

**PLEASE NOTE THE VENUE OF THE MEETING**



City of Westminster

# Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Thursday 22nd March, 2018**

Time: **7.00 pm**

Venue: **Room 23.1, 23<sup>rd</sup> Floor, Portland House, Bressenden Place, London SW1E 5RS**

Members: **Councillors:**

Brian Connell (Chairman)  
Tony Devenish  
Jonathan Glanz  
Andrew Smith  
Barrie Taylor

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

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



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

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

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

## **AGENDA**

### **PART 1 (IN PUBLIC)**

**1. MEMBERSHIP**

To note any changes to the membership.

**2. DECLARATIONS OF INTEREST**

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

**3. MINUTES**

To approve the minutes of the meeting held on 30 November 2017.

**(Pages 1 - 6)**

**4. THE LEADER OF THE COUNCIL**

To receive an update on current and forthcoming issues from Councillor Nickie Aiken (Leader of the City Council).

**(Pages 7 - 14)**

**5. WEST END PARTNERSHIP - UPDATE ON ACTIVITY SINCE MAY 2017**

To receive an update on the West End Partnership and Westminster's Tax Incremental Financing (TIF) bid.

**(Pages 15 - 22)**

**6. POLICY AND SCRUTINY - INDUCTION**

To consider the proposal that following the local election, the first meeting of Policy & Scrutiny Committees should consider the key issues within the service area, and how scrutiny can be most effective.

**(Pages 23 - 24)**

**7. CONSTITUTIONAL ISSUES - CALL-IN**

To consider the operation of the 'call-in' and urgency procedures relating to Executive Decisions.

**(Pages 25 - 28)**

**8. HEALTH & WELLBEING CENTRES TASK GROUP**

(Pages 29 - 30)

To note the report and recommendations of the Health & Wellbeing Task Group, and to make any further comments.

**9. ANY OTHER BUSINESS**

To consider any other business that the Chairman considers urgent – and to recommend agenda items for the next meeting.

**Stuart Love  
Chief Executive  
14 March 2018**

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CITY OF WESTMINSTER

# MINUTES

## Westminster Scrutiny Commission

### MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Thursday 30 November 2017** at 7.00pm in Room 3.4, 3<sup>rd</sup> Floor, 5 Strand, London WC2 5HR

**Members Present:** Councillors Brian Connell (Chairman), Tony Devenish, Jonathan Glanz, Andrew Smith and Barrie Taylor.

#### 1. MEMBERSHIP

- 1.1 There were no changes to Membership. All Members of the Commission were present.

#### 2. DECLARATIONS OF INTEREST

- 2.1 No declarations were received.

#### 3. MINUTES

- 3.1 The Minutes of the meeting held on 24 May 2017 were approved, subject to the amendment of paragraph 4.4.3 to make reference to the need to avoid placing tall buildings along busy roads.

#### 3.2 Matters Arising

- 3.2.1 Minute 4.6 - Sustainability & Transformation Plan (STP): The Commission noted that the minutes from meetings of the Joint Health & Care Transformation Group had now been circulated.

#### 4. CHIEF EXECUTIVE'S UPDATE

- 4.1 Stuart Love (Deputy Chief Executive) provided an update on matters of corporate interest, which included the Tax Incremental Finance (TIF) Bid; Devolution; and the Health & Social Care Sustainability & Transformation Plan (STP).
- 4.2 The Deputy Chief Executive reported that since the written update had been prepared, the City Council had been informed that the TIF bid seeking investment in the West End had been unsuccessful. Although funding for the initial transition scheme would be provided by Transport for London, following

the failure of the TIF bid, other funding options which included the business community and the Mayor of London were being investigated. The Deputy Chief Executive agreed to provide the Commission with clarification of what would be effected by the loss of the TIF bid.

- 4.3 A Memorandum of Devolution with the Greater London Authority and London Councils on further devolution to London had now been signed. The agreement had included joint working to explore the benefits and scope for an infrastructure for development and funding, transport, Business Rates and health. The Work & Health Programme was now progressing, and the funding that had been available to the Department of Work & Pensions would now be spent by local authorities to support people with health issues in returning to work.
- 4.4 The Commission noted progress in establishing a Bi-Borough agreement with RB Kensington & Chelsea, and noted that staff consultation had been completed. Proposals for the new Bi-Borough structure for Adult Social Care and Health would be submitted to Cabinet for approval in December, prior to implementation by 1 April 2018. The Commission discussed bringing in another local authority to assist in finance, and Stuart Love confirmed that this would be considered after Bi-Borough arrangements had stabilised. The Deputy Chief Executive agreed to provide the Commission with copies of the report used for staff consultation.
- 4.5 Members commented on concerns that had been raised over the delivery of enhanced care in Westminster's care homes. The Deputy Chief Executive suggested that reports in the media had not been a true reflection of the current situation, in which 65% of the beds in Westminster's care homes had been rated outstanding. It was agreed that care homes would be added to the agenda of the next meeting of the Adults & Health Policy & Scrutiny Committee on 31 January 2018.
- 4.6 The Commission discussed progress in implementation of the Health & Social Care Sustainability & Transformation Plan (STP). Although additional funding for the STP programme was not anticipated until 2019-20, support from other areas such as the Better Care Fund enabled some elements of the programme to progress, and integration to move forward. The Deputy Chief Executive agreed to provide Commission Members with a briefing on the STP in the spring, which would include risks and opportunities, and an organisational chart.
- 4.7 The Deputy Chief Executive also provided the Commission with updates on Corporate Transformation and Managed Services, and highlighted the revision of the Westminster City Plan as a potential issue for scrutiny over forthcoming months.

## **5. LEARNING FROM TERRORIST INCIDENTS AND THE GRENFELL FIRE DURING 2017**

- 5.1 At its last meeting on 24 May 2017, the Commission had discussed the City Council's role in responding to the Grenfell Tower fire (Minute 5). Stuart Love (Deputy Chief Executive) had acknowledged that there were still lessons to be

learned that would enable the City Council to further improve, and confirmed that a review of Westminster's response to Grenfell and the recent terror attacks was being undertaken, which would be referred to scrutiny. The Deputy Chief Executive accordingly now presented the outcome of the review, together with areas of learning.

- 5.2 The Commission agreed that under Section 100 (A) (4) and Part 1, paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), the public and press would be briefly excluded from the meeting during the consideration of confidential Pan-London Emergency Planning Arrangements that had been set out in an Appendix to the report. It was considered that in all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information that had been given.
- 5.3 The Commission discussed the findings of the report, and how knowledge and good practice gained by Westminster and the City of London could be disseminated across London. Members noted that a review of arrangements for resilience was currently being undertaken across London, and that when asked, Westminster's Chief Officers had been sharing expertise with other boroughs. It was acknowledged that the initial response to Grenfell had been ad hoc, and the Scrutiny Commission highlighted the need for clarity on which boroughs could be called upon to deal with specific issues.
- 5.4 Concern had been expressed that the commitment of the City Council's resources to Grenfell could have caused difficulties if another incident had occurred. The Commission highlighted the need to establish a structure for succession in command and control in London, when responding to emergencies.
- 5.5 The Commission noted that the Armed Forces and Emergency Services had not been acknowledged in the overview of emergency planning arrangements; and agreed that the review should have included the need to deal with humanitarian aspects such as trauma and mental health issues. The Deputy Chief Executive recognised the potential impact events could have on the emergency services and Council staff, and confirmed that the report would be updated.
- 5.6 The Commission commented on the recent false alarm in Oxford Street, and on the need for effective communication plans. Members noted that the police aimed to communicate quickly, but accurately, and recognised the need for businesses to have their own evacuation plans. The Commission also discussed the impact and effectiveness of safety barriers during terrorist incidents.
- 5.7 Members agreed that an annual review of the Emergency Plan should become a standing item on the Commission's Work Programme.

## **6. COMMUNITY COHESION**

- 6.1 Ezra Wallace (Head of Corporate Policy & Strategy) presented the report of the Westminster Community Cohesion Commission, together with the plans for the next steps.

- 6.2 Over the past year, the Community Cohesion Commission had undertaken a four-tiered, evidence-based approach to inform the City Council's understanding of cohesion in Westminster. Information had been obtained through:
- Reviewing national policy, literature and developments, including talking to experts and evaluating the Government's position and response following major disturbances.
  - Analysing data obtained from local surveys, to gauge how residents felt about living in Westminster and how far communities were gelling together at a rudimentary level.
  - Benchmarking best practise with neighbouring authorities.
  - Extensive active engagement with Westminster's residents, stakeholders and local groups, which included over 25 events and online public consultation.
- 6.3 Following the gathering of evidence, the findings and recommendations had been collated into a report that had been launched at a summit on 29 November. The next steps would be to work with the community over the next 6 months and develop a Community Action Plan to take forward the recommendations. The Scrutiny Commission noted that the Action Plan would be launched at the My Westminster Day next summer.
- 6.4 Members discussed the findings of the report, and the methodology that had been used, and noted that the Community Cohesion Commission had welcomed the opportunity to have open and honest discussions with so many people. In general, people had been proud to be a part of Westminster, particularly with regard to its diversity, cultural heritage, economy, and excellent schools. There were, however, some significant challenges to community cohesion which concerned housing, income inequalities, and how the City Council engaged with different parts of the community.
- 6.5 It had been acknowledged that community cohesion was not an optional luxury for Westminster, and that a cohesive community was a vital foundation for a successful and strong City. It had also been clear that community cohesion was everybody's responsibility, with leadership coming from all levels in Westminster starting from the Leader, and continuing from Ward Councillors to faith leaders, community organisations, residents, businesses and visitors.
- 6.6 To ensure that Westminster was a City for All, the report had made three recommendations, which suggested that the City Council needed to:
- Foster and encourage opportunities for meaningful interactions between people of different backgrounds, and do more to ensure that harder to reach groups had easy access to information and services.
  - Make sure that everybody felt safe and had a stake in the City; with fair access to education, employment, public services and use of community



facilities including decent and affordable homes. The City Council also needed to work with businesses and voluntary and community groups, to develop a joint approach to connect with the community and deliver activities to strengthen cohesion.

- Enable and encourage the sharing of values; such as pride of place, looking out for each other, and sharing community spaces.

Members acknowledged that the City Council wanted to respond to the findings with ambition and pace, and it was hoped that Westminster's partners would also work to implement them.

6.7 The Scrutiny Commission confirmed that it would be willing to take a role in scrutinising the proposed Action Plan; and to discuss how it would fit in with other programmes and how progress could be measured. An update on progress in the Action Plan would be discussed at the next meeting in March 2018.

## **7. 2017-18 WORK PROGRAMME AND ACTION TRACKER**

7.1 Aaron Hardy (Policy & Scrutiny Manager) presented the current Work Programme for the Commission, and invited Members to consider the scope of items to be presented to the next meeting on 22 March 2018.

7.2 It was agreed that the meeting on 22 March 2018 would focus on the West End Partnership and the Tax Incremental Financing (TIF) bid; and Community Cohesion.

7.3 Members agreed that a Chief Executive from a partner Borough would be invited to a future meeting of the Scrutiny Commission.

## **8. CLOSE OF MEETING**

8.1 The Meeting ended at 8.30pm.

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

DATE \_\_\_\_\_

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## Westminster Scrutiny Commission

<b>Date:</b>	22 March 2018
<b>Classification:</b>	General Release
<b>Title:</b>	<b>The Leader Of The Council</b>
<b>Report of:</b>	Councillor Nickie Aiken, Leader of the City Council
<b>Cabinet Member Portfolio</b>	Leader of the Council
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City for All
<b>Report Author and Contact Details:</b>	<b>Richard Cressey x 3403</b> <a href="mailto:rcressey@westminster.gov.uk">rcressey@westminster.gov.uk</a>

### 1. Introduction

- 1.1. I last updated the Commission on 27<sup>th</sup> September 2017, eight months after I was appointed Leader of the Council and six months after I launched City for All 2017/18.
- 1.2. In my submission for this meeting, I provide the Commission with an update on the Council's City for All vision, the My Westminster Programme and other key areas of new policy direction.

### 2. My Westminster Programme

#### 2.1 My Westminster Fund

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

- 2.1.4 Bids were expected to demonstrate how funding will contribute to the delivery of City for All objectives with a particular focus on priority areas to be set out when the Fund is launched. Groups were able to bid for funds up to £10,000 per project.
- 2.1.5 The first round of the fund was open for two months, closing on 23 February 2018. 139 bids were received and assessed objectively against the published criteria. At time of writing, these bids have been reviewed by a cross-council panel of officers and recommendations have been made to a cross-Party Member Board for final decision.
- 2.1.6 The Member Board is due to meet, and announcements on funding are due to be made before the meeting of the Commission and a verbal update can therefore be offered at the meeting itself.
- 2.1.7 A second round of bidding is planned to open in June 2018, which will offer groups unsuccessful in the first round the opportunity to re-submit improved bids based on feedback offered from round 1.

## **2.2 My Westminster Projects**

- 2.2.1 The My Westminster Projects are a range of Council-led initiatives to improve the lives of residents and the city as a whole.
- 2.2.2 Made up of seventeen distinct projects funded from a variety of sources, the package offers Westminster a fresh approach to issues the council has been grappling with for a number of years.
- 2.2.3 Most notably, projects have been commenced to tackle standards in private rented sector accommodation, abuse in the nightly letting sector, join up services to engage with people who find themselves on Westminster's streets and a pioneering project to support EU nationals who may be affected by Brexit.
- 2.2.4 A full list of the My Westminster Projects was set out in the recent Cabinet Member report approved by the Cabinet Member for Finance, Property and Corporate Services and the Cabinet Member for Environment, Sports and Community.

## **2.3 My Westminster City Lions**

- 2.3.1 The My Westminster City Lions has been designed in partnership with the Westminster Youth Council to provide a new programme for young people in Westminster aged 13 to 16 to help them make the most of local opportunities in preparation for their future.
- 2.3.2 Supported by Lord's Cricket Ground, The Ritz and Somerset House, the programme will give young people the opportunity to visit the cultural venues that are on their doorstep through careers open days, free tickets and group visits to museums, theatres, cinema and galleries.

2.3.3 The programme will offer young people a different experience depending on their age. We will help them to progress through different tiers of the scheme and move towards a career that really inspires them.

2.3.4 The programme will be trialled in the Spring with a small cohort of young people with a view to rolling out in full during the new school year.

### **3. City for All – update**

#### **3.1 Community Cohesion**

3.1.1 The report of the Community Cohesion Commission was launched on 29th November at the Community Cohesion Summit, an event I hosted with my fellow (Cohesion) Commission members in the Lord Mayor’s Parlour.

3.1.2 Over a 100 key stakeholders representing community groups, partners, residents and businesses across the city were invited to the event – the majority of which had inputted into the report.

3.1.3 In addition to presenting the key findings and recommendations of the Commission, a key purpose of the event was to start building the action plan with stakeholders by discussing how the recommendations can be delivered.

3.1.4 Key feedback from the summit included:

- A focus on young people is important, especially in terms of ensuring people feel they have a stake in the city and can put down roots;
- Affordable housing is a priority;
- The activity of local organisations and community groups is essential to underpinning a sense of community identity and funding for these groups is imperative;
- My Westminster Day was a success and people were supportive of it being an annual event; and
- Smaller, tailored events are also important for bringing people together.

3.1.5 Further engagement activity is planned to obtain more feedback on how the recommendations can be delivered. This includes a session with the Westminster Community Network on 21 March and asking people to feedback via our website.

3.1.6 The My Westminster programme and my other recently launched initiatives directly respond to the recommendations in the community cohesion report and feedback so far. A table is presented below to demonstrate this.

<b>Recommendations of the Community Cohesion Commission</b>	<b>Initiatives launched thus far to respond to these recommendations</b>
1) The council will do everything it can to make sure that people feel safe and have a stake in the city, including making sure that there are decent and affordable homes across all types of tenure, giving our residents the ability to put down roots and build neighbourhoods filled with community pride.	<ul style="list-style-type: none"> <li>• My Westminster City Lions</li> <li>• My Westminster Housing Standards Taskforce</li> <li>• On track to deliver 1,850 affordable homes by 2023, including 760 council-owned homes</li> </ul>
2) Working with voluntary and community groups, the council should help to bring people together to celebrate their diversity and take pride in the city's neighbourhoods, including organising meetings and events and doing more to ensure that harder to reach groups have easy access to information and services	<ul style="list-style-type: none"> <li>• My Westminster Day confirmed as an annual event</li> <li>• Specific events and initiatives in development as part of the My Westminster Projects</li> <li>• Internal Community Engagement Strategy launched in January 2018</li> <li>• Loneliness and social isolation – not just older people but also the young - a key target area for money raised by the Community Contribution</li> </ul>
3) The council should work with businesses, voluntary and community groups to develop an approach that enables businesses and other groups to easily connect with the community and jointly deliver activities to strengthen community cohesion. This should include making it easier for smaller organisations and community groups to bid for funds from the council and to participate in contracts.	<ul style="list-style-type: none"> <li>• My Westminster Fund making available £10,000 grants to community led projects</li> <li>• The Lion Awards – helping our businesses to support Westminster's communities and neighbourhoods by focusing their corporate social responsibility (CSR) agendas on local priorities.</li> </ul>

3.1.7 The action plan will incorporate all the initiatives undertaken so far to respond to the recommendations (e.g. the My Westminster Programme, Lion Awards and Community Contribution) and propose other initiatives, including what other organisations and groups will do to strengthen community cohesion in Westminster.

3.1.8 The action plan will include a timeline against each initiative so the WSC can monitor progress. The action plan launch is planned for the summer.

### 3.2 **Don't Be Idle**

- 3.2.1 I previously updated the committee that, in collaboration with Councillor David Harvey, I have launched and championed a major new anti-engine idling campaign called #DontBeldle.
- 3.2.2 The campaign asks motorists to sign an online pledge to turn off engines at the side of the road and help to reduce asthma, heart disease and lung cancer in the area.
- 3.2.3 As of mid-March the campaign has reached 25,000 individual drivers with 7,000 people signing our pledge to turn off their engine whilst stationary.

### 4. **West End Partnership**

- 4.1.1 A full update on the work of the West End Partnership is on the agenda for discussion at this meeting.
- 4.1.2 Most notably that report outlines how efforts to secure dedicated West End funding via the WEP Investment Bid to Government were not successful. Feedback from government indicated that DCLG (as it was called at the time) had prioritised housing initiatives in its submission to the Treasury and as a result the WEP bid was not included in the Chancellor's Autumn 2017 budget.
- 4.1.3 Future funding options and opportunities are being considered.

**If you have any queries about this Report or wish to inspect any of the  
Background Papers please contact Richard Cressey x 3403  
[rcressey@westminster.gov.uk](mailto:rcressey@westminster.gov.uk)**

## **Appendix – Community Cohesion Report Evidence Base**

### **1. Introduction**

At the meeting on 29<sup>th</sup> November, the WSC asked officers for more information about the evidence the Community Cohesion Commission gathered to inform its report and recommendations.

This note provides a high-level overview of quantitative and qualitative data used to inform the Commission's findings, with a view to developing an approach to measuring the level of community cohesion going forward and if the recommendations of the Commission are having the desired positive impact.

### **2. Quantitative Data**

A variety of quantitative data was used to inform the Commission about the make-up of Westminster's population and determine, at a base level, how much of a sense of cohesion there is in the community.

#### **2.1 Population and Demographics**

Various sources were drawn upon to help the Commission understand the demographics of our population and the trends behind changes and challenges in our community. These included:

- Departments from the council
- GLA
- Research from national studies
- Government Departments
- Census data
- Office for National Statistics mid-year estimates (country of birth, nationality)

Examples of the statistics the Commission gathered from these sources include:

- The City of Westminster is home to just under a quarter of a million people
- 42,600 children live, learn and grow up in Westminster
- More than 150 languages are spoken in the city's schools
- 28,400 older people live in the borough
- Westminster's local economy contributes over £55bn to the country's economic output, and our shops alone generate £13.3bn of revenue
- Westminster has over five million visitors a week

New data sets, and related insights in to community cohesion impacts are constantly being developed. In particular, the ONS have a work-stream to try and replicate much of the richness of census data through better use of administrative data, that would be available on a much more frequent basis. (e.g. data held by the Inland Revenue system).

Westminster is also developing a strong business intelligence team, that can more easily draw insights from large data than have been available previously. Both the



above will enable us to refine and improve the data available to underpin community cohesion work.

We should, however acknowledge that Westminster is the most difficult local authority area in the country (based on the ONS Census based “hard to count index,”) to collect accurate data on all communities because of many features that are prevalent in the City – in particular – high levels of population turnover, migration (international and national), diverse communities, students, second home /part time property use, people living in non-family groups and irregular migration.

These issues create higher levels of uncertainty in quantitative data. Westminster officers are working with ONS, in particular through the Census transformation work stream, to ensure that data for the City is constantly improving.

## **2.2 The Council’s City Survey**

The Council’s City Survey is an annual, face-to-face survey of residents. The 2016 survey results provided a useful starting place to determine the level of cohesion in Westminster. For instance, when asked 82% of residents said that they thought people of different backgrounds got on well together. 69% of residents told us that they say more than hello and chat to their neighbours at least once a week. 72% of residents say that they feel like they belong to their neighbourhood, 59% feel that the friendships and associations that they have with other people in their neighbourhood mean a lot to them, and 58% believe that their neighbours help each other out. From these statistics it was clear that at a rudimentary level there is a good level of cohesion in Westminster.

The City Survey sample was increased in 2017 from 1,000 residents to 2,500. This expanded data means that results are much more robust at neighbourhood levels and across different community characteristics. These results are currently being translated into Business Intelligence dashboards that will enable wider access and analysis relevant to cohesion issues to happen. The monitoring of future results against a common core of questions will be a key part of the community cohesion action plan, as an upward trend would be a base level way of determining if actions taken under the Commission’s recommendations are making the desired impact.

## **3. Qualitative**

By the very nature of it, community cohesion is a very subjective subject so the use of qualitative data was essential for the Commission to understand the level of cohesion in Westminster in greater depth. Therefore, the Commission was keen to engage with people from all across Westminster to gain a deeper understanding about how they thought the community gelled together, and the barriers to this and opportunities to enhance this. At over 25 events, roundtables, meetings and through on online consultation, the Commission spoke with:

- residents
- local businesses
- local voluntary and community groups
- faith and interest groups

- partners including Clinical Commissioning Groups and the Metropolitan Police
- the Children’s and Adult’s Safeguarding Boards
- council departments ranging from Libraries and Sports and Leisure to Community Safety and Environmental Health
- neighbouring local authorities

To structure their engagement, the Commission based each discussion with people on the four following questions:

- what does community cohesion mean to people in Westminster?
- what brings the community together and helps people of different backgrounds in Westminster get along?
- what challenges community cohesion in the city?
- what is the role of the council in supporting community cohesion?

The full details of the evidence gathered during these sessions is included throughout the main report and in detail in the evidence base section from page 20 of the report.

The Commission also found that there are a number of work and activities already underway in the city enabling social integration and supporting community cohesion. The Abbey Community Association, Community Health Champions and Integrated Gangs Unit are just a few of these examples. Case studies are included on these within the main report.

**4. How will community cohesion, and impacts of the actions taken under the recommendations of the Commission, be monitored going forward?**

Quantitative data will be key to measuring the level of community cohesion going forward. In particular, future City Survey data will be key. As part of the 2018/19 business planning process, the Council’s Business Intelligence Team will also align indicators for community cohesion against the initiatives within the action plan.



## Westminster Scrutiny Commission

<b>Date:</b>	22 <sup>nd</sup> March 2018
<b>Classification:</b>	General Release
<b>Title:</b>	West End Partnership – Update on activity since May 2017
<b>Report of:</b>	Executive Director Growth, Planning & Housing
<b>Cabinet Member Portfolio</b>	Leader of the Council
<b>Wards Involved:</b>	West End, St. James's, Marylebone High Street, Bryanston & Dorset Square
<b>Policy Context:</b>	City for All Year 3, City Plan, London Plan and Mayor's Transport Strategy
<b>Report Author and Contact Details:</b>	Barry Smith, x2923 <a href="mailto:bsmith@westminster.gov.uk">bsmith@westminster.gov.uk</a>

### 1. Executive Summary

- 1.1 The May 2017 meeting of the Commission received an update from officers on the council's role within the West End Partnership (WEP) and its activity and achievements. The Westminster Scrutiny Commission asked officers, in the context of the bid to Government for a Tax Increment Financing Initiative (TIF) for the West End, to, *“Look for examples of comparative partnership delivery and public investment, to determine which model for scrutiny would be most appropriate and effective for the West End Partnership (WEP).”*
- 1.2 The Commission considered the options for scrutiny that had been suggested, and agreed that until the WEP took on responsibility for the co-ordination of substantial additional sums of public money, or there was a significant delivery

of projects or the nature of the work of the partnership change, the Commission should continue to receive regular updates from the Leader and Chief Executive.

- 1.3 The WEP Investment Bid to Government, which was predicated on a TIF mechanism, comprised full business cases for three projects: (i) Oxford Street District, (ii) Strand/Aldwych and, (iii) West End Jobs. Unfortunately, a decision on funding the WEP Investment Bid was not included in the Chancellor's Autumn 2017 budget and informal feedback from him has suggested that it will not be considered again in that form until the next budget cycle in Autumn this year. Whilst this does not preclude further approaches to the Treasury and other parts of Government before then, the WEP Team have been asked to consider other funding options and the scale and nature of the projects themselves. A report to this effect was presented to the WEP Board on 24<sup>th</sup> January 2018.
- 1.4 It remains too early to present firm options for how the WEP could be scrutinised in the future. This report, therefore, provides an update on WEP activity since May 2017 and, in particular, the move to task and finish groups established to take forward the cross cutting programmes and projects in the 2015-2030 WEP Delivery Plan and an update on the work to explore alternative funding models and project prioritisation in view of the decision on the WEP Investment TIF Bid.
- 1.5 This report and the report in May 2017 have been presented to the Commission because of the strategic cross-cutting issues relevant at the time (i.e. the TIF bid and impact of it being unsuccessful). The Commission is reminded that the responsibility for scrutinising the Council's part in the WEP and WEP-related issues currently sits with the Business, Planning and Transport Policy and Scrutiny Committee. Furthermore, the relevant Cabinet Member(s) regularly report to the Committee on issues relating to the WEP. As from October 2017 the WEP budget is being reported separately to the Budget Task Group as part of the Council's budget setting process.

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

2.1. The Commission is asked to:

- i) Note the recent activity undertaken by the West End Partnership
- ii) Give its views on the Partnership and, in particular, what its role might be should significant funding not be forthcoming in the future

## **3. Background**

### **The West End Partnership (2013-2017)**

- 3.1 The West End Partnership (WEP) was formed in 2013, on the recommendation of the West End Commission. It brings together senior public service and private sector leaders, academic experts, cultural bodies and resident representatives. It was created to be the catalyst to enable the West End to support and accommodate growth, whilst at the same time to strengthen its unique cultural character, amenities and sense of openness.
- 3.2 The Partnership Board is chaired by the Leader of Westminster City Council and also includes member representation from the London Borough of Camden and the Mayor of London/GLA/TfL. Westminster's and Camden's business improvement districts (BIDS) are represented as are London First (who's nominee is the Vice Chair), the Westminster Property Association (WPA) and resident groups (through the West End Community Network (WECN)). Other representatives include the Metropolitan Police, academic and cultural advisors and the LCCI and FSB.
- 3.3 As a partnership body the WEP has no formal legal basis of its own but instead coordinates and initiates action and delivery through its partner bodies encouraging growth through new policies, plans and actions in order to benefit residents, communities, businesses and visitors alike. Westminster acts as the accountable body for the Partnership (as it does for the Cross River Partnership - CRP).

3.4 In June 2015 the Partnership agreed a Vision and a Delivery Plan 2015-2030. The Delivery Plan set out a core programme of projects under three themes: (i) Place, (ii) People and, (iii) Prosperity. The programme amounted to just under £1bn of which approximately half was expected to come from public sources (i.e. the TIF bid), matched by significant private sector co-investment – itself leading to further private investment down the line in development and business activity.

#### **4. The West End Partnership – Fulfilling the Vision**

- 4.1 The first two WEP Board meetings chaired by the Leader of the City Council on 3<sup>rd</sup> April and 22<sup>nd</sup> June 2017 presented an opportunity to reflect on progress and achievements to date for the WEP programme and to explore whether there were opportunities to learn from the last three years in considering how to move forward. The Leader also asked the WEP Team to look at alternative options for funding should the TIF Bid be unsuccessful.
- 4.2 There was consensus across the WEP Board that the WEP had achieved a great deal in establishing itself as a genuine and credible public/private sector partnership to make the case for the West End - demonstrating the effectiveness of working together to support this ambition.
- 4.3 The Board acknowledged that the future transformation of the Oxford Street District has the highest profile of its adopted projects but felt that the ‘added value’ of being a ‘WEP Project/Programme’ need to be articulated better. In particular, the Board wanted to continue to aim high with non-capital public realm projects – such as that to support West End residents into employment across the WEP area, to tackle poor air quality, to have a position on, and to trial and pilot initiatives to reduce, freight, servicing and deliveries and to have a voice and influence on future policy frameworks that affect the West End.
- 4.4 There was recognition that the thematic working group structure (People, Place and Prosperity) had run its course and that a new way of harnessing the interests of the various groups and sectors in the West End was now needed. Overall,

however, the Board re-affirmed its commitment to the value of the WEP as the right vehicle to secure the long term future of the West End.

- 4.5 The WEP Board at its meeting on 22<sup>nd</sup> June 2017 discussed and agreed a broader range of issues for the Partnership to pursue to fulfil the 2030 Vision. The proposition agreed by the Board was that individual Board members would lead particular programmes/projects on a task and finish basis. In doing so they would, where possible, bring the resources of their networks and organisations to help drive the work forward. This would secure increased capacity across the WEP programme and deeper involvement of Board members. The task and finish groups would make use of the networks built up through previous work carried out by the working groups.
- 4.6 The WEP Board on 9<sup>th</sup> October 2017 was keen to have a clearly defined and deliverable programme and to this end agreed to pursue a small number of projects – three/four that would be driven forward over the next 12-18 months. These would be clearly defined with identifiable milestones and outputs – with clear benefit in terms of meeting the WEP vision. Performance would be monitored through regular reporting to the Board alongside the other existing projects – through the establishment of a strategic portfolio management approach. The five ‘Fulfilling the Vision’ Work Streams agreed by the WEP Board on 9<sup>th</sup> October 2017 were:
1. Good Growth in the West End - chaired by London First representative
  2. Promoting the Cultural Offer of the West End – chaired Cabinet Member for Business, Culture and Heritage, WCC
  3. Management of the West End/Resident and Business Dividend – chaired by WECN representative.
  4. Delivering increased income/charging/alternative financial models – chaired by advisor to the WEP Board
  5. Lobbying and policy comment/communications and marketing – chaired by Director Policy, Performance & Communications, WCC
- 4.7 A sixth, Digital West End, was added given the importance of connectivity and resilience in the Broadband network and infrastructure in the West End.

## **5 The West End Partnership – Funding Options Post TIF Bid**

- 5.1 The WEP investment programme is critical to the long term resilience of the West End economy and in the absence of current support from the Treasury will require an ambitious funding strategy. A combination of conventional funding options from the wide range of stakeholders involved in the West End as well as exploring the potential for new funding and financing opportunities will be required. Conventional sources of funding will include contributions from Westminster's Capital Programme and s106 planning agreements/the Community Infrastructure Levy – CIL – of which £2m was allocated to the Hanover Square Gardens Public Realm project in November 2017, GLA/TfL, private sector contributions and government programmes. Funding contributions have the potential to be financed in a number of ways including borrowing, bonds, equity, working capital and reserves. In particular, there has been engagement with the GLA on the short and long term funding potential associated with the London Pilot business rate pilot and follow-on business rate scheme.
- 5.2 The business cases for the three WEP Investment Projects have a total cost of £470m. Of this £310m was proposed to be funded from the TIF Bid to Government and £160m from private and public sector funding contributions. Following the exclusion of the WEP Investment (TIF) Bid from the 2017 Autumn budget, the WEP Team have been exploring potential alternative funding options for the three TIF projects; (i) Oxford Street District; (ii) Strand/ Aldwych and, (iii) West End Jobs. These were discussed at the WEP Board on 24<sup>th</sup> January 2018.

### **Oxford Street District**

- 5.3 Oxford Street District (OSD) is the highest profile project within the WEP investment programme with a total cost for the full transformation option of £430m and a funding gap of £290m. Whilst no decision has been made by the Council on any changes to Oxford Street and its locality, funding packages are being investigated from the private and public sector, for a range of interventions.



### **Strand/Aldwych**

- 5.4 As above, no decision has been taken on interventions in this locality. At present a phased approach to the project is being considered with an initial option focusing on the delivery of the highway solutions (two-way working on Aldwych). This would create a basic version of a new public space on the Strand. The transformational improvement work to the new creative space itself could be left for a later phase, subject to funding. However, the economic benefits as set out in the original TIF business case can only be realised through the full scheme and the creation of a new public space.
- 5.5 A phased approach, with a temporary basic scheme implemented initially with further additional phases added over time, while not being consistent with the ambition of the project to realise transformational change as quickly as possible would be a pragmatic approach and not dissimilar to the approach at Bank junction in the City of London.
- 5.6 Discussions are ongoing with private sector partners via the North Bank BID and the Strand /Aldwych Project Board as to how, and on what scale, the private sector could contribute to any agreed scheme. Westminster and the Mayoral family are also considering their options.

### **West End Jobs**

- 5.7 West End Jobs is relatively easily scalable i.e. the numbers of people supported by the scheme can be flexed up or down based on the funding available. Discussions with private sector partners on how a pipeline of revenue funding might be made available are continuing and the public sector partners are also considering how they may be able to contribute funding going forward.
- 5.8 Following discussions with the GLA and TfL, all partners have reaffirmed the importance of securing long term funding for investment in the West End. Over and above capital contributions from key partners and the private sector, there is a requirement to identify and agree on a mechanism to capture and retain the benefits of growth. All partners have concluded that a business rates mechanism is the best way of achieving this. If a mechanism for business rate

retention were to be agreed, a range of finance options would be available to partners including prudential borrowing, loans and bond arrangements.

- 5.9 In conclusion, the level of funding uncertainty means that there is a need to remain flexible going forward about what projects and programmes can be funded, the scope of those schemes and delivery timescales. Given all of this, it now seems more likely that the WEP projects will be implemented in more phases than originally planned and perhaps over a longer timescale.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Barry Smith x2923  
[bsmith@westminster.gov.uk](mailto:bsmith@westminster.gov.uk)**

## **BACKGROUND PAPERS**

None



## Westminster Scrutiny Commission

<b>Meeting:</b>	<b>Westminster Scrutiny Commission</b>
<b>Date:</b>	<b>22 March 2018</b>
<b>Classification:</b>	<b>For General Release</b>
<b>Title:</b>	<b>Policy and Scrutiny - Induction</b>
<b>Financial Summary:</b>	<b>There are no financial implications</b>
<b>Report of:</b>	<b>Mick Steward, Head of Committee and Governance Services, Tel: 020 7641 3134; Email: <a href="mailto:msteward@westminster.gov.uk">msteward@westminster.gov.uk</a></b>

### **1. Executive Summary**

- 1.1 A comprehensive induction programme is being prepared for implementation following the City Council elections on Thursday 3 May 2018. The programme will include reference to the powers of Policy and Scrutiny (P&S) Committees and best practice in regards to scrutiny, but not the duties of each of the P&S Committees. It is accordingly proposed that details of the key issues within Cabinet Member portfolios, together with an overview of the service area, would be carried out at the first meeting of the P&S Committees following the election.

### **2. Key Matters for the Commission's Consideration**

- Are there any specific topics or skills that the commission thinks should be included in the induction programme?
- Does the commission have any comments on the proposed induction programme?

### **3. Background Information**

- 3.1 The Council is arranging a comprehensive induction programme for all Councillors elected at the City Council elections on 3 May 2018. This will include insight into all aspects of the Council and will be followed by more in-depth sessions as part of the ongoing Member Development Programme.

- 3.2 Scrutiny will be covered as part of two sessions. The first will be the governance session, which will include:
- How Member level decisions are taken by the Executive and in the case of non-executive functions the relevant committee or sub-committee.
  - How Cabinet/Cabinet Member decisions are notified to P&S Committee Members.
  - Call-in and how it works.
  - The right of Committee Members to have an item added to the agenda of a policy and scrutiny committee.
- 3.3 There will be second session; possibly delivered by an external trainer, which will cover the importance of scrutiny, best practice and key skills. Topics covered will include:
- Principles of good scrutiny;
  - Topic selection and work programming;
  - Questioning skills;
  - The importance of external witnesses
- 3.4 The governance and scrutiny sessions will not cover details of the key issues within cabinet member portfolios or an overview of the service area. It is up to members to decide how to conduct their meetings; however, it is proposed that in the first cycle of meetings of 2018/19, each committee receives reports from chief officers and cabinet members detailing the service areas within the committee's terms of reference. These presentations would assist the committee in developing its work programme for the year.

#### **4. Financial Implications**

- 4.1 None arising directly from this report.

#### **5. Legal Implications**

- 5.1 The City Council is required to have at least one committee exercising the overview and scrutiny function.

#### **6. Other Implications**

- 6.1 None.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact: Mick Steward, Tel: 020 7641 3134  
Email: [msteward@westminster.gov.uk](mailto:msteward@westminster.gov.uk)**

**BACKGROUND PAPERS – none.**



City of Westminster

## Westminster Scrutiny Commission

<b>Meeting:</b>	<b>Westminster Scrutiny Commission</b>
<b>Date:</b>	<b>22 March 2018</b>
<b>Classification:</b>	<b>For General Release</b>
<b>Title:</b>	<b>Constitutional Issues – Call-In</b>
<b>Wards Affected:</b>	<b>Not Applicable</b>
<b>Financial Summary:</b>	<b>There are no financial implications</b>
<b>Report of:</b>	<b>Mick Steward, Head of Committee and Governance Services, Tel: 020 7641 3134; Email: <a href="mailto:msteward@westminster.gov.uk">msteward@westminster.gov.uk</a></b>

### **1. Executive Summary**

- 1.1 The City Council's Constitution requires that the Westminster Scrutiny Commission (WSC) should, from time to time, receive a report on an annual basis on the operation of the call-in procedures also setting out details of the times when the urgency provisions have been used to exclude the call-in provisions. The call-in provisions have been exempted as detailed in paragraph 3.2 of the report over the last 4 years.

### **2. Key Matters for the Commission's Consideration**

- 2.1 Does the commission have any comments on the procedures for call-in and urgency?

### **3. Background, including Policy Context**

- 3.1 The Chief Executive is empowered, having consulted with the Leader of the Council, to exempt on grounds of the urgency reports from the call-in procedures where in his opinion, any delay is likely to be caused by the call-in process would seriously prejudice the Council's or the public's interest.

- 3.2 The Council's Constitution requires that decisions taken as a matter of urgency (when the call-in provision have been exempted) must be reported to the WSC, together with the reasons for urgency. These provisions have been used in the last 4 years, as follows:
- Shared ICT Services – Procurement of Software Licences for Cloud-based Collaboration Tools – Decision on 29 June 2015 (Reason: Implementation date of 1 July 2018 made it impossible to comply with the call-in provisions.
  - BT Settlement – Decision on 19 July 2017 (Reason: A time limited settlement did not allow time for the call-in arrangements.
  - Little Venice Towers- January 2018 – Decision on Urgent Health and Safety works were required.
- 3.3 The Constitution also requires that the operation of the call-in provisions should be monitored annually by the WSC with proposals for review, if necessary. The call-in provisions have been triggered as follows in the last 4 years:
- Jubilee/Moberley Sports Centre (Ward Member call-in): Decision endorsed.
  - Garden Bridge (Called-in by 3 Members of relevant committee): Decision referred to decision maker for further report.
  - Church Street Masterplan (Ward Member call-in): Decision endorsed.
- 3.4 The information in paragraphs 3.2 and 3.3 above setting out the use of the exemption provisions and the use of the call-in provisions does not highlight the need for any changes in either aspect of the call-in process.

#### **4. Financial Implications**

- 4.1 There are no financial implications.

#### **5. Legal Implications**

- 5.1 There are no legal implications arising from this report.

#### **6. Other Implications**

- 6.1 None.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact: Mick Steward, Tel: 020 7641 3134  
Email: [msteward@westminster.gov.uk](mailto:msteward@westminster.gov.uk)**

## **BACKGROUND PAPERS**

- None.

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## Westminster Scrutiny Commission

<b>Date:</b>	22 March 2018
<b>Classification:</b>	General Release
<b>Title:</b>	<b>Health &amp; Wellbeing Centres Task Group</b>
<b>Report of:</b>	Julia Corkey, Director of Policy, Partnerships & Communications
<b>Cabinet Member Portfolio:</b>	Cabinet Member for Adult Social Services & Public Health
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Artemis Kassi - Policy and Scrutiny Officer</b> x3451 <a href="mailto:akassi@westminster.gov.uk">akassi@westminster.gov.uk</a>

### 1. Executive Summary

- 1.1 This paper presents the report by the Health and Wellbeing Centres Task Group. The ambition for the report was that it would assist in the continuing development and shaping of integrated health care in Westminster and would be the beginning of this process, starting round table discussions and further ongoing conversations. The finalised report is currently being printed, and copies will be forwarded to Members of the Scrutiny Commission separately.

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

- 2.1 The Commission is invited to note the report and recommendations, and to make any further comments.

### 3. Background

- 3.1 The report represents the work by the Adults and Health Policy and Scrutiny Committee's task group on health and wellbeing centres. The task group made a number of recommendations concerning adolescent health, collaborative working, and the health and wellbeing centre being planned as part of the Church Street Regeneration.

- 3.2 Councillor Barrie Taylor and Artemis Kassi (Policy and Scrutiny Officer) presented the report and recommendations to the Adults & Health Policy & Scrutiny Committee at its meeting on 31 January 2018, for comment and endorsement.
- 3.3 The Task Group had highlighted how, in light of the increase in life expectancy and chronic health conditions, the NHS and health providers have understood the need to rethink current approaches and develop a more holistic model of social care. Opportunities were also needed for increased levels of integration between both public and private services.
- 3.4 The Adults & Health Policy & Scrutiny Committee had welcomed the report's findings, and agreed the recommendations contained within it, subject to some suggested minor amendments. The Committee had also highlighted the importance of ensuring that implementation of the recommendations was monitored.
- 3.5 The report will be launched on 19 March at an event hosted by the Lord Mayor and attended by a variety of stakeholders. The event will also start round table discussions about implementation of the report recommendations. The finalised report is currently being printed, and copies will be forwarded to Members of the Scrutiny Commission as soon they are available.

**If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Artemis Kassi x3451**

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

#### **APPENDICES:**

Appendix 1 - Health and Wellbeing Centres Task Group Report (to follow)