2016, unless indicated.

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators flagged for attention:					
Human Resources					
Total number of agency contractors	313	200	278 (-39% off target)	Target Not Achieved	Improving on last year
Total cost of agency contractors (£m)	£17.92m	£12.0m	£14.25m (-19% off target)	Target Not Achieved	Improving on last year
<p>Reason for underperformance and mitigation: Unexpected / unplanned project or recruitment shortfalls leading to the need to engage more TACs or to extend current TACs. Increasing costs of TACs already engaged.</p> <p>TACs are engaged across all areas of the business with no peaks or troughs in any one departments. Rolling year costs have reduced consistently over the last year. People's Services Business Partners are working with various business units targeting the reduction of TACs (specifically those with over 12 months tenure). This is part of the wider Workforce Planning project. It is hoped that the end of year cost target will be met if the current trend continues.</p>					
Procurement					
Number of contracts awarded that include Community Benefits	New Indicator	6	2	Target Not Achieved	n/a
<p>Service commentary: Responsible Procurement Pilots to prove concept, developing training and guidance for commissioners, procurement staff and contract managers</p>					
Information Services					
Freedom of information compliance	89%	90%	89% Jan-Feb 16 (100% in Q3)	Off Track Target at risk of not being met	Same as last year
<p>Service commentary: Record number of requests received in January and February 2016, up 37% from same period in 2015. 27.7% of these requests were from one individual submitting housing requests in pursuance of a personal campaign</p>					
Legal Services					
Percentage of summons issued for non-school attendance within 10 working days of receiving full instructions.	New Indicator	67%	50%	Target Not Achieved	N/A
<p>Service commentary: Staff have been reminded of the 10 day KPI and the issue is now on the team meeting agenda</p>					
Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Information Services					
Percentage of staff satisfied with the IT service	50%	79% (5.5 out of 7 rating in Jan and Feb 16)	91% (6.4 out of 7 rating in Jan and Feb 16)	Target Achieved	Improving on last year
Security breaches reported to ICO (target nil)	New Indicator	Nil	Nil	Target Achieved	Stable, same as last year

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Procurement					
In-year savings made for procurement with a contract start date in the measurement period.	£11.220m	£1.00m	£1.283m (128%)	Target Achieved	Stable, same as last year
Total savings made for procurement with a contract start date in the measurement period over the life of the contract.	£53.90m	£3.00m	£5.154m (172%)	Target Achieved	Stable, same as last year
Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Legal Service					
Percentage summons issued for illegal street trading within 10 working days of receiving full instructions.	New Indicator	100%	100%	Target Achieved	N/A
Contracts: To prepare a first draft of contract terms within 10 working days of receiving full instructions from our client.	New Indicator	100%	100%	Target Achieved	N/A
Contracts: To provide written legal advice on procurement strategy for a case and options within 5 working days of receiving instructions from client.	New Indicator	100%	100%	Target Achieved	N/A
Employment: To win or settle 85% of the cases that are heard in tribunal.	New Indicator	85%	No Employment cases heard in tribunal in Q4	N/A	N/A
Temporary Accommodation acquisitions - In 80% of cases to send draft documentation to the solicitors within 10 working days of receipt of full instructions	New Indicator	80%	81%	Target Achieved	N/A
Planning: Subject to receipt of full instructions ensure that 90% of draft s106 agreements are sent to Planning within 15 working days.	New Indicator	90%	92%	Target Achieved	N/A
Performance Indicators where data for Quarter 4 is unavailable.					
Human Resources					
Staff turnover excluding redundancies as a proportion of the workforce	11.85%	12.5%	No update available	N/A	N/A
Sickness absence - rolling year average number of days per employee	5.76 days	6 days	No update available	N/A	N/A
Service Commentary: The service are now able to extract the sickness and turnover data, however, the data quality issues make it impossible to draw usable and accurate conclusions at this time. People's Services are working with BT to resolve this as a high priority.					

2.6 CITY TREASURERS' OFFICE

Notable areas of achievement, delivery and opportunities

- **All of the net £36m savings targeted for 2015/16 have been achieved.** For 2016/17 the overall savings target was confirmed as part of the budget approval process and is needed to finance the reduction in government funding, capital financing costs, National Insurance changes, the deficit in the pension fund, inflation, the likely impact of the cost of the Right to Buy and related changes, risk provision, etc.
- **The Council continues to increase its collection levels for Council Tax and Business Rates.** As at end of March 2016, 96.5% and 98.5% of Council Tax and Business Rates were collected respectively.
- **At the end of March, services areas reported an underspend of £5.54m** caused largely by commercial waste and parking income which are both in excess of forecasted levels. These, along with other smaller variances, led to a net underspend.
- **Implementation of Welfare Reform changes have been completed to schedule.** An understanding of legislative changes has been achieved, as well as an understanding of the potential impact on Westminster. The Discretionary Housing Payments policy has been reviewed to protect the Westminster's most vulnerable residents.
- **The Council's accounts were completed and handed over for external audit on the 9th April 2016** where they received an unqualified opinion. They have been considered by the Audit and Performance Committee and are expected to be fully approved after the public inspection deadline of 14th July 2016.

Service pressures and challenges

HIGHLIGHT

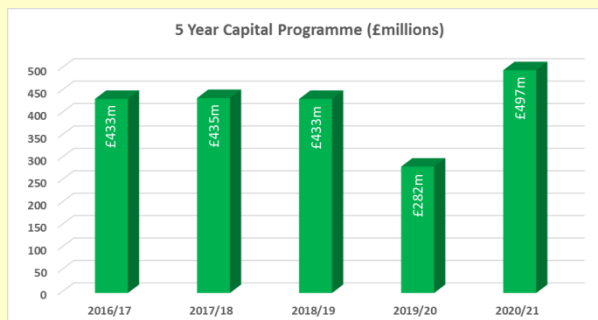
- Since 2010 the City Council has faced **significant financial challenges** due to reductions in funding from central government along with cost pressures within services and greater volatility in financing. This process is on-going and will last until 2019/20 and will be continuously reviewed as the Council develops a stronger understanding of the financial challenges it faces. In November 2015 the Autumn Statement set out the strategic direction for public expenditure. This outlined a number of significant changes to the local government funding regime which may have a significant impact on the Council's finances over time. These included:
 - providing local authorities with the **power to levy a 2% increase on Council Tax to fund social care.** For Westminster, this would equate to an additional £0.964m of revenue;
 - by the end of the Parliament **local government will retain 100% of business rate revenues to fund local services.** These will be offset with the funding of additional services, meaning a cost neutral position will be reached. In addition the Uniform Business Rate will be abolished and any local area will be able to cut business rates at their discretion. The earliest these reforms are likely to be implemented is 2020;
 - **greater flexibility for local authorities to use capital receipts** to fund the revenue costs of business transformation projects;
 - the government announced **real-terms public health savings of 3.9% over the next 5 years** and the Autumn Statement indicated that social care funds of £1.5bn would be made available by 2019/20 (beginning from 2017/18) for local government, to be included in an improved Better Care Fund; and,
 - a **National Funding Formula for Schools** will be introduced in 2017/18.

HIGHLIGHT

- **There are ongoing issues with Managed Service Programme (MSP) system** which are due to be resolved early in the 2016/17 financial year.
 - MSP is not yet proven to be able to produce full monthly financial reporting and monitoring and work in the early part of the year will focus on rolling this out to services. The Council has extended its transaction validation process in order to mitigate risks.
 - During the prior year the debt recovery module on Agresso has not been operational leading to issues with recovering invoices. This means the debt collection figure is at risk. It is anticipated that a Council wide focus on debtors will mitigate this.

WESTMINSTER'S FIVE YEAR CAPITAL PROGRAMME

The Council is embarking on an ambitious five year capital programme of £2.08bn. This will help Westminster to maintain its status as a key global centre for business, retail, entertainment and tourism.



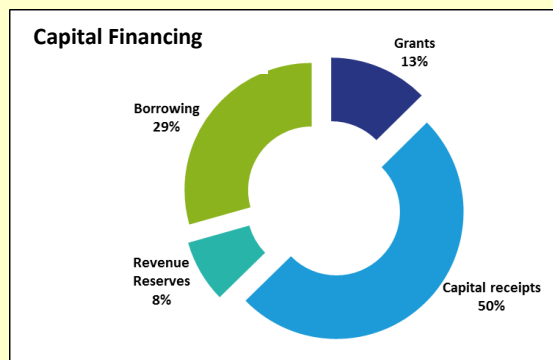
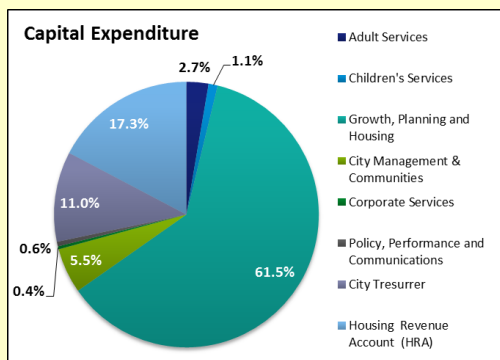
Some examples of the major Capital schemes are:

Leisure Estate Review £610.9m	Leisure Estate review, which will result in significant investment, provide residents with modern leisure facilities, help tackle obesity and encourage healthier lifestyles. This is a key component in offering choice to residents about the type of lifestyle they lead.
Huguenot House £117.1m	The Council is currently exploring options for the redevelopment of the site. This includes the option of a potential mixed use office and residential site which will aim to: <ul style="list-style-type: none"> • Enhance rental income stream and enhanced capital value • Increase employment generating issues • Generate new housing • Improve public realm
Dudley House £95.3m	A mixed development as part of the regeneration of the Paddington Basin area to increase provision of affordable housing and provide more secondary school places.
City Hall Refurb £88.3m	City Hall is in need of significant investment to enable it to keep functioning. The building requires significant mechanical, electrical plant replacement and upgrades.

The Council's 5 year capital programme and its funding can be summarised as follows:

CAPITAL EXPENDITURE AND FUNDING	2016/17	2017/18	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m	£m	£m
Adult Services	1	1	2	26	26	56
Children's Services	9	12	2	-	-	23
Growth, Planning and Housing	290	304	318	199	172	1,283
City Management and Communities	41	34	16	16	11	118
Corporate Services	2	1	3	1	1	8
Policy, Performance and Communications	9	2	-	-	-	11
City Treasurer	6	6	6	6	206	230
Housing Revenue Account (HRA)	84	76	87	35	81	363
TOTAL EXPENDITURE	442	436	434	283	497	2,092
Grants	(106)	(70)	(69)	(8)	(10)	(263)
Capital Receipts	(156)	(49)	(86)	(348)	(409)	(1,048)
Revenue Reserves	(33)	(47)	(31)	(27)	(27)	(165)
Borrowing	(147)	(270)	(247)	101	(51)	(614)
TOTAL FUNDING	442	436	434	283	497	2,092

Capital receipts are the largest proportion of funding in the programme, accounting for over half of the funding in the programme. This is largely from the sale of residential units that will be built as part of a number of development schemes.



Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators at risk of failing to meet targets by year-end.

* Please note year-end figures reported in the table below are year-to-date April 2015 to March 2016, unless indicated.

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Total gross sundry debtors (more than 1 year old)	-	£5.0m	£1.8m	Target Achieved	Improving on last year
Variance between budget and actual spend	Underspend of less than £1m	Underspend of less than £1m	Underspend of £5.54m	Target Achieved	Improving on last year
Projected general fund reserves to date	£36.035m	£36.4m	£41.575m	Target Achieved	Improving on last year
Total Savings plans achieved or on track to be achieved for 2015/16	£25.2m	£36m	£36m	Target Achieved	Similar to last year
Percentage of Council Tax collected	96.2%	96.5%	96.5%	Target Achieved	Similar to last year
Percentage of business rates collected	98.4%	98.5%	98.5%	Target Achieved	Similar to last year

2.7 POLICY, PERFORMANCE AND COMMUNICATIONS (PPC)

Notable areas of achievement, delivery and opportunities

'City for All'

HIGHLIGHT

- **Launch of 'City for All' Year 2** - PPC held the successful Leader's Breakfast event at Somerset House in March 2016 which saw the Leader launch 'City for All' Year 2 to Westminster's key stakeholders.
- **The 'City for All' Task Group** was brought together from across the whole of PPC and with colleagues from CLT and other parts of the organisation to co-ordinate the narrative and launch of the Council's update to 'City for All'. The Task group worked across the whole organisation gathering and challenging the pledges for the next year and working with Cabinet to articulate the vision for the Council. Westminster as a 'City for All' – an unrivalled City of Choice, Heritage and Aspiration where the connections amongst residents, businesses and visitors get stronger as everyone plays their part in, and benefits from, our City's continued success.

Heritage

HIGHLIGHT

- **The Housing Strategy Direction of Travel Statement** was published in December 2015. It follows a draft housing strategy which was consulted on in Summer 2015. The statement sets out the Council's general intentions in a range of housing areas against the backdrop of changing national housing policy such as its ambition to grow the intermediate housing sector to implement actions which arose from a review of CityWest Homes and to do everything it can to develop more affordable housing. A full housing strategy will be published once the implications of new national housing policy are known.
- This direction of travel led to **the development of Westminster's Housing Strategy**, including specific 'City for All' commitments relating to intermediate housing and affordable homes, whilst also responding to changes announced in the Housing and Planning Bill, as well as supporting the development and delivery of strategic housing policy documents on temporary accommodation and rough sleeping. This has been supported **by the 5-15 Year Housing Supply Schedule, published in January 2016**, listing the sites that will allow Westminster to reach our housing targets. Developers and other partners can interrogate the data through the Council website.

HIGHLIGHT

- Provided integrated policy, analysis and communications support to the Leader and Chief Executive to **lead the development of the London devolution proposition** with London Councils and the Mayor. This resulted in the Government's announcement in the Spending Review 2016 to devolve responsibility for commissioning employment support for the hardest to reach to the boroughs and the Mayor as well as transferring substantial new powers over skills and health to London.
- Delivered **City Plan revisions** in relation to basements (delivering the 'City for All' pledge), Mixed Use, Energy, Special Policy Areas and the Policies Map.

- Led on and coordinated a **review of the statutory Statement of Licensing Policy**, including coordinating Member involvement through Council debate and advising relevant Cabinet Member and Chairman of Licensing committee.
- **Westminster's Community Infrastructure Levy**, launched in May 2016, is likely to yield more than £17.5m per year to support infrastructure such as transport schemes and schools. **The creation of an interactive [map](#)** that enables property owners and developers to find the Community Infrastructure Levy Zone their properties are located in. It will reduce the amount of calls to the CIL team and call centre by allowing the public to self-serve.
- PPC have **assumed responsibility for maintaining records** for listed buildings and structures as designated by Historic England. Westminster's internal records were recently found to be somewhat out-of-date and incomplete. Spatial analysis identified a Grade I listed building which had been excluded from internal records. In addition, we were able to establish the correct location, boundary and designation for numerous other buildings and structures. The records are now available to view on a map for planning case officers via the intranet.

Choice

HIGHLIGHT

- Delivered an integrated programme of public affairs, communications, analysis and policy to position Westminster as an authority on shaping national policy. In particular:
 - **Homelessness legislation.** Led the national debate on the appropriateness of current homelessness legislation and positioned the Council with Government as an authority on policy making on the issue. This has resulted in Government considering the revision of the framework within which homelessness decisions are taken, including how local connection is taken into account and priority need is allocated. Cllr Astaire has been invited to give evidence to the DCLG Select Committee on the issue, underlining our influence on the issue.
 - **Short term lets.** Achieved an amendment to the legislation, giving the Council powers to nominate exemption zones within the city.
 - **Vacant building credit.** Led an alliance to successfully oppose the introduction of Vacant Building Credit.
 - **Office to residential.** Led on behalf of central London to secure an exemption for the whole of the Central Activities Zone. Last year we achieved a three year extension to the initial two year exemption and we are working on an Article 4 Direction with DCLG to make the exemption permanent.
 - **Broadband.** Secured a commitment from BT to make fibre optic broadband available to an additional 38,874 homes and businesses in Westminster.
 - **Troubled Families.** Successfully lobbied for the criteria for Troubled Families to be expanded so that the programme could more effectively meet the needs of families with multiple problems living in Westminster and across central London.
 - **Business rates.** Led the national debate on the localisation of business rates, building an alliance of businesses and councils across the country to make a single ask of Government culminating in a meeting with the Chief Financial Secretary to the Treasury. The Chancellor's announcement on the localisation of business rates followed, while Cllr Mitchell has since given evidence to the DCLG Select Committee on how the new scheme should operate and Government has committed that Westminster will have representation on the two policy working groups being established to develop the new national policy.

- **The Your Choice Gang Diversion Programme Evaluation** was completed and signed off at the April YCPP Meeting. PPC took an innovative approach to evaluating the programme, measuring its effectiveness through the use of a crime frequency and severity index. The index assigned a 'before Your Choice index score' and an 'after Your Choice index score' to each participant, and they were tested to identify if there were any changes in the overall levels of crime. The statistical tests showed that there was a highly significant reduction in frequency and severity of crimes of participants following Your Choice engagement. Currently in the process of scoping out the requirements for the final Your Choice Evaluation.
- A process to create a new **Rough Sleeping Strategy** has been initiated by the team and is due to be published in early 2017 covering the next three years. Although there is no statutory requirement to have a strategy, the issue has a particularly high profile in Westminster given the numbers of rough sleepers here. The issue is assuming higher national prominence with more resources being dedicated to it by government and a strategy helps express Westminster's commitment to dealing with the issue. **Development of an evidence base** to underpin this and initial engagement with key stakeholders is now being undertaken. In April, the evidence base and proposed priorities for the strategy were agreed by Cabinet. **Secured additional funding** in Budget 2016 to extend Operation Adoze and roll out a new approach in which immigration officials work with Local Authorities and outreach workers to connect rough sleepers to services that can return them home.
- **The Business Intelligence solution for Troubled Families** found (in the first three months) 53% of the total number of families required for the whole five years. **The BI solution for Freedom Passes** also resulted in Westminster reducing the cost of providing freedom passes by 3.5%, the largest reduction of all Councils - a £0.5 million avoided cost.

Aspiration

HIGHLIGHT

- **New Intranet Launch.** The rollout of Office 365 has introduced a range of new tools which allows staff to work in a better and more efficient way. Office 365 collates all information from emails, shared documents and the intranet to ensure staff are able to access the materials they need, when they need them. Not only will staff be able to collaborate with their colleagues in their own departments but also across Councils as for the first time all three Councils in the shared service will operate on the same network. Colleagues across communications, IT, Digital and Change Management have worked together to deliver this innovative project which will transform the way the organisation works and allow us to step into the digital era.
- **The PPC Away Day saw the launch of the new PPC Leadership Charter** stating how the Leadership team will support officers in PPCs path from good to great. The PPC Away Day at the Abbey Community Centre followed a department wide volunteering drive, with staff taking part in a variety of projects in Westminster such as maintenance of community buildings, IT support for vulnerable people and tea party for the elderly.
- **The Open Forum was officially launched**, which is a new approach of community engagement including a new website and face to face meetings. The site has received over 3,000 visits since the soft launch in November 2015, with approx. 900 residents feeding back their views.
- Delivered a programme of events to **celebrate Armed Forces Day and commemorate residents awarded the Victory Cross during WW1**, Gallipoli and the start of WW1.

- Established a **network of service champions** across housing, children's and CMC to ensure that there is a consistent approach to our Community Covenant policy.

Service pressures and challenges

HIGHLIGHT

- **New Mayor of London:** In May London elected a new Mayor creating a new policy context that the Council will need to respond to. PPC is central to this response, ensuring that the Council builds a strong working relationship with the new Mayor that ensures they recognises the importance of Westminster to the capital and the nation's future prosperity and works with us to unlock its full potential for the benefit of all our communities. Key to this should be securing for Westminster and our residents and businesses a greater share of London's net contribution to UK PLC so that it can be invested in enhancing its infrastructure, services and commercial environment to retain the capital's global pre-eminence and to boost growth and prosperity nationally.

HIGHLIGHT

- **Devolution of Business Rates.** The current scheme does not offer the required financial incentives to further facilitate growth across our central London Borough. The current system results in a perverse anomaly whereby Westminster, which collects more business rates than any other local authority in the country (8% of the national total) and which has a history of promoting growth, has been within the scheme's Safety Net since the scheme's inception in 2013. This has resulted in the Council receiving £6m less per annum than the government's own assessment of our required baseline funding level and causing the net safety net pot to overspend at a national level. The Government has also said that they want the devolution of business rates to be fiscally neutral, i.e. any additional funding a Council receives from business rate retentions will also include additional responsibility for public service delivery. The risk is that Westminster City Council will not retain enough of the business rates it collects to fund local services and invest in growth across the City.

HIGHLIGHT

- **The percentage of residents that feel they can influence decisions** affecting their local area is currently at the low level of 37%. The Communications and Strategy Plan for 2016/17 has outlined how the department intends to improve this, including in the near future hosting a 'City for All' Tour with the Leader and the Cabinet, as well as continually promoting Open Forum.

- It is timely for Westminster to review its building height policy, ensuring that all opportunities to optimise land use and deliver growth are taken whilst retaining and enhancing those qualities that make Westminster so successful. **Westminster's Building Height Policy** must achieve the right balance, and there are both reputational and procedural risks which may impact on delivering the revision. If the policy is not adopted, the debate will continue at an individual planning application stage (with associated reputational risk and a risk of legal challenge/appeal), reduced certainty for developers and investment, and opportunity losses on individual sites.
- The current threat level for international terrorism in the UK is 'severe'. In an event of an emergency in Westminster, PPC is responsible for supporting the response to that emergency.

Current and Future Priorities

Heritage

HIGHLIGHT

- **Business rates.** We will deliver an integrated programme of research, policy, communications and public affairs. This will inform decision makers, business and residents of the facts about business rates and challenge the myths surrounding Westminster's position; engage business and build an alliance of advocates to champion shared issues on our behalf; and ultimately influence government policy to deliver a fair deal for Westminster within the new scheme.
- Our response to the **demand for growth** will need to be balanced with our duty as the custodian not only of the City's heritage but also the aspiration and fears of our communities
- We will deliver the **world's biggest annual theatre event** – West End Live.
- We will build a brand new **memorial commemorating Council officers** killed in the Great War.
- We will bring forward important new policies on **building height and protecting unique characteristics of Soho.**

Choice

HIGHLIGHT

- As expectations change, in order to build on the Council's strong position, greater focus and emphasis will be placed upon **increasing advocacy and trust ratings**, which are relatively low, as we can no longer simply rely on simply telling local people about the services and benefits we provide
- We will lead on the **community cohesion commission** through a mix of policy, research, communications and member support.
- We will continue to position the Council as one that **listens and positively influences** nationally, regionally and locally to seek the best outcome for the city and our residents.
- We will be driving forward and promoting the **childhood obesity programme.**
- Through the **volunteering programmes** we commission, we will create opportunities for another 2,000 people to volunteer.

Aspiration

HIGHLIGHT

- **Tackling long term unemployment** is the Council's number one priority and we will be providing integrated research, policy, project management and communications to support the development and launch of the new Westminster Employment Service which will help hundreds of residents into work.
- In order to **meet ongoing financial challenges and the changing context in which we operate**, we will support the Chief Executive to develop a new core narrative for, and model for supporting, transformation. This will entail new staff engagement programmes to assist the re-configuration of how we deliver services and collaborate with others to shape the city whilst strengthening our leadership role, shaping not only the city but also London and the UK as a whole.
- Through our **digital programme** we will make a great leap forward and hit our target of getting at least 75% of services online.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators at risk of failing to meet targets by year-end.

Performance Indicator	2014/15 Performance	2015/16 Target	Year-end position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 15 - Mar 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators flagged for attention:					
City Survey results					
Residents feel the Council is making the local area a better place to live	80%	Within 5% of last year	71% (2015/16)	Target not Achieved	Deteriorating on last year
Residents agree can influence decisions affecting local area	47%	Within 5% of last year	37% (2015/16)	Target not Achieved	Deteriorating on last year
Residents agree the Council is efficient and well run	62%	Within 5% of last year	56% (2015/16)	Target not Achieved	Deteriorating on last year
<p>Service commentary: Although there has been a fall in perceptions of these three measures between 2014 and 2015 this has been back to a level seen in 2012. Other indicators have statistically been in line with the previous year. The observed fall in these three City Survey results have influenced the development of information for the public on what the council is doing. In particular the new Open Forum initiative will help improve understanding of the work of the council in local areas and provide more opportunities for local residents to influence decisions."</p>					
Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Customer Service					
Total customer calls answered in 20 seconds by the Council	New Indicator	80%	87.5%	Target Achieved	N/A
Total customer calls answered in 60 seconds by the Council	New Indicator	95%	95.5%	Target Achieved	N/A
Number of stage 2 complaints received	182 received of which 5 upheld	Improve on last year	163 (19 less than 2014/15)	Target Achieved	Improving on last year
Percentage of stage 2 complaints response completed within 10 working days	75% (136 of 182)	More than 70%	75% (123 of 163)	Target Achieved	Stable, same as last year
City Survey results					
Resident satisfaction with the Council	87%	Within 5% of last year	84% (2015/16)	Target Achieved	Deteriorating on last year
Residents agree Council offers value for money	76%	Within 5% of last year	71% (2015/16)	Target Achieved	Deteriorating on last year
Residents feel informed about services and benefits	77%	Within 5% of last year	78% (2015/16)	Target Achieved	Similar to last year
Residents feel informed about plans for your local area	80%	Within 5% of last year	76% (2015/16)	Target Achieved	Deteriorating on last year
Residents have seen the Westminster Reporter	84%	Within 5% of last year	82% (2015/16)	Target Achieved	Similar to last year
Residents satisfaction with registering to vote	87%	Within 5% of last year	84% (2015/16)	Target Achieved	Similar to last year

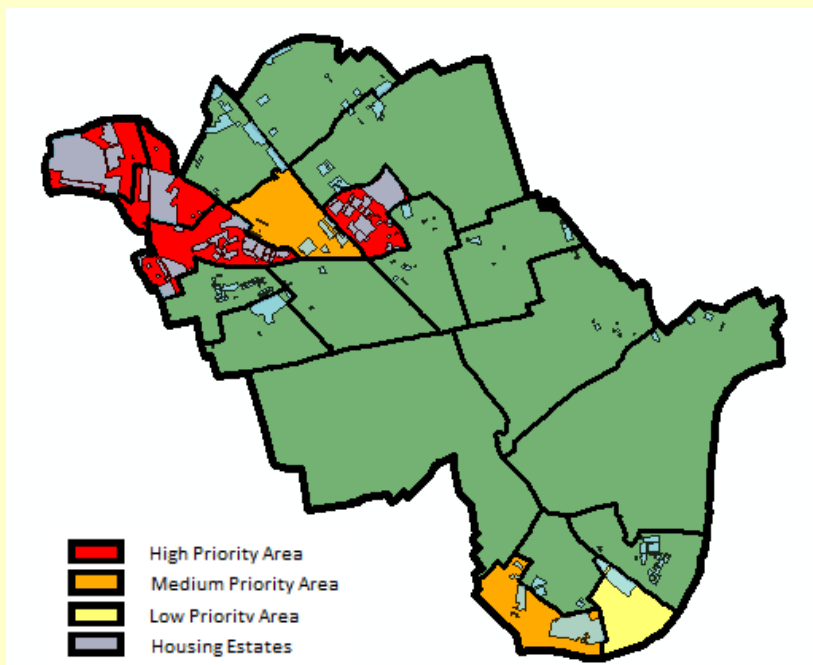
Key analysis undertaken by the Evaluation and Performance Team

ANALYSIS OF DIGITAL USE AND ATTITUDES OF WESTMINSTER’S RESIDENTS

Westminster City Council has a digital “City for All” commitment to make it ‘easier than ever to contact the Council and use our services online, anytime, anywhere’. Whilst Westminster has a high take up of digital users compared to other boroughs it is still important to understand residents who do not use internet services.

In light of this, and to target areas for improvement, the Evaluation and Performance Team conducted a study to analyse Westminster residents’ digital use and attitudes using geo-demographic Acorn data, the City Survey 2014 and the Oxford Internet Survey 2013. The main findings were as follows:

Figure 1: Areas in Westminster with comparatively low internet usage



There was a **strong correlation between deprivation and low internet usage**. Wards to the north-west and to the south of the City had the lowest levels of internet usage. These areas coincided with high percentage coverage of housing estates and low education and employment levels.

Acorn demographic types that were most likely to have low internet usage include:

Table 1: Acorn demographic types most likely to be living with no internet access

Acorn Demographic Type
'Pensioners and singles in social rented flats'
'Low income older people in smaller semis'
'More deprived families, many children, terraced housing'
'Social rented flats, families and single parents'
'Deprived areas and high-rise flats'
'Deprived and ethnically diverse in flats'
'Young people in small, low cost housing'

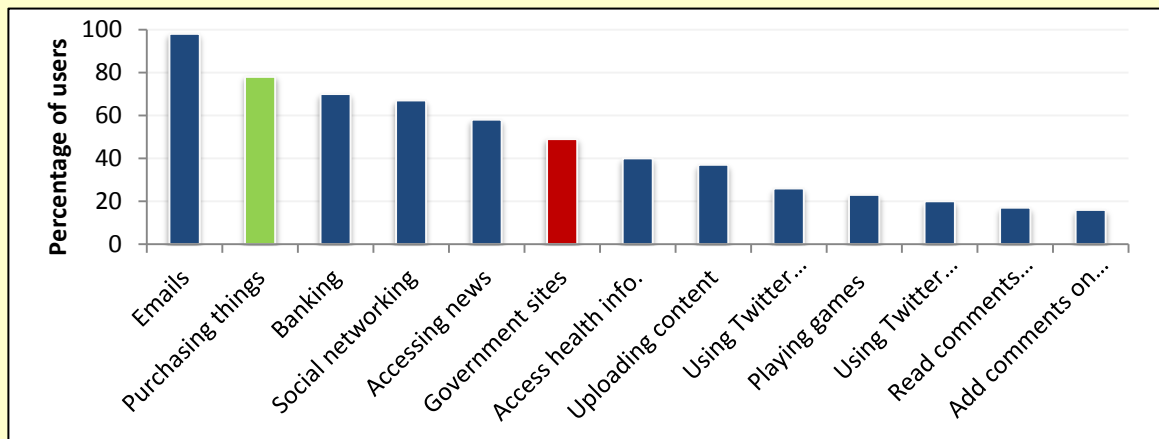
Key Words

- **Social rented flats**
- **Terraced Housing**
- **Deprived**
- **Elderly**

ANALYSIS OF DIGITAL USE AND ATTITUDES OF WESTMINSTER'S RESIDENTS (CONTINUED)

- Bridging the gap between residents who purchase products online but do not use government sites to find information and complete services is essential (Figure 2).

Figure 2: Type of internet usage for Westminster's residents (internet users only) (City Survey, 2014)



- Residents are far more likely to pay for the internet at home if they use it at work
- Residents living in low internet usage areas are most likely to respond to leaflet and telephone communication.
- It is important to continue offering and improving inclusive and accessible self-service internet access in public spaces such as libraries.
- There has been a significant rise in a new generation of internet users who use multiple devices, one or more of which is a mobile device (Oxford Internet Survey, 2013). This provides a further opportunity to expand upon customer focused live service reporting.



City of Westminster

Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	30 June 2016
Classification:	For General Release
Title:	Internal Audit Audit Charter 2016/17
Wards Affected:	All
Financial Summary:	The Council's budget
Report of:	Moyra McGarvey, Shared Services Director for Audit, Fraud, Risk and Insurance
Report author:	Moira Mackie, Senior Manager; email: moira.mackie@rbkc.gov.uk Tel: 020 7854 5922

1. Executive Summary

- 1.1 In accordance with the requirements of the Public Sector Internal Audit Standards (PSIAS), the Council has an Internal Audit Charter which is maintained by the Shared Services Director for Audit. The Charter is reviewed annually and has recently been updated to be consistent with the Charters maintained for the Royal Borough of Kensington & Chelsea (RBKC) and the London Borough of Hammersmith & Fulham (LBHF).

2. Recommendation

The contents of the Internal Audit Charter are reviewed and noted by the Committee.

3. Background, including Policy Context

- 3.1 The Public Sector Internal Audit Standards (PSIAS) came into effect from 1 April 2013. To demonstrate compliance with these standards, an Internal Audit Charter was approved by the Process and Audit Group in September 2013. The Charter is subject to annual review and revision with minor changes approved by the Shared Services Director for Internal Audit.

- 3.2 The objectives of the PSIAS are to:
- Define the nature of internal auditing in the UK public sector;
 - Set basic principles for providing internal audit services that add value to the organisation, leading to improved organisational processes and operations;
 - Establish the basis for the evaluation of internal audit performance and to promote continuous improvement;
 - Establish a framework for providing internal audit services that add value to the organisation, leading to improved organisational processes and operations.
- 3.3 The Standard incorporates a code of ethics governing the integrity and conduct of internal auditors and the requirement for objectivity, confidentiality and competency, including regard to the seven principles of public life.
- 3.4 There are also detailed performance standards on the actual conduct of internal audit work including audit planning, performance of individual audits, progress monitoring and the communication of results.
- 3.5 Included within the Standard is a requirement for regular review and assessment of Internal Audit's conformance with the Standard. This will be done as part of the Annual Report of the Shared Services Director for Audit, which will be reported to the Audit & Performance Committee. The Annual Report to the Audit & Performance Committee for 2015/16 (reported in May 2016) included the following statement:
- "The internal audit service has been provided in accordance with the UK Public Sector Internal Audit Standards (PSIAS). Under these Standards, internal audit services are required to have an external quality assessment at least once every five years. During 2015/16 the Internal Audit Service undertook a self-assessment to verify PSIAS compliance which has identified general compliance with the Standards and has identified minor improvements which will be addressed during 2016/17."*
- 3.6 Appendix 1 to the Charter contains the Internal Audit Strategy. The Strategy sets out how the Council's Internal Audit service will be developed and delivered in accordance with the Internal Audit Charter.

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

Moyra McGarvey or Moira Mackie on 020 7854 5922,

Email: moyra.mcgarvey@rbkc.gov.uk or moira.mackie@rbkc.gov.uk

BACKGROUND PAPERS

Audit Charter 2015/16;

Public Sector Internal Audit Standards



London Borough of Hammersmith and Fulham | The Royal Borough of Kensington and Chelsea | Westminster City Council

Westminster City Council

Internal Audit Charter

&

Strategy

June 2016



1. The Internal Audit Charter

- 1.1 This Charter establishes the purpose, authority and responsibilities for the internal audit service for Westminster City Council, in accordance with the UK Public Sector Internal Audit Standards. The Internal Audit Strategy (Appendix 1) sets out how the Council's internal audit service will be developed and delivered in accordance with the Internal Audit Charter.
- 1.2 The Charter will be reviewed annually and presented to Westminster City Council's Executive Management Team and to the Audit & Performance Committee to note.

2. Definition

- 2.1 Internal Audit is defined by the Public Sector Internal Audit Standards (PSIAS) as:
"an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes."
- 2.2 For the purposes of the PSIAS and this Audit charter:
- The Shared Services Director for Audit , Fraud, Risk and Insurance is designated as the "Chief Audit Executive";
 - The Audit & Performance Committee are designated as the "Board";
 - The Westminster Executive Management Team is designated as "Senior Management".

3. Purpose

- 3.1 Internal audit provides independent and objective assurance to Westminster City Council through its Members, the Executive Management Team, the Finance Integration Board and in particular the City Treasurer, to help discharge responsibilities under S151 of the Local Government Act 1972, relating to the proper administration of the Council's financial affairs.
- 3.2 In addition, the Accounts and Audit Regulations (2015) specifically require the provision of an internal audit service. In line with regulations, Internal Audit provides independent assurance on the adequacy of the Council's governance, risk management and internal control systems.

4. Authority & Access to Records

- 4.1 In undertaking their duties and responsibilities, Internal Audit shall be entitled to have full access to all of the Council's data, records, cash, stores, property, assets, personnel and information whether manual or computerised, it considers necessary to fulfil its responsibilities. Audit staff may enter Council property and have unrestricted access to all locations and officers where necessary, on demand, and without prior notice. Council staff are expected to provide every possible assistance to facilitate the progress of audits.
- 4.2 Access rights apply equally to third parties and organisations, as permitted through the associated contract and partnering arrangements. Right of access to other bodies funded by the Council should be set out in the associated conditions of funding.
- 4.3 All records, documentation and information accessed in the course of undertaking audit reviews shall be used solely for that purpose. All audit staff are responsible for maintaining the confidentiality of information received in the course of their work. All information shared between shared services parties will be in accordance with the shared service data sharing protocol.

5. The Audit & Performance Committee

- 5.1 The Shared Services Director for Internal Audit is required to provide the Council and the City Treasurer with an annual opinion, reported through the Audit & Performance Committee, on the adequacy and the effectiveness of the internal control system for the whole Council. To achieve this, the internal audit function has the following objectives:
- To provide a quality, independent and objective audit service that effectively meets the Council's needs, adds value, improves operations and helps protect public resources;
 - To provide assurance that the Council's operations are being undertaken in accordance with relevant internal and external regulations, legislation, internal policies and procedures;
 - To provide assurance that significant risks to the Council's objectives are being identified and managed;
 - To provide independent assurance over the corporate governance arrangements in place across the Council;
 - To provide advice and support to management to enable an effective control environment to be maintained;
 - To promote an anti-fraud, anti-bribery and anti-corruption culture with the Council to aid the prevention and detection of fraud;
 - To evaluate specific operations or issues at the request of the Audit & Performance Committee, as appropriate;
 - To undertake investigations where there is suspected fraud, bribery or corruption; and
 - To provide a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.
- 5.2 There are inherent limitations in any system of internal control and thus error or irregularities may occur and may not be detected by internal audit's work. When undertaking audit reviews, internal audit will provide management with comments and report on failures or weaknesses in internal control systems together with recommendations for remedial action. It remains a management responsibility to maintain an effective system of internal control and to have adequate systems in place to prevent and detect fraud.
- 5.3 Where appropriate, Internal Audit may undertake consulting work for the benefit of the Council. Internal Audit may also provide assurance to the Council on third party operations (such as contractors and partners) where this has been provided for as part of any associated contract.

6. Reporting

- 6.1 The UK Public Sector Internal Audit Standards require the Head of Internal Audit to report directly to the top of the organisation and those charged with governance. This will be achieved through the following framework:
- The Internal Audit Strategy and Charter and any amendments to them will be reported to the Audit & Performance Committee;
 - The Annual Internal Audit Plan will be compiled by the Shared Services Director for Audit, taking account of the Council's risk framework and following discussions with senior managers. The audit plan will be subject to review by the Finance Integration Board and the Council's Executive Management Team. The plan will then be reported to the Audit and Performance Committee for noting and comment;
 - The Internal Audit budget is reported to Cabinet and Full Council for approval, as part of the overall Council budget;
 - The adequacy, or otherwise of the level of internal audit resources, as determined by the Shared Services Director for Audit and the independence of internal audit will be reported to the Audit and Performance Committee. The approach to providing resources is set out in the Internal Audit Strategy;
 - Internal audit outcomes and progress with the Internal Audit Plan will be reported on a monthly basis to the Council's Section 151 Officer. In addition, quarterly meetings will be held with the Council's S151 Officer to discuss the service and any significant changes required to the Audit Plan.

- Performance against the Internal Audit Plan and any significant risk exposures and control issues arising from audit work will be reported regularly to the Audit and Performance Committee;
- Any significant consulting activity not already included in the audit plan and which might affect the level of assurance work undertaken will be reported to the Audit and Performance Committee;
- Any instances of non-conformance with the Public Sector Internal Audit Standards will be reported to the Audit and Performance Committee and will be included in the annual report of the Shared Services Director for Audit. If there is significant non-conformance this may be included in the Council's Annual Governance Statement.

7. Independence

7.1 The Shared Services Director for Audit will have free and unfettered access to the following:

- The Chief Executive;
- The Chair of the Audit & Performance Committee;
- The Monitoring Officer;
- All Members of the Executive Management Team and the Finance Integration Board.

7.2 The independence of the Shared Services Director for Audit is further safeguarded by ensuring that any appraisal of personal performance is not unduly influenced by those subject to audit. This is achieved by ensuring that both the Chief Executive and the Chair of the Audit and Performance Committee have the opportunity to contribute to, and/or review the appraisal of the Shared Services Director for Audit.

7.3 All Council and contractor staff in the Shared Services Internal Audit and Fraud Service are required to make an annual declaration of any potential conflicts to ensure that auditors' objectivity is not impaired and that any requirements of the Council.

7.4 Internal Audit may provide consultancy services, such as providing advice on implementing new systems and controls. However, any significant consulting activity (over 5% of planned annual audit days) not already included in the audit plan and which might affect the level of assurance work undertaken will be reported to the Audit & Performance Committee. To maintain independence, any audit staff involved in significant consulting activity will not be involved in the audit of that area for at least 12 months.

7.5 Internal Audit must remain independent of the activities that it audits to enable auditors to make impartial and effective professional judgments and recommendations. Internal auditors have no operational responsibilities towards the systems and functions audited.

7.6 Internal Audit is involved in the determination of its priorities in consultation with those charged with governance. The Shared Services Director for Audit has the freedom to report without fear or favour to all officers and particularly to those charged with governance.

7.7 Accountability for the response to the advice and recommendations of internal audit lies with management. Managers must either accept and implement the advice and recommendations, or formally reject them accepting responsibility and accountability for doing so.

8. Counter Fraud, Corruption & Irregularity

8.1 Managing the risk of fraud and corruption is the responsibility of management. Internal audit procedures alone cannot guarantee that fraud or corruption will be prevented or detected. Auditors will, however be alert in their work to risks and exposures that could allow fraud, corruption or other irregularity.

8.2 The Council has a shared Corporate Anti-Fraud Service as part of the Shared Internal Audit Service and the Service has a protocol for close working relations with Internal Audit. The policies and procedures of the Corporate Anti-Fraud Service are detailed in the Council's Anti-Fraud and Corruption Strategy.

9. Due Professional Care

9.1 The Internal Audit Function is bound by the following standards:

- Institute of Internal Auditors' (IIA) International Code of Ethics
- Seven Principles of Public Life (Nolan Principles);
- UK Public Sector Internal Audit Standards;
- All Council Policies and Procedures;
- All relevant legislation.

9.2 All staff and contractors are required to sign an annual statement confirming their compliance with the IIA code of Ethics.

9.3 Internal Audit is subject to a Quality Assurance and Improvement Programme that covers all aspects of internal audit activity. This consists of an annual self-assessment of the service and its compliance with the UK Public Sector Internal Audit Standards, ongoing performance monitoring and an external assessment at least once every five years by a suitably qualified, independent assessor.

9.4 A programme of Continuous Professional Development (CPD) is maintained for all staff working on audit engagements to ensure that auditors maintain and enhance their knowledge, skills and audit competencies. Both the Shared Services Director for Audit and the Senior Audit Manager are required to hold a professional qualification (CCAB or CMIAA) and be suitably experienced.

Internal Audit Charter and Strategy Reviewed and Agreed:

Date	Reviewed by	Position	Authorised by	Position
June 2016**	Moira Mackie	Senior Audit Manager	Moyra McGarvey	Shared Services Director for Audit
June 2015	Moira Mackie	Senior Audit Manager	Moyra McGarvey	Shared Services Director for Audit
June 2014	Moira Mackie	Senior Audit Manager	Chris Harris	Head of Internal Audit
September 2013*	Moira Mackie	Senior Audit Manager	Chris Harris	Head of Internal Audit

* Original Charter approved by the Process & Audit Group on 16 September 2013 and subsequently circulated to Members of the Audit & Performance Committee (A&P). Charter revised following re-branding by Baker Tilly Risk Advisory Services LLP on 16 June and subsequently circulated to Members of A&P. Charter further revised in June 2015 to reflect the change to the service provider from Baker Tilly to the Shared Service hosted by the Royal Borough of Kensington & Chelsea.

** Charter and Strategy presented to EMT on 14 June and A&P on 30 June 2016

INTERNAL AUDIT STRATEGY

This Strategy sets out how the Council's Internal Audit service will be developed and delivered in accordance with the Internal Audit Charter.

The Strategy will be reviewed annually and presented to the Audit & Performance Committee for information.

Internal Audit Objectives

Internal Audit will provide independent and objective assurance to the organisation, its Members, the Senior Management Board (SMB) and in particular to the City Treasurer in support of discharging their responsibilities under S151 of the Local Government Act 1972 relating to the proper administration of the Council's financial affairs.

It is the Council's intention to provide a best practice, cost efficient internal audit service.

Internal Audit Remit

The internal audit service is an assurance function that primarily provides an independent and objective opinion on the degree to which the internal control environment supports and promotes the achievement of the Council's objectives.

Under the direction of a suitably qualified and experienced Chief Audit Executive (the Shared Services Director for Audit, Fraud, Risk and Insurance), Internal Audit will:

- Provide management and Members with an independent, objective assurance and consulting activity designed to add value and improve the Council's operations;
- Assist the Audit & Performance Committee to reinforce the importance of effective corporate governance and ensure internal control improvements are delivered;
- Drive organisational change to improve processes and service performance;
- Work with other internal stakeholders and customers to review and recommend improvements to internal control and governance arrangements in accordance with regulatory and statutory requirements;
- Work closely with other assurance providers to share information and provide a value for money assurance function; and
- Participate in local and national bodies and working groups to influence agendas and developments within the profession.

Service Delivery

The service will be delivered by a mixture of in-house staff and the Council's internal audit partner (currently Mazars) under the direction of the Shared Services Director for Audit.

The Internal Audit Service is a shared service hosted by the Royal Borough of Kensington and Chelsea. The audit service is currently working with the London Borough of Hammersmith & Fulham and Westminster City Council, to deliver audit reviews across the services which are shared services. Sovereign audits will continue on non-shared services within Westminster City Council.

Internal Audit Planning

Audit planning will be undertaken on an annual basis and audit coverage will be based on the following:

- Discussions with the Council's Executive Management Team and senior managers;

- Discussions with the shared services Executive Directors;
- The shared services and sovereign risk registers;
- Outputs from other assurance providers;
- Requirements as agreed in the joint working protocol with External Audit.

Management views and suggestions are taken into account when producing the audit plan and the Shared Services Director for Audit will ensure feedback from or attendance at Service Area Management Team meetings as part of the annual planning process.

The Internal Audit Plan will include the following elements:

- **Risk Based Systems Audit:** Audits of systems, processes or tasks where the internal controls are identified, evaluated and confirmed through a risk assessment process. The internal controls depending on the risk assessment are tested to confirm that they are operating correctly. The selection of work in this category is driven by Service Areas' risk processes and will increasingly include work in areas where the Council services are delivered in partnership with other organisations;
- **Key Financial Systems:** Audits of the Council's key financial systems including any additional work where External Audit require annual assurance as part of their external audit work programme;
- **Probity Audit (schools and other establishments):** Audit of a discrete unit. Compliance with legislation, regulation, policies, procedures or best practice is confirmed. For schools this includes assessment against the Schools Financial Value Standard.
- **Computer Audit:** The review of ICT governance, infrastructure and associated systems, software and hardware;
- **Contract Audit:** Audits of the procedures and processes for the letting and monitoring of contracts, including reviews of completed and current contracts;
- **Fraud and Ad Hoc Work:** The Corporate Anti-Fraud Service, with the Internal Audit function, will continue to investigate any fraud and irregularity arising during the year. Internal Audit may undertake additional work due to changes or issues arising in-year.

Follow Up

Internal Audit will evaluate the Council's progress in implementing audit recommendations against set targets for implementation. Progress will be reported to the Audit & Performance Committee on a regular basis.

Where progress is unsatisfactory or management fail to provide a satisfactory response to follow up requests, Internal Audit will implement the escalation procedure as agreed with management.

Reporting

Internal audit reports the findings of its work in detail to local management at the conclusion of each piece of audit work. Summary reports are also provided to the Audit & Performance Committee on a regular basis. This includes the annual report of the Shared Services Director for Audit which contributes to the assurances underpinning the Annual Governance Statement of the Council.

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City of Westminster

Audit & Performance Committee Report

Meeting:	Audit & Performance Committee
Date:	30 June 2016
Classification:	General Release
Title:	Work Programme
Wards Affected:	N/A
Financial Summary:	There are no direct financial implications arising from this report
Report of:	Head of Committee & Governance Services
Report Author:	Reuben Segal, Senior Committee and Governance Officer. Tel: 020 7641 3160 or email: rsegal@westminster.gov.uk

1. Executive Summary

- 1.1 The Committee is invited to agree the work programme, attached at appendix 1.
- 1.2 The committee is also invited to review the actions which arose from the last two meetings as detailed in appendix 3.

2. Recommendations

- 2.1 That the Committee agrees its Work Programme attached as at **appendix 1** to the report.
- 2.2 That the responses to actions arising from the meetings on 12 May and 2 June, as detailed in appendix 3 to the report, be noted.

3. Choosing items for the Work Programme

- 3.1 The Committee's Work Programme for 2015/16 is attached at appendix 1 to the report.
- 3.2 Members' attention is drawn to the Terms of Reference for the Audit and Performance Committee (attached as appendix 2) which may assist the Committee in identifying issues to be included in the Work Programme.

4. Monitoring Actions

- 4.1 The actions arising from each meeting will be recorded in an Action Tracker which will be included in each committee agenda.

5. Resources

- 5.1 There is no specific budget allocation for the Audit and Performance Committee.

6. Approval and modification

- 6.1 The work programme will be reviewed at each meeting of the Committee and items can be removed or added.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact:

**Reuben Segal, Senior Committee and Governance Officer,
Chief of Staff**

Tel: 020 7641 3160 or email: rsegal@westminster.gov.uk

APPENDICES:

Appendix 1 – Work Programme 2016-17

Appendix 2 – Terms of Reference

Appendix 3 - Committee Action Tracker

BACKGROUND PAPERS:

None

Work Programme 2016/17

Audit and Performance Committee

2 June 2016

Agenda Item	Reasons & objective for item	Lead Officer
Update on Managed Services Programme	To review plans to upgrade the Agresso operating system to resolve identified issues in order to move to “steady state”. The paper to include details regarding possible implications and risks and plans for related staff training in using the upgraded system.	John Quinn (Corporate Services)

30 June 2016

Agenda Item	Reasons & objective for item	Lead Officer
Work Programme 2016/17	The Committee is invited at its first meeting of the 2016/17 municipal year to agree a work programme.	Reuben Segal
Annual Contracts Review 2015/16	To review of the City Council’s contracts, including details of contracts awarded, waivers and performance.	Anthony Oliver (Procurement)
2015/16 End of year Performance Business Plan Monitoring and Period 2 (May) Report	To monitor the budget, contracts, risk and delivery through the quarterly performance plan monitoring report and quarterly reports on service and financial performance. The report will also include details of measures to improve payment performance and debt	Steve Mair (Finance) Mo Rahman (Performance)

APPENDIX 1

	recovery within the City Council as well as monitoring the write-off position.	
Audit Charter	To note the recently updated Audit Charter.	Moyra McGarvey (Internal Audit)

14 July 2016

Agenda Item	Reasons & objective for item	Lead Officer
Annual Statement of Accounts	To formally receive and approve the final accounts with any update arising from the public inspection period.	Steve Mair (Finance)
Update on MSP	To receive a report on meeting the target of completing core programme activities by the end of June.	John Quinn (Corporate Services)

6 September 2016

Agenda Item	Reasons & objective for item	Lead Officer
Work Programme 2016-17	The Committee is invited to review its work programme for the 2016/17 municipal year.	Reuben Segal
Finance & Performance Business Plan Monitoring Report	To monitor the budget, contracts, risk and delivery through the quarterly performance plan monitoring report and quarterly reports on service and financial performance. The report will also include details of measures to improve payment performance and debt recovery within the City Council as well as monitoring the write-off position.	Steven Mair (Finance) Mo Rahman (Performance)
Internal Audit Monitoring Reports	To oversee and monitor the success of the Audit Service in planning and delivering outcomes and establishing an effective and robust internal control framework.	Moyra McGarvey (Internal Audit)
Internal Audit Update on Tenant Management Organisations	To review work undertaken by the internal Audit Service with CityWest Homes in respect of TMOs and whether recommendations previously made have been implemented and are producing results.	Moir Mackie (Internal Audit Manager)
Housing Revenue Account	To assess the implications to the Council's HRA of the Government's requirement of local authorities to sell off their top third most expensive housing as it becomes vacant.	Steve Mair (Finance) Ed Watson (Growth, Planning & Housing)

24 November 2016

Agenda Item	Reasons & objective for item	Lead Officer
Work Programme 2016-17	The Committee is invited to review its work programme for the 2016/17 municipal year.	Reuben Segal
Grant Thornton Annual Audit Letter 2015/16	To provide Grant Thornton's assessment of the Council's financial statements and its arrangements to secure value for money in its use of resources.	Elizabeth Olive Paul Dossett (Grant Thornton)
Corporate Complaints 2015/16	To report on the volume and details of complaints received by the Council and CityWest Homes in 2015/16.	Sue Howell (Complaints)
Finance & Performance Business Plan Monitoring Report	To monitor the budget, contracts, risk and delivery through the quarterly performance plan monitoring report and quarterly reports on service and financial performance. The report will also include details of measures to improve payment performance and debt recovery within the City Council as well as monitoring the write-off position.	Steven Mair (Finance) Mo Rahman (Performance)
Internal Audit Monitoring Report	To oversee and monitor the success of the Audit Service in planning and delivering outcomes and establishing an effective and robust internal control framework.	Moyra McGarvey (Internal Audit)
Mid-Year Counter Fraud Monitoring	To oversee and monitor the success of the Counter Fraud Service	Andy Hyatt (Anti-Fraud)

Report		
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9 February 2017

Agenda Item	Reasons & objective for item	Lead Officer
Work Programme 2016-17	The Committee is invited to review its work programme for the 2016/17 municipal year.	Reuben Segal
Grant Thornton Certification of Claims and Returns Annual Report (Audit 2015/16)	To report the findings from the certification of 2015/16 claims and the messages arising from the assessment of the Council's arrangements for preparing claims and returns and information on claims that were amended or qualified.	Elizabeth Olive Paul Dossett (Grant Thornton)
Grant Thornton Annual Audit Plan 2016/17	To set out the audit work that Grant Thornton proposes to undertake for the audit of the financial statements and the value for money (VFM) conclusion 2016/17.	Grant Thornton
Finance & Performance Business Plan Monitoring Report	To monitor the budget, contracts, risk and delivery through the quarterly performance plan monitoring report and quarterly reports on service and financial performance. The report will also include details of measures to improve payment performance and debt recovery within the City Council as well as monitoring the write-off position.	Steven Mair (Finance) Mo Rahman (Performance)
Maintaining High Ethical Standards at the City Council	To maintain an overview of the arrangements in place for maintaining high ethical standards throughout the Authority	Tasnim Shawkat (Monitoring Officer)
Internal Audit Monitoring Report	To oversee and monitor the success of the Audit Service in planning and delivering	Moyra McGarvey Internal Audit

APPENDIX 1

	outcomes and establishing an effective and robust internal control framework.	
Internal Audit Plan 2017/18	To review and comment on the draft audit plan for 2017/18	Moyra McGarvey (Internal Audit)

??? May 2017

Agenda Item	Reasons & objective for item	Lead Officer
Work Programme 2016-17	The Committee is invited to review its work programme for the 2016/17 municipal year.	Reuben Segal
Annual Statement of Accounts	To review the final Annual Statement of Accounts 2016-17.	Steve Mair (Finance)
Annual Internal Audit Monitoring Report	To oversee and monitor the success of the Audit Service in planning and delivering outcomes and establishing an effective and robust internal control framework.	Moyra McGarvey (Internal Audit)
Annual Counter Fraud Monitoring Report	To oversee and monitor the success of the Counter Fraud Service	Andy Hyatt (Anti-Fraud)

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AUDIT AND PERFORMANCE COMMITTEE TERMS OF REFERENCE

CONSTITUTION

4 Members of the Council, 3 Majority Party Members and 1 Minority Party Member, but shall not include a Cabinet Member.

TERMS OF REFERENCE

Audit Activity

1. To consider the head of internal audit's annual report including the auditor's opinion on the Council's control environment and a summary of internal audit and anti-fraud activity and key findings.
2. To consider reports, at regular intervals, which summarise:
 - the performance of the Council's internal audit and anti fraud service provider/s
 - audits and investigations undertaken and key findings
 - progress with implementation of agreed recommendations
3. To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
4. To consider specific reports as agreed with the external auditor.
5. To comment on the scope and depth of external audit work and to ensure it gives value for money.
6. To liaise with the Independent Auditor Panel (once established) over the appointment of the Council's external auditor.
7. To comment on the proposed work plans of internal and external audit.

Regulatory Framework

8. To maintain an overview of the Council's Constitution in respect of contract procedure rules, financial regulations and codes of conduct and behaviour.
9. To review any issue referred to it by the Chief Executive or a Director, or any Council body.
10. To monitor the effective development and operation of risk management and corporate governance in the Council.

11. To monitor Council policies on 'Raising Concerns at Work', the Council's complaints process and the Antifraud and Corruption Strategy; specifically the effectiveness of arrangements in place to ensure the Council is compliant with the Bribery Act 2010.
12. To oversee the production of the authority's Statement on Internal Control and to recommend its adoption.
13. To consider the Council's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice.
14. To consider the Council's compliance with its own and other published standards and controls.
15. To maintain an overview of the arrangements in place for maintaining High Ethical Standards throughout the Authority and in this context to receive a report annually from the Head of Legal and Democratic Services and the Chief Finance Officer.

Accounts

16. To review the annual statement of accounts and approve these for publication. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
17. To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

Performance Monitoring

18. To review and scrutinise the financial implications of external inspection reports relating to the City Council.
19. To receive the quarterly performance monitoring report and refer any issues which in the Committee's view require more detailed scrutiny to the relevant Policy and Scrutiny Committee.
20. To review and scrutinise personnel issues where they impact on the financial or operational performance of the Council including but not limited to agency costs, long-term sickness, ill health early retirements and vacancies; and
21. To review and scrutinise Stage 2 complaints made against the City Council and monitor progress.

22. To consider and advise upon, prior to tender, the most appropriate contractual arrangements where a proposed contract has been referred to the Committee by the Chief Executive.
23. To maintain an overview of overall contract performance on behalf of the Council.
24. To review and scrutinise contracts let by the Council for value for money and adherence to the Council's Procurement Code.
25. To review and scrutinise the Council's value for money to Council tax payers.
26. To scrutinise any item of expenditure that the Committee deems necessary in order to ensure probity and value for money.

Staffing

27. To advise the Cabinet Member for with responsibility for Finance on issues relating to the remuneration of all staff as necessary.
28. In the course of carrying out its duties in respect of 27 above, to have regard to the suitability and application of any grading or performance related pay schemes operated, or proposed, by the Council.

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COMMITTEE ACTION TRACKER
ACTIONS: 12th May 2016

ACTION	OUTCOME	LEAD OFFICER
MINUTES AND MATTERS ARISING		
That the outstanding action from the last meeting (provide details of feedback provided by schools that have received HR/finance training on the Agresso system) is chased.	A response was provided on 27 th of May.	Maria Benbow, MSP Programme Director
ANNUAL DRAFT STATEMENT OF ACCOUNTS 2015-16		
Provide details of the non-pay expenditure overspend in Policy, Performance and Communications.	This information remains outstanding but will be circulated prior to the meeting.	Steve Mair, City Treasurer
Provide a note on changes to business rates where businesses with a rateable value below approximately £15,000 are no longer liable to pay rates.	This information was provided on the 18 th of May.	Steve Mair, City Treasurer
Provide the committee with details of the methodology used to assess the value of the Council's housing stock.	This information was circulated on 7 June.	Steve Mair, City Treasurer
ANNUAL COUNTER FRAUD REPORT 2015-16		
Provide the committee with a note on the rules regarding the ability of benefit claimants to take a leave of absence and still receive benefits and any proposed changes to these rules.	This information was circulated on 14 June.	Martin Hinckley, Head of Centre, Corporate Finance

COMMITTEE ACTION TRACKER

ACTIONS: 2 June 2016

ACTION	OUTCOME	LEAD OFFICER
UPDATE ON THE MANAGED SERVICES PROGRAMME		
Provide a report to the next meeting on whether the target of meeting the completion of core programme activities by 30 June has been achieved.	A report will be submitted to 14 July meeting.	John Quinn, Bi-Borough Director of Corporate Services