



City of Westminster

Committee Agenda

Title: **Audit and Performance Committee**

Meeting Date: **Monday 16th July, 2018**

Time: **6.30 pm**

Venue: **Room 3.1, 3rd Floor, 5 Strand, London, WC2 5HR**

Members: **Councillors:**

Ian Rowley (Chairman)
David Boothroyd
Robert Rigby
Paul Swaddle

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 from 6.00pm. 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, Acting Head of Committee and Governance Services.

**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 on the 23 April and 21 June 2018.

(Pages 1 - 10)

4. 2017/18 END OF YEAR PERFORMANCE BUSINESS PLAN AND FINANCE PERIOD 2 (MAY) REPORT

Report of the Director Policy, Performance and Communications and the City Treasurer.

Note: Finance Period 2 report to follow.

(Pages 11 - 66)

5. ANNUAL CONTRACTS REVIEW 2017/18

Report of the Interim Chief Procurement Officer.

(Pages 67 - 128)

6. ANNUAL COUNTER FRAUD MONITORING REPORT

Report of the Shared Services Director of Audit, Fraud, Risk and Insurance.

(Pages 129 - 144)

7. ANNUAL REPORT ON INTERNAL AUDIT AND INTERNAL CONTROL 2017/18

Report of the Shared Services Director for Audit, Fraud, Risk and Insurance

(Pages 145 - 172)

8. WORK PROGRAMME 2018/19

**(Pages 173 -
190)**

**Stuart Love
Chief Executive
6 July 2018**

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CITY OF WESTMINSTER

MINUTES

Audit and Performance Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Audit and Performance Committee** held on **Monday 23rd April, 2018**, Room 3.1, 3rd Floor, 5 Strand, London, WC2 5HR.

Members Present: Councillors Ian Rowley (Chairman), Lindsey Hall, Judith Warner and David Boothroyd

Also Present: Steve Mair (City Treasurer), Dave Hodgkinson (Assistant City Treasurer), Jake Bacchus (Head of Corporate Finance), Phil Triggs (Tri-borough Director of Treasury and Pensions), Paul Dossett (Partner, Grant Thornton), Paul Jacklin (Senior Manager, Grant Thornton), Laurelin Griffiths (Manager, Grant Thornton), Cathy Mullins (Head of Evaluation and Performance), Mo Rahman (Evaluation and Performance Analyst), Mike Boyle (Bi-Borough Director of Integrated Commissioning, Adult Services), David Hughes (Director of Audit, Risk, Fraud and Insurance), Moira Mackie (Senior Audit Manager) and Reuben Segal (Committee and Governance Services)

1 MEMBERSHIP

1.1 There were no changes to the membership.

2 DECLARATIONS OF INTEREST

2.1 There were no declarations made.

3 MINUTES

3.1 **RESOLVED:** That the minutes of the meeting on 1 February 2018 be signed by the Chairman as a correct record of proceedings.

4 DRAFT ANNUAL STATEMENT OF ACCOUNTS AND OUTTURN 2017 - 18

4.1 The Committee considered the draft Annual Statement of Accounts for the 2017/18 financial year in accordance with the requirements of the Accounts and Audit Regulations 2015.

4.2 Steve Mair, City Treasurer, provided the Committee with a detailed commentary of the key sections of the financial statements. The Committee noted the information and asked a number of questions on the contents. Members reiterated its previous concerns regarding the underspend in the

Council's capital programme against budget as well as the capital variances in the HRA against budget. The City Treasurer advised that these issues were being addressed through new processes for overseeing the capital programme. Members noted that £10m of the net variance in the operational designation in the capital programme related to the use of capital receipts to reduce the pension fund deficit. Members suggested that it would be helpful to classify this differently for clarity. The City Treasurer undertook to look at how this information could be displayed in future years.

- 4.3 The City Treasurer informed members that the statutory public inspection period for the accounts will take place between 2 May and 14th of June 2018. The accounts will be presented for formal sign off at a meeting of the committee on or shortly after 15 June 2018.
- 4.4 The Committee noted that the accounts were closed immediately after the year-end and the draft financial statements were sent to the auditors in advance of their audit visit on 3 April 2018. The Council welcomed the news that it has maintained its position as not only the first local authority in the UK to produce its accounts but also completing the closedown and audit process more promptly than any other major organisation, private, public or voluntary in the country.
- 4.5 The City Treasurer informed the committee that the setting of such a challenging timeframe not only sets the Council apart from all other organisations but also allows financial management resources to be quickly focussed on supporting services in concentrating on the future rather than the past. A significant service transformational benefit also accrues through the setting of aspirational closure timeframes as it enforces fundamental review of process and procedures, and drives best practice.
- 4.6 The draft Accounts included the Council's 2017/18 Annual Governance Statement (AGS). This statutory document provided an overview of the City Council's governance arrangements and reflected the issues identified by Internal Audit during 2017/18 as well as significant issues that have been identified for 2018/19 and the planned action to address them. The report also provided Members with an update on the progress made implementing recommendations following the identification of three key areas for improvement in last year's Annual Governance Report.
- 4.7 **RESOLVED:** That the 2017/18 Draft Annual Accounts be noted.
- 4.8 **ACTIONS:**
1. The committee would like a report to be submitted to a future meeting on the HRA capital programme underspend.

(Action for: Steve Mair, City Treasurer/Barbara Brownlee, Executive Director for Growth Planning and Housing)

5 DRAFT AUDIT FINDINGS REPORT 2017 - 18

- 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 financial statements (Council and Pension Fund) for the year ending 31 March 2018.
- 5.2 Laurelin Griffiths, Manager, Grant Thornton, introduced the audit findings report in relation to the Council's accounts. She stated that Grant Thornton anticipated issuing an unqualified audit opinion subject to outstanding queries being resolved. It also anticipated issuing an unqualified value for money conclusion. Subject to the completion of further testing it had not identified any issues in relation to the significant audit risks.
- 5.3 In relation to the Council's financial statements, the audit had identified four recommendations relating to the valuation of investment properties and balance-sheet codes which contained balances that had not moved for number of years (medium risk) and over- accruals and misclassification of a number of investment properties (low risk). Action plans for addressing these recommendations had been developed.
- 5.4 Ms Griffiths further stated that the audit had identified three material adjustments in relation to Council's accounts.
- 5.5 It was noted that the Council had implemented the recommendations of the ISA260 report 2016/17 although the auditors considered that in relation to the Council's financial statements there are still some issues in relation to accruals and the Council's year end procedures. This was being addressed.
- 5.6 Paul Jacklin, Senior Manager, Grant Thornton introduced the audit findings report for the City of Westminster Council Pension Fund. Grant Thornton anticipated issuing an unqualified audit opinion subject to outstanding queries being resolved. It also anticipated issuing an unqualified value for money conclusion. Subject to the completion of further testing it had not identified any issues in relation to the significant audit risks.
- 5.7 Grant Thornton had raised governance issues at the London Collective Investment Vehicle (CIV) as a significant matter for discussion with management. Grant Thornton were satisfied that the London CIV does not make investment decisions on behalf of the Pension Fund, that the valuation of the investments within the London CIV are fairly stated and that control reports produced by the relevant fund managers demonstrate appropriate processes and controls that would prevent and detect any material misstatement in the investment balances.
- 5.8 Mr Jacklin advised that there were no recommendations relating to the Pension Fund and actions to address prior year recommendations had been implemented. The Audit had identified one material adjustment to the accounts.

5.9 Members suggested in relation to the London CIV that the report includes a breakdown and commentary of the economic exposure of the different instrument vehicles to provide an accurate picture of risk.

5.10 **RESOLVED:** That the audit findings report from Grant Thornton in respect of the Council's 2017/18 financial statements and the City of Westminster Pension Fund be noted.

6 QUARTER 3 PERFORMANCE BUSINESS PLAN MONITORING REPORT

6.1 Cathy Mullins, Head of Evaluation & Performance, introduced the contents of the Quarter 3 performance report which presented detailed results of the period April to December 2017 against the 2017/18 Business Plans. The report provided explanations and commentary in respect of outstanding and poor performance including details of remedial action being taken where appropriate.

6.2 The report also consisted of the top achievements and challenges at the end of the quarter; an organisational health scorecard consisting of a diagnostic summary of some of the key measures of organisational efficiency and effectiveness; principal risks and uncertainties to the Council and a featured insight on the key findings from the WCC City Survey 2017.

6.3 Members asked about the methods the Council uses to obtain in depth opinions from residents on its services. Cathy Mullins explained that the Council does not just rely on the City Survey. Information is gathered through a suite of city intelligence reports from different sources. She further explained that an engagement software tool will be adopted that ensures that the information is regularly updated and remains relevant.

6.4 The Committee noted that the key performance indicators marked for attention in the quarter predominantly related to services within Adult Social Care and Children Services where the Council has statutory responsibilities for vulnerable people. The committee has previously flagged up missed targets as a concern and has questioned senior officers on some of these at its recent meeting. The committee intends to review the End of Year Performance for these and other service areas at its meeting on 16 July.

6.5 ACTIONS:

1. Third Quarter Performance Challenges and risks - the committee would like to be provided with further information about the risks and issues in relation to the reduction in funding for 2018/19 to the annual TfL grant for the development and maintenance of the Westminster Highway Network.
2. Key Performance Indicators for Attention - City Management and Communities - Public Protection and Licensing:

The committee would like more detailed service commentary on the challenges around the removal of Category 1 hazards from residential

dwellings which pose a serious and immediate threat to people's health or safety.

3. City Survey - Provide the committee with a note on the City Survey's objectives, what it does and does not cover and how it is compiled including the methodology and sample base;
4. Managed Services - The committee would like a summary of the services to be provided by the Hampshire Partnership and any additional arrangements that the City Council is putting in place for services not included, an update on the transition arrangements from BT Managed Services and details about the implementation including training to be provided to staff.
5. Adult Services and Public Health - Members would like further information about the implications of the Clinical Commissioning Group partners' decision to give notice on continuity of funding for older people's hub services.
6. Responsible Procurement Briefing - Provide the committee with a note on the monitoring arrangements to ensure that the added value set out in contracts is being delivered.

(Action for: Cathy Mullins, Head of Evaluation and Performance/Mo Rahman, Evaluation and Performance Analyst)

7 UPDATE ON HOME CARE SERVICES WITHIN THE CITY OF WESTMINSTER

- 7.1 Following concerns raised at the last committee meeting regarding an internal audit of Tri-Borough Homecare members received a report that outlined the current commissioning approach to the provision of home care services within the City of Westminster. Whilst the service had received a satisfactory assurance review the audit had identified a number of areas for improvement which the committee wished to raise with senior officers of the directorate.
- 7.2 Home care is a key service to enable people who need care and support to remain living as independently as possible in their own homes. In Westminster around 1000 people per week are receiving this service. Approximately 60% of the service is delivered through 5 main 'block' contracts. Residents have the right to choose who provides their care and the remaining 40% of the service is delivered through a number of spot contracts.
- 7.3 The report explained the role of the Care Quality Commission (CQC), the national regulator for these services, and provides the Committee with information on CQC's rating of the performance of local home care providers. The report also provided information on any Safeguarding alerts or complaints that have been received on local home care providers.

- 7.4 Mr Boyle, Bi-Borough Director of Integrated Commissioning, Adult Services, reported that further to the information set out in the report the CQC had not been able to re-inspect Vincentian Care Plus in mid-April as intended. However, they had undertaken an inspection of spot home care provider Bluebird Care which it had rated outstanding. Mr Boyle provided some context around the CQC ratings. He explained that only 2% of all health and social care services in England have received an outstanding rating with 60 to 70% receiving a good rating and the remaining requires improvement. The CQC had in 2016 raised the rating threshold making it hard to achieve the highest rating.
- 7.5 The Committee asked questions about a range of issues including how vulnerable residents choose who they may receive care from, who does the initial assessment and whether all carers have received a DBS check.
- 7.6 Mr Boyle explained that the initial inspection as to whether a resident is in need of adult social care is undertaken by a social worker. Half of all referrals are for people who have been discharged from hospital. There is a greater emphasis now on supporting people to live independently in their own homes whereas in the past residents would have remained in hospital. Members reported that some residents had raised concerns regarding the depth and quality of initial assessments. Mr Boyle undertook to raise this with the relevant team. He explained that if a resident lacks the capacity to make an informed choice about their care someone appointed can assist them to pick an appropriate provider.
- 7.7 With regards to DBS checks, Mr Boyle explained that about 18 months ago there had been significant delays by the external authority responsible for providing DBS clearance. Some potential carers had to wait up to 8 months to receive a certificate resulted in people not being able to take up positions leading to staffing issues. To mitigate this providers paired staff awaiting clearance with those who had already been cleared to undertake double handed visits, where such need identified in care packages was increasing, so that anyone who had yet to receive a DBS clearance did not have unsupervised access to clients.
- 7.8 The Committee then turned its attention to the performance of the currently commissioned providers. Mr Boyle was asked about the safeguarding alerts. He explained that this meant that somebody had potentially been placed at risk because, for instance, they had not received their medication at the appropriate time.
- 7.9 Mr Boyle explained that nationally, and across London, the home care market is fragile. Directors across London recently commissioned an external review of the market and the conclusions were that margins are very tight, recruitment and workforce development is challenging, and there is little or no scope for achieving savings by reducing the hourly rate paid to home care providers.

- 7.10 Given the negligible profit margins of providers the committee considered that there should not be any attempt by the Council to reduce costs for this service as there are no realistic opportunities to realise financial savings while the impact on provider viability could lead to potentially significant risks to vulnerable people and consequently reputational damage to the authority. Members commented that provider viability needs to be considered as part of the future commissioning process. They also commented on the challenges of recruiting staff and suggested that greater emphasis should be placed on trying to recruit more directly from local colleges. Mr Boyle agreed that greater emphasis should be placed on establishing Home Care as an entry-level vocation into other types of health and social care roles. He advised that directors across London do not see any scope for saving on the hourly rate paid to carers. The London Living Wage has recently increased and the City Council will look at how it can fund the uplift for block providers whose carers are paid at this standard.

8 INTERNAL AUDIT MONITORING 2017 - 18 PROGRESS REPORT (JANUARY TO MARCH 2018)

- 8.1 The Committee received a report that set out the work carried out by the Council's Internal Audit Service in the reporting period (January to March 2018).
- 8.2 The committee noted the Internal Auditor's opinion that, in the areas audited, internal control systems were generally effective with 12 positive assurance reviews (substantial or satisfactory) being issued in the period, although three limited assurance reports had been issued as follows: Corporate Services (HR) - Shared Services, Corporate Services (HR) - Payroll Absence Management and Corporate Services Supplier Resilience.
- 8.3 Three follow up reviews were completed in the period. The implementation of recommendations had been effective with the majority (87%) of recommendations fully implemented at the time of review.
- 8.4 In reviewing the list of audits completed in the year to date the committee noted that a number of services that had received a limited assurance related to contracts within Adult Social Care. Moira Mackie, Senior Audit Manager, advised that the Internal Audit Service had discussed with Procurement Services how improvements in contract management can be achieved. She explained that Procurement Services had developed a Contract Management Framework to ensure that large contracts were being managed effectively.
- 8.5 **ACTION:** The committee is due to consider an annual review of contracts management at its meeting on 16 July where it would like further information on how Procurement Services is working to ensure that large contracts are more effectively performance managed by the authority. (**Action for: Anthony Oliver, Chief Procurement Officer**)

9 WORK PROGRAMME AND ACTION TRACKER

9.1 **RESOLVED:** That the responses to actions from the last meeting be noted.

The Meeting ended at 8.27 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 21st June, 2018**, Room 3.6/3.7, 3rd Floor, 5 Strand, London, WC2 5HR.

Members Present: Councillors Ian Rowley (Chairman), David Boothroyd, Robert Rigby and Paul Swaddle.

1 MEMBERSHIP

1.1 There were no changes to the membership.

2 DECLARATIONS OF INTEREST

2.1 There were no declarations of interest.

3 ANNUAL ACCOUNTS AND OUTTURN 2017/18 - FORMAL APPROVAL

3.1 Steven Mair (City Treasurer) presented the report and confirmed that no objections to the 2017/18 accounts had been received during the public inspection period. The Committee noted that the accounts had been subject to a robust audit from the external auditors. Steven Mair then referred Members to the three changes to the accounts as set out in the report that had taken place since the accounts had been considered at the Committee's meeting on 23 April. The three changes related to overstatement of property valuations, capital expenditure financed from revenue resources accounted for as capital grant and understatement of property, plant and equipment relating to the 2016/17 accounts.

3.2 During discussions, Members enquired whether the City Council would be undertaking any borrowing. The Chairman noted that the same issues had arisen from the previous year's capital programmes, with some underspends occurring in the same areas. He also enquired whether there were measures in place to improve capital flow.

3.3 In reply to questions from Members, Steven Mair confirmed there is work being undertaken on potential borrowing in respect of the Capital Programme and that measures through the new programme management office will be in place to improve the control of capital expenditure.

- 3.4 The Chairman requested that an update on both the Capital Programme and the Housing Revenue Account be provided in six months' time to see if there had been improvements in capital flow. He stated that priorities included end of year performance and asked that updates on performance be given in the context of the ongoing transition in IT. In terms of targets set, the Chairman requested that there be a review of this, including highlighting targets that were missed and the reasons for this. He emphasised that it was important to monitor performance of strategic changes, such as the Investment Strategy. Members also expressed an interest in monitoring the performance of CityWest Homes in the context of its organisational review and to include an assessment of its financial performance.
- 3.5 Steven Mair acknowledged the requests made by the Committee and that and advised that there were a number of IT related changes taking place that needed to be monitored, including the move to SAP, the change of payroll provider from BT to Hampshire County Council and the implications of moving from tri-borough to bi-borough arrangements.
- 3.6 On behalf of the Committee, the Chairman then signed the annual accounts for 2017/18 for its approval in order to be signed off by the auditors.

3.7 **RESOLVED:**

That the 2017/18 Annual Accounts be approved for sign off by the auditors.

The Meeting ended at 6.35 pm.

CHAIRMAN: _____

DATE _____

Audit and Performance Committee Report

Meeting or Decision Maker:	Audit and Performance Committee
Date:	16 th July 2018
Classification:	General Release
Title:	Period 2 Finance and 2017/18 Year End Performance Report
Key Decision:	Review and challenge officers on the contents of the report
Report of:	Julia Corkey, Director of Policy, Performance and Communications and Steve Mair, City Treasurer

1. Executive Summary

Period 2 Finance Report - This report presents detailed results for the period April to May 2018 against the 2018/19 approved budget. The report provides explanations and commentary in respect forecast variances to budget

The quarterly performance report summarises the Council's performance at the end of the 2017/18 financial year (April 2017 – March 2018). It captures how we are performing against the City for All priorities and includes progress towards achieving the deliverables and targets within the Business Plans.

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

2. 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.

3. Background, including Policy Context

This report sets out how the City Council is delivering on the City for All vision and the management of the Council's financial affairs.

Year End Performance Report - 2017/18

1. Introduction

The quarterly performance report summarises the Council's performance at the end of the 2017/18 financial year (April 2017 – March 2018). It captures how we are performing against the City for All priorities and includes progress towards achieving the deliverables and targets within the Business Plans.

The information presented below is reported by exception and focuses on those areas of notable achievement or concern where action / intervention is likely to be required. The report also provides early views into the challenges that await in 2018/19.

1.1 The report consists of five sections:

- **This quarter's headlines** - Top achievements, challenges and risks at the end of the final quarter.
- **Organisational health scorecard** - key measures of organisational efficiency and effectiveness.
- **Featured insight for this quarter** – key insights about the diversity of Westminster's workforce.

1.2 Appended is a more detailed account of performance by directorate (appendix 1) covering:

- a narrative section evidencing progress against key service deliverables
- a comprehensive tracker of the City for All 2017/18 commitments, with defined measures and milestones to enable progress to be assessed and delivery assured
- a set of key performance indicators and targets for each department

1.3 Development and improvement updates:

- **Draft Business Plans by mid-June.** All directorates have completed a first draft of their Business Plans. These are currently under review by the Evaluation & Performance Team and further moderation work will be undertaken to ensure the Plans are consistent and aligned to the new administration's strategy and objectives.
- **Challenge Sessions planned for September.** It was agreed at the mid-point of each year the Cabinet Members and Executive Directors are subject to a formal performance challenge by the Leader and the Chief Executive. The first of these challenge session took place during April. The next round of challenge sessions are planned for September. Engagement activity with members and officers to inform the material for these sessions will commence in July.

2. This quarter's headlines

The information presented below is by exception and highlights the top achievements and challenges at year end. This section draws on the data provided by service directorates detailed in appendix 1.

2.1 Performance achievements and opportunities

Top accomplishments by the council

- **Launch of the Housing Standards Taskforce (page 14-15, appendix 1).** A successful bid to central government has allowed the development of a new multi-skilled taskforce to improve intelligence around the private rented sector and tackling rogue landlords and agents blighting the sector.
- **Services successfully reorganised from a Tri-Borough to a Bi-Borough model (page 29, appendix 1).** The restructuring programme was conducted in full consultation with staff and the Councils' trade union and the new BI-borough model was successfully launched on the 16th April.
- **The Leader's Community Contribution scheme was officially launched (page 37, appendix 1)** with letters were sent out with Council Tax Bills in March 2018. The scheme asks residents to voluntarily contribute £833 to the Westminster Charitable trust. At the middle of May around £340k had been contributed.
- **Secured funding to help roll out full-fibre broadband to local areas (page 22, appendix 1).** The Economy Team have secured funding from the Department for Culture Media and Sport to address low levels of superfast availability by creating additional fibre networks to serve business and residential customers.
- **Successful delivery of the Winter Service Plan (page 14, appendix 1).** Approximately 700 tonnes of grit was spread on Westminster roads and pavements during the peak snowfall period which is just under half of our stockpile. The Council also supplied RBKC/LBHF with 51 tonnes of grit as they had very low stocks.

Westminster Sings grant (page 4, appendix 1) – The one year funded programme had three key projects, project one 5 community champions to set up choirs in their area. Project two offered small grants of up to £1,000 to encourage more residents to join choirs. Project three gave a grant to Westminster Mind to set up a mental health focused choir specifically for people with mental health needs or caring for someone with a mental health need. All three projects focused on bringing the mental health benefits of music and singing to thousands more residents across the city, particularly in seldom-heard communities. The project is now progressing to encourage more client specific choirs to be set up, for Learning Disability, Older People and Physical Disability.

- The Council has maintained its position as not only the **first local authority in the UK to produce its accounts (page 34, appendix 1)** but also completing the closedown and audit process more promptly than any other major organisation, private, public or voluntary in the country.

Key Performance Indicators (have exceeded ideal and/or aspirational targets)

- Westminster's Employment Service has **supported 881 unemployed residents into work (page 26, appendix 1)**, double the number in 2016/17. And **115 external apprenticeship opportunities have been created** with Westminster based employers, exceeding the aspiration target of 110.
- **£721,000 of income has been generated from the council's investment portfolio (page 26, appendix 1)** (commercial property), a 35% growth on last year's income (£510,000) and well in excess of the aspirational target growth of 10%.
- **Turnaround times for major (84%) and non-major (78%) applications have exceeded the national target levels (page 25, appendix 1)** of 60% and 68% respectively.
- There were **3.8 million visitors at our Sports and Leisure facilities (page 18, appendix 1)** participating in sports, leisure and wellbeing activities, up from 2.3 million in 2016/17.
- At end of March 2018, the **ratio of residential permits issued against parking bays available on the street was 97% (page 18, appendix 1)**, exceeding the aspirational target of 95%.
- **926 vulnerable residents were supported to continue living in their homes independently (page 17, appendix 1)**, exceeding the ideal target of 800.
- **97% (16,580) of all noise complaints made in 2017/18 received a call back (page 17, appendix 1)** from a noise officer within 45 minutes, exceeding the ideal target of 95%. User satisfaction of the noise service has significantly improved (75% in 2017) from a record low of 54% in 2016.
- **90% (1,021) of carers caring for an adult received an assessment (page 6, appendix 1)** or review of their needs by the council, meeting the service's aspirational target level.

City for All pledges

- **The MyWestminster account has been launched (page 21, appendix 1)** with customers able to create and track the status of cases that have been raised. More than 1,000 accounts have been created and over 2,600 cases raised at the end of March 2018. Feedback gathered from customers has been positive.
- **28 library and 70 city inspector staff have been trained (page 21, appendix 1)** to identify potential situations where vulnerable people may need additional support/signposted to the appropriate council services.
- The number of **'#DontBeldle' campaign pledges now currently exceeds 8,000 (page 20, appendix 1)** and continues to rise. The diesel surcharge has continued to have a positive effect on the number of pre-2015 vehicles parking with the LEN, the decrease in the percentage up to the end of March'18 has now risen to 15.8%. Anti-Idling marshals currently being deployed with the LEN with over 21,000 actions taking place.
- **Over 8,000 Little Green Giants took part in Forest Schools (page 20, appendix 1)** this year based within the environmental area of Paddington Recreational Ground.
- There have been **12 successful prosecutions of private landlords (page 20, appendix 1)** following identification of breaches with £274,000 in fines awarded and 342 notices served to effect improvements.
- **Westminster Boys School extension was completed in February 2018 (page 13, appendix 1)**. It will accommodate an additional 20 pupils per year group, meeting the target of 100 extra places at the school in the next five years.

2.2 Performance challenges

Top emerging and current risks

- **Loss of major IT systems due to either systems failure or cyber-attacks (page 30, appendix 1).** This could lead to inability to deliver core Council systems that are either Council-wide or Service-specific, which could result in significant operational, financial and reputational damage. A permanent loss of data, harming customers and services, which results in fines and significant recovery costs. And the Council's reputation and staff morale may also be impacted.
- **Accidental or malicious loss of Council data (page 30, appendix 1).** Data breaches which result in harm to one or many Council customers, significant reputational damage and fines from the Information Commissioner's Office (ICO).
- There is a **risk of a budget pressure from government funding (page 3, appendix 1)** not being confirmed longer term (improved Better Care Fund) despite increases in acuity and complexity of our case load, together with pressures in the Health service.
- Whilst we have addressed sufficiency by developing a strong local childcare offer for parents, **the key challenge is to maintain and improve take up and demand** for the additional 15 hours' free childcare entitlement for working parents of 3 and 4-year-old children.

Current issues - Key Performance Indicators

- **Westminster accounts for 7% of all hate crime incidents (page 15, appendix 1)** in London and this has increased by 44% over 2 years. This has had a particularly harmful effect on its victims and on community cohesion and in response the Council has prioritised this issue through the Safer Westminster Partnership and will be developing a Hate Crime strategy and community cohesion action plan in the coming year.
- **151 affordable housing units were delivered in 2017-18 against the City for All target of 172 (page 27, appendix 1).** Queen Anne's Gate and Greek Street, both planned for 2017/18, were delayed and are now anticipated to complete in 2018-19. Nevertheless, the pledge remains on track to meet the 1,850 target by 2023.
- In the 2017/18 repairs survey, **55% of Council tenants expressed satisfaction with the service**, significantly behind the ideal target of 86%. Satisfaction levels have fallen to a lower level than expected due to the implementation of a new contact centre and the commissioning of a new repairs provider concurrently. Significant work is being undertaken by CityWest Homes to ensure performance improves (page 25, appendix 1).
- The Council has pledged to, at a minimum, connect 1,000 businesses to superfast broadband over the next three years. **In 2017/18, only 261 broadband vouchers were issued to small and medium businesses (page 26, appendix 1)**, behind the minimum target of 300 for this year.
- **Only 1,000sq ft of enterprise space was created in 2017/18 (page 26, appendix 1)**, significantly short of the ideal target of 36,000 sq ft for the year. This is due to delays in the schemes at Paddington Works (due Sept 2018), Ingestre Court (due Winter 2018/19) and Somerset House (due May 2019).
- **Under representation of women and BAME groups in senior positions.** Our gender pay gap report revealed that **women's average hourly rate is 9.8% lower than men's, the 5th highest gap out of**

London boroughs. The Council now has a talent programme in place and there are early signs of improvement in representation (see workforce diversity analysis on page 9)

- At the end of March, **263 temporary agency contractors were in post, in excess of the ideal target of 175 (page 32, appendix 1).** The main reasons for this are increased recruitment of interim staff on a number of programmes where specific skillsets are required.
- In the Our Voice staff survey taken in 2017/18, **65% of staff agreed with the statement “My line manager gives me constructive feedback on my performance”, falling short of the minimum target of 70% (page 33, appendix 1).** The performance management of staff is being revamped to ensure constructive feedback is given in one to ones.
- **In 2017/18, 55% of total licences were issued within the timeframe of the Licensing Sub-Committee decision (page 16, appendix 1).** This has missed the minimum target of 70%, although performance has significantly improved with 100% of licenses meeting the timeframe in the month of March.

2.3 Key performance indicators (KPIs) for attention

The KPIs presented below are critical to the council's performance and have either missed the ideal target (at year end or only met the minimum standard (RAG rated Red or Amber). Mitigation for this is presented in the table below and further detail can be found in appendix 1.

Key performance indicator [Statutory]	2016/17 position	2017/18 ideal target	Position at year end	Target assessment	Mitigation
Adult Social Care					
1. Percentage of clients who require long term service after completing a reablement package	29%	29%	30% (374/1,237)	Minimum standard met	A significant number of high need cases are managed by the reablement team and those with neurological conditions are particularly complex. The team will be working with the stroke team at Charing Cross Hospital to ensure that there are reduced delays in case transfers
2. Total number of new permanent admissions to residential/nursing care of people aged 65 years and over	92	95	98	Minimum standard met	Tighter management controls put in place between social work teams and the brokerage team. It should be recognised that as complexity of need increases and pressure to discharge from hospital continues this measure will continue to be challenging.
Children's Services					
3. Number of social care contacts that go onto early help	5% (287 of 5,872)	20%	10% (411/4,128)	Target Missed	This is a new local measure for 2017-18 for which we did not have a baseline. As this work is in its first year this year's performance will help us to set future targets. Having an Early Help manager in the front door is ensuring that thresholds are consistently applied. There is an upward trend trajectory from 2016-17 to 2017-18.
4. Percentage of re-referrals to social care within 12 months of the previous referral [Statutory]	9.9%	9.9%	15% (237/1,539)	Minimum standard met	This compares well with the most recent national rates of England (22%) and London (16%). However we are examining re-referrals to inform service development.
5. Percentage of children in care aged under 16, who have been continuously in care for at least 2.5 years, who have lived in the same placement for at least 2 years	87% (46/53)	87%	75% (39/52)	Minimum standard met	We are above national average and continue to perform well. All cases where children moved placement have been investigated and a significant number moved to more permanent arrangements, in line with good practice and their care plans.
Growth, Planning and Housing					
1. Tenant Satisfaction with service provided by the Council	85%	86%	55%	Target Missed	The Council is closely monitoring performance levels and CityWest Hoes will act proactively to ensure continuous improvement. CWH now has an interim MD in place who will be leading the organisation to implement improvements over the next 6 months to improve key issues in relation to IT and complaints processes.

Key performance indicator [Statutory]	2016/17 position	2017/18 ideal target	Position at year end	Target assessment	Mitigation
2. New Enterprise Space created	35,100	40,000	1,000	Target Missed	Delays to three large schemes at Paddington Works, Ingestre Court and Somerset House
3. Connect 1,000 businesses to super and ultrafast broadband	0	330 connected	261 vouchers issued (53 connected)	Target Missed	Enterprises are failing to provide sufficient evidence to meet the European Regional Development Fund requirements
City Management and Communities					
6. Number of hazards removed from residential dwellings which pose a serious and immediate threat to people's health or safety	605	500	371	Target Missed	Though the target was not met, this was significantly mitigated by the removal of 521 Category 2 hazards from dwellings
7. Percentage of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision.	75%	80%	55%	Target Missed	Temporary staff are now supporting issuing of licences with 100% achieved in March and plan now in pace for future months.
8. 95% of appointments to register birth of their baby should be available within 5 days of enquiry.	75%	95%	86%	Target Missed	Use of sessional staff to increase availability of appointments over summer months. Larger pool of sessional staff trained for various services, and engaged to support service each year as and when required
Corporate Services					
4. Number of Waivers of the Procurement Code	58	50	72	Target missed	Comprehensive forward plans, which mitigate against future waivers, will be developed for all major spend areas.
5. Reduce the total population of TACS	236	175	263	Target missed	Business Partners will work with directorates to look for where it is appropriate for alternative resourcing to be engaged
Target range definitions ¹	Minimum Ideal	Absolute minimum KPI that will allow service to deliver a level which is acceptable for service continuity	YE Target assessment definitions ²	Target missed Min standard met	Failed to achieve the minimum target level Achieved the minimum target below ideal level

3. Organisational health scorecard

The scorecard (taken from the online performance dashboard) provides a diagnostic summary of some key measures of organisational efficiency and effectiveness, at the end of the year.

Workforce	Finance
<p>Employees: A total of 1,930 posts (1,726 FTE) in the Council (Q3: 1,948)</p> <p>Contractors: 263 (Ideal target: 175) temporary agency staff in use in the Council (Q3: 229)</p> <p>Retention: Staff turnover currently stands at 14% (YE: 16%)</p> <p>Sickness: Average working days of sick per full time equivalent is 3.2 days (Q3: 2.9)</p> <p>Diversity: 28% of staff are BME The mean gender pay gap is 9.8% (April 2017)</p> <p>Perception (Our Voice 2017): 89% committed to our goals and objectives 82% feel fairly treated by colleagues 38% of staff felt negative about their pay</p>	<p>Spend: Services area revenue budgets are projected to underspend by £10.088m by year-end.</p> <p>Capital programme: The forecast outturn for variance between capital and full year forecast was a £29.522m positive variance</p> <p>Debt: The proportion of sundry debtors (more than 1-year-old) of total gross sundry debtors was 12.9% (up from 11.78% at Q3)</p> <p>Stability: It is reported that 98.2% of invoices received are paid via purchase order (down from 98.7% at Q3)</p>
Delivery	Customer
<p>Key Performance Indicators: 80% (61) of KPIs have met the target for service delivery and 20% (15) have not met the target.</p> <p>City for All: Of the 25 CFA pledges, 23 pledges have been achieved or are on track to be achieved and 2 are off track</p> <p>Transformation: Of the six major Council programmes four are rated 'Green/Amber' (City Hall, Tredit, Hubs, Differential Services), meaning they are broadly on track, and two RAG –rated as 'Amber' (Digital, Effective Neighbourhood Working), meaning that there are issues affecting delivery but plans in place to get back on track.</p>	<p>Perception (City Survey 2017): 86% of residents are satisfied with the way the Council is running the city (down 1%)</p> <p>76% of residents agree that the Council is making the area a better place to live (up 3%)</p> <p>71% of residents agree that the Council gives local people good value for money (up 6%)</p> <p>Customer Contact: 80.17% (new contract – target to follow) of total customer calls were answered in 30 seconds by the council</p>

4. Featured analysis: Workforce Diversity Reporting

4.1 Introduction

During the last few months, the Evaluation and Performance team has undertaken analysis that has revealed a number of key insights about the diversity of Westminster's workforce. Analysis taken from the 2017/18 equalities objectives report, the recent study of the gender pay gap and data drawn from the diversity dashboards has revealed several key headlines of note.

4.2 Headlines

These following areas have been brought into focus as they require attention and most improvement:

- The Equalities Objectives report found that Westminster's workforce is reasonably reflective of the Community as a whole, (with some exceptions), but there is a clear under representation of women and BAME groups in senior positions
- Large organisations (including London Councils) submitted data of their pay gap (although with the caveat that the interpretation of the set methodology would have been different). Our gender pay gap report revealed that women's average hourly rate is 9.8% lower than men's, the 5th highest gap out of London boroughs.
- The diversity dashboards provide regular updates on the composition of the Council workforce. The data revealed the extent to which BME and female staff reach senior roles (sourced from People Services data) show that 28% of staff are black and minority ethnic, although 7% of those on band 5 pay scale or higher are BME.
- 63% of the Council have not recorded a disability status. Only 2% are recorded as having a disability so no meaningful analysis is possible

4.3 2017 results

Gender diversity – March 2017

Analysis of the gender pay gap report and diversity dashboards found that in April 2017:

- Women's hourly mean rate at Westminster was 9.8% lower than men's, the 5th highest gap out of the 33 London boroughs (Inner London mean 1.4%). The mean is calculated by adding up all of the pay gap values together and then divided by how many values there are.
- Women's hourly median rate was 5.4% lower than men's, the 10th highest gap out of the 33 London boroughs (Inner London median -1.5%). The median is calculated by listing the pay gap values in order and then locating the middle number. Ten boroughs see women earning more than men do, this is indicated with a negative difference.
- 57% of all Council staff are female, but for those at band 5 and above 37% were female

BME diversity – March 2017

- The equalities report found that Westminster's workforce is reasonably reflective of the Community as a whole, but there is an under representation of BME groups in senior positions.
- 28% of all staff came from a black and minority ethnic background and 5% of those on band 5 pay scale or higher are BME

Steps taken in mitigation

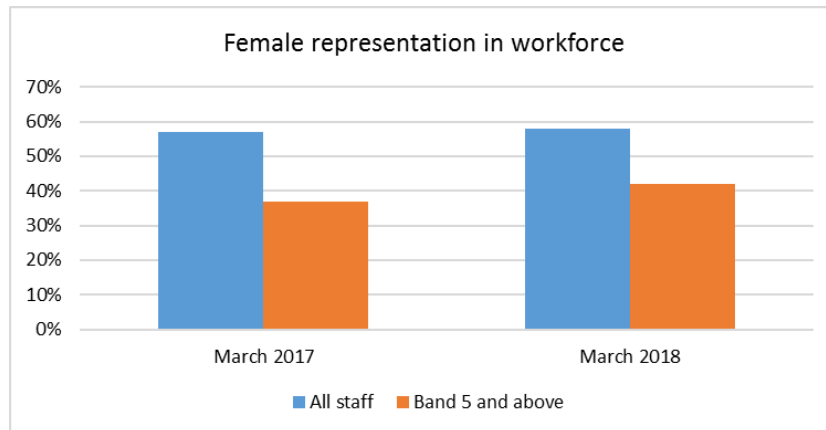
- Steps were taken (and are still ongoing) to address these issues, including the talent programme (which will help current employees into senior positions) which was launched in November 2017 with 57% of attendees being women.
- WCC has fair & transparent processes relating to salary progression. In 2017, more women progressed through their salary band. If this trend continues it will help to reduce the gap.

- All positions in WCC are evaluated using the GLPC or Hay factor based job evaluation scheme. This is a way of systematically assessing individual jobs objectively to determine their relative value, while avoiding prejudice or discrimination.

4.4 2018 Results

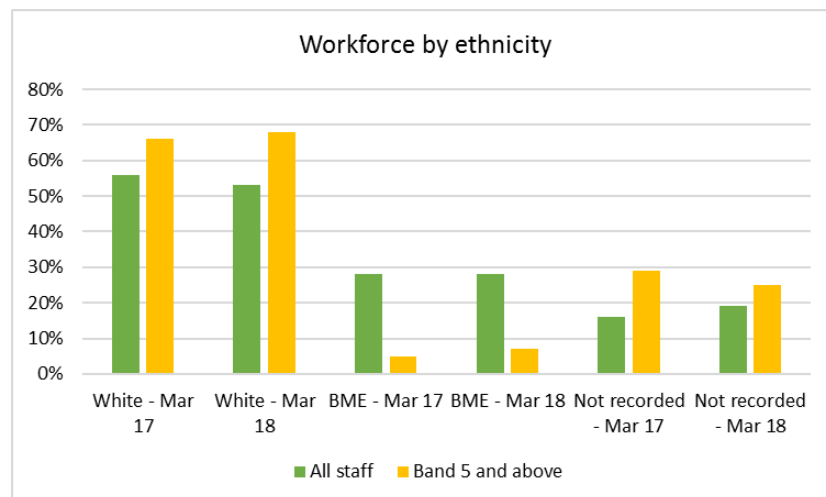
Gender diversity – March 2018

- The percentage of all Council staff are female has increased by one percentage point to 58% and those at band 5 and above has also increased by 5 points to 42%. It is believed that these results will help close the gender pay gap.



BME diversity – March 2018

- 28% of all staff come from a black and minority ethnic background, and now 7% of those on band 5 pay scale or higher are BME, 2 percentage points higher than last year.



4.5 Conclusion

- There is an underrepresentation of women and BME staff in senior roles, in addition to an overall average gender pay gap which is the 5th highest in London.
- However, in 2018 there have been increases in female staff (up 5%) in senior roles and this should close the pay gap when new data is released. The ratio of BME staff (up 2%) in Band 5+ roles also increased.
- Steps may also need to be taken to improve the recording of disabilities among staff, which does not currently offer meaningful data for analysis.

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Appendix 1

Performance by service directorate

Introduction

The information presented below is by exception and has been provided by service directorates. Each directorate section below features:

- i) a narrative account of performance covering significant achievements and challenges
- ii) a refreshed set of KPIs for each department,
- iii) a comprehensive tracker of the City for All 2017/18 commitments.

ELT Directorate sections:

1.1	Adult Social Care and Public Health	Page 2
1.2	Children’s Services	Page 9
1.3	City Management and Communities	Page 14
1.4	Growth, Planning and Housing	Page 22
1.5	Corporate Services	Page 29
1.6	City Treasurers	Page 34
1.7	Policy, Performance and Communications	Page 37

For more information please contact the Evaluation and Performance Team.

1.1 Adult Social Care and Public Health

Adult Services achievements:

Front Door and Demand Management Programme

The programme is working to join up and digitalise front door services across Adult Social Care and Health and more fully integrate the service provided with targeted prevention services.

Outputs delivered

Work has been undertaken to review the contracts within the prevention portfolio with the view of consolidating these to provide a more focused offer and greater value for money. A proposal will be going to ASC SMT in Q1 2018/19 for discussion. This includes a pilot involving Age UK with a proposal going to the Integrated Commissioning and Contracts Board in Q1 2018/19. A review and recommendations along with digital analysis have been used to develop first look business cases for development through the Councils corporate digital programme (including a digital solution to support the annual review process of Adult Social Care service users and contract monitoring) and have been approved for next stage development which has started. These will be developed in Q1 2018/19.

Outcomes achieved

Ongoing projects within MyWestminster proposals have been developed to help isolated lonely people, with these now in delivery stage. These projects specifically focus on older people and promoting wellbeing through music and singing. People that suffer from social isolation often experience poorer health outcomes that lead to the requirement for formal care and support. It is believed that these projects will further strengthen a wider prevention offer.

Commissioning and Marketing Strategy Programme

The programme's aim is to re-design services to better align with care pathways that will result in services that better promote independence and personalised services. This work will help to better manage care package costs at an operational level and improve quality in the care and support market.

Outputs delivered

A new Quality Assurance Team has been established to improve the overall quality of provision in the care and support market. A new Head of Personalisation post has been established and appointed, commencing in April who will be responsible for developing plans to embed personalisation in Adult Social Care. In addition a permanent Director of Commissioning has been appointed and will commence in May and will drive forward our Commissioning and Market Strategy Programme.

Outcomes achieved

A new Bi-borough integrated Commissioning Structure has been developed that will take the work forward the programme in 2018/19. Appointments have been made to several key Strategic Commissioning roles, however there are current vacancies that still require appointments. Work will continue on recruitment in the next quarter and any potential impact on the delivery of the programme will be mitigated through alternative plans.

Whole Systems and Health Integration Programme

This programme is working through the developing sustainability and transformation partnerships sub-regional structure and local Better Care Fund programme and Health and Well Being Strategy. The programme is focused on the development whole system solutions across health and social care including the utilisation of technology resulting in greater information sharing between organisations, self-care and personal health budgets.

Outputs delivered

The work of the Community Independence Service (CIS) received recognition for its innovation and impact in the best public partnership category of the LGC Awards, however there is an ongoing review of this service. Review work across the Section 75 joint investment and service portfolio is progressing and is due to be completed in Q1 18/19. New Transformation Boards has been established for joint services (Learning Disabilities and Mental Health), that will focus on ensuring the best possible outcomes for service users as well as maximising value for money.

Outcomes achieved

Principles of collaborative working have been developed that will shape the future plans between the local authority and health in the future.

Adult Services risks and issues:

Continuing risk of budget pressure in future years

In 2017/18 Adult Social Care balanced the budget with utilisation of the one off Improved Better Care Fund/Spring Budget/Social Care Grant monies.

Impacts and consequences

Any changes in the Improved Better Care Fund funding in Adult Social Care may result in significant pressures in future years.

Mitigation and progress

In the medium term the Improved Better Care Fund will be available through to 2020/21 that will be utilised to meet adult social care needs. In Q1 2018/19 the governance and delivery plans for the Medium Term Plan will be refreshed to ensure successful delivery of the savings required by Adult Social Care. An aspect of this will be the continued work with Health colleagues to ensure a whole systems approach.

The risks associated with increasing costs, and/or securing capacity and capability through the Tri to Bi Borough service restructure has been mitigated.

Impacts and consequences

Impact on the delivery of the Adult Social Care programme due to reduction in resources that could have resulted in slippages of key timescales and non-achievement of savings targets.

Mitigation and progress

Adult Social Care has managed the Tri-borough to Bi-borough arrangements through a series of "Trexit" projects. These have focused on planning and overseeing the required restructuring and redesign to align shared services to the new Bi-borough arrangements. A number of key risks were minimised through the agreement of the continuation of some shared services. The focus in Q4 was ensuring that the services were able to go live on 1 April including a focus on accommodation and recruitment. A new governance structure is being established for all programmes including work remaining around "Trexit" to ensure that key risks and issues are captured and mitigated.

Public Health achievements:

Rollout of oral health campaign

The Tale of Triumph over Terrible Teeth, the brand-new campaign based on this unique animation launched in Westminster on Thursday 11 January, making sure children across the City of Westminster have healthy teeth

Outputs delivered

In 2016-17 there were more than 42,000 hospital procedures to remove multiple teeth from patients aged under 18 – a rise of 17 per cent in just four years. In response to this, in January of this year, Public Health and Policy, Performance and Communications jointly launched a campaign to tackle poor oral health amongst children across the borough.

Outcomes achieved

Working closely with our colleagues in Libraries, the animation has been screened to children and their parents at Pimlico, Maida Vale, Victoria, Church Street and Charing Cross Libraries. To date, we have visited four primary schools reaching 665 children. During National Smile Month (15 May-15 June), our childhood health provider Mytime Active screened the animation to 19 schools in the borough.

Westminster Sings

A one year funded project to promote the positive benefits of participation in singing and music for wellbeing. The project originally had three key components 1) to set up 5 community choirs through the community champions programme 2) To administer small grants up to £1000 to help existing choirs promote themselves, along with training to support choirs and choir leaders to deal with low level mental health needs amongst members. 3) a mental health focused choir set up with the local mind designed to support people with an identified mental health need or their carers. The project will now focus on setting up client specific community choirs focusing on Older People, Physical Disabilities and Learning Disability following the successes of the mental health choir.

Outputs delivered

This innovative project targets both the public who want to improve their mental wellbeing and key target groups of residents with a range of diagnosed mental health conditions. Working to increase participation in existing choirs/singing groups that exist in Westminster and creating more community singing events and ongoing groups. The expansion of the project will learn from the successes and look to bring the benefits of choral singing to a much wider group.

Outcomes achieved

A choir has been created in association with the mental health charity MIND and a small grant fund set-up to support existing choirs/singing groups to increase participation for seldom heard groups. The community champions have also successfully established choirs that hope to gather additional members and momentum over the coming months.

Making Every Contact Count

Making Every Contact Count (MECC) is a Public Health England and Local Government Association endorsed approach to behaviour change that uses the millions of day-to-day interactions that officers have with people to support them in making positive changes to their physical and mental health and wellbeing.

Outputs delivered

MECC training has been delivered as part of our City for All commitment and to date 87 City Inspectors, Librarians and Social Workers have undertaken the training.. A further 11 officers from a range of

council services have attended a pilot MECC session to evaluate the training offer and review the possible extension of the training to other frontline staff groups.

Outcomes achieved

The training will enable our workforce to recognise and act upon all opportunities to support our residents and communities. MECC training equips frontline workers with motivational interviewing skills to enable them to tackle public health priorities as well as wider issues. We will be introducing a series of retrospective 'spot' questionnaires to be completed by delegates as well as service user data to capture the demographic characteristics of people receiving a MECC intervention, types of services signposted to, change in uptake of lifestyle services, demographic of user and their history of service use, number of sustained use of specific services and number of users who report behavioural change of health improvement.

Public Health risks and issues:

Health Protection

There is a background risk of a Flu Pandemic, which could impact substantial numbers residents and workers. Flu is monitored weekly by Public Health England who liaise with global public health agencies. The latest information is that there is low risk

Impacts and consequences

Business Continuity challenge and impact on the health of our residents/ staff.

Mitigation and progress

A health protection and immunisation campaign takes place annually across the borough. We encourage the uptake of flu immunisation for relevant groups. We also ensure staff are aware of key flu messages and hygiene precautions.

Key Performance Indicators

The table below presents the latest cumulative outturns for YE (April 2017 – March 2018), unless indicated. The KPIs presented here have been selected to monitor performance against key service activities within the directorate.

Key performance indicator [S] - Statutory indicator	2016/17 position	2017/18 target ranges ¹			Position at yearend	Target assessment ²	Other contextual insight
		Minimum	Ideal	Aspirational			
Adult Social Care							
1. Percentage of clients who require long term service after completing a reablement package	29% (249/845)	34%	29%	25%	30% (374/1,237)	Minimum standard met	Benchmark: In 16/17, 88.9% of older people who were still at home 91 days after discharge from hospital into reablement service. Better than the London (85.5%) and national (88.5%) averages. Insight: Performance is exceptionally close to ideal target with a variation of only 9 additional clients.
↳	<ul style="list-style-type: none"> Service commentary: The service was very close to target and has performed well in ensuring that 70% of clients who complete a reablement package do not require long term support. A significant number of high need cases are managed by the reablement team and those with neurological conditions are particularly complex. Mitigation: The team will be working with the stroke team at Charing Cross Hospital to ensure that there are reduced delays in case transfers and that patients are accessing the most appropriate pathway for their needs. Timeframe for improvement: Improvement should be seen in Q1. 						
2. Total number of new permanent admissions to residential/nursing care of people aged 65 years and over	92	105	95	85	98	Minimum standard met	Benchmark: In 16/17, 425 permanent admissions of older people to Westminster residential and nursing care homes, per 100,000 of population. This compares to 651 nationally and 454 in London.
↳	<ul style="list-style-type: none"> Service commentary: Service was very close to target with three additional admissions from the ideal target. Mitigation: Tighter management controls have been put in place between social work teams and the brokerage team. Timeframe for improvement: It should be recognised that as complexity of need increases and pressure to discharge from hospital continues this measure will continue to be challenging. 						
3. Delayed transfers of care, acute days attributed to social care (cumulative)	826	1,213	1,103	1,047	540 (Apr 2017 – Feb 2018)	On Track to exceed target	Reporting period: Feb 2018 data – Data published by NHS England with 2 month lag however we project that aspirational target will be met when full year data becomes available. YE data will be available in Mid-May
4. Number of carers (caring for an adult) who have received an assessment of review of their needs	85% (929)	75%	85%	90%	90% (1,021/1,140)	Target Exceeded	Insight: This KPI has increased from 56% at Quarter 3. The significant increase in completed carer's assessments has always been anticipated by the department in Q4. This is partly due to a high number of carers being due for a review of their needs in Q4 and also due to additional focus and redirection of resources to ensure all assessments/reviews are completed
5. Percentage of service users receiving an assessment/review of their needs	80% (2,232)	75%	85%	90%	85% (2,285/2,675)	Target achieved	

Key performance indicator [S] - Statutory indicator	2016/17 position	2017/18 target ranges ¹			Position at yearend	Target assessment ²	Other contextual insight
		Minimum	Ideal	Aspirational			

Public Health – Full year data unavailable for KPIs below at time of reporting. See notes for when full year data will be available.

6.	Percentage of children who receive a 2-2.5 year development review	100%	-	→	75%	→	-	81.3% (1895/2334)	Target Exceeded	
7.	Stop Smoking Services – number of 4 week quits	1,558	1,293	→	1,365	→	1,437	1,037	On Track to achieve target	Benchmark: Among LAs, WCC had the highest quit attempts (11,248) and quitters (5,529) per 100k smokers in 2016/17. Reporting period: Cumulative quits 1 April to 31 December 2017. We project that ideal target will be met when full year data becomes available. Full year data available from mid June
8.	Community Champions - Number of residents reached through activity	17,545	-	→	10,000	→	-	11,507	On Track to exceed target	Reporting period: Q3, April – December 2017. We project that ideal target will exceeded met when full year data becomes available. ? Full year data is currently being collected, this should be available from the end of May
9.	Proportion of opiate misusers in treatment, who successfully completed treatment and did not re-present within 6 months	7.17%	6.5%	→	7%	→	8%	7.6% (43/563)	On Track to exceed target	Reporting: Completion period: 1 July 2016 to 30 June 2017. Re-presentations up to 31 December 2017. Insight: These are those in structured treatment who completed treatment in a 12 month period, and then are monitored for 6 months post completion to ensure they do not return for further treatment.
	<ul style="list-style-type: none"> Service commentary: Full year data will be published mid-July, however we are not sure if aspirational targets will be met (performance is let down by one service (Blenheim) that is targeted at high needs users, however from April 1st this service delivery is switching to be delivered by our DAWS service which is currently delivering 9-10%) 									
10.	Total admissions to hospital with alcohol-related conditions – per 100k	508.77	160	→	140	→	120	139.71	On Track to achieve target	Reporting period: Q1, April – June 2017. Awaiting latest published figures on this. We project that ideal target will be met when full year data becomes available. Public Health England contacted for an update, they have no timescale on this. Development insight: For 18/19 we are proposing to change this indicator to be “proportion of alcohol misusers in treatment, who successfully completed treatment and did not re-present within 6 months”.
11.	Percentage of STI (Sexually Transmitted Infections) screens undertaken in a community setting	2%	2%	→	4%	→	6%	9% (885 of 9830)	Target Exceeded	Development insight: This indicator will be replaced for 18/19 to give a better representation of the work undertaken in Sexual health

Page 29

Target range definitions ¹	Minimum	Ideal	Aspirational
	The absolute minimum level for the KPI that will still allow the service to deliver	A level which is acceptable for service continuity	The level at which the service is improving beyond current capability

YE Target assessment definitions ²	Target missed	Target exceeded	Target achieved	Minimum standard met
	Failed to achieve the minimum target level	Achieved above the Ideal target level	Achieved ideal target level	Achieved the minimum target below ideal level

City for All Tracker

The table below provides a progress update at the end of Q4 (March 2018) on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering on by the end of 2017/18.

City for all Pledge	Delivery Status	Progress update at the end of the reporting year
Building homes and celebrating neighbourhoods		
Deliver our Health and Wellbeing Strategy, including redeveloping accommodation for people with care needs to provide extra nursing home places and specialist services.	Achieved	<ul style="list-style-type: none"> The proportion of adults with a learning disability known to ASC in paid employment is at 14% (year-end target 7.5%). 95% of adults with learning disabilities are currently receiving a personal budget, ahead of a year-end target of 90%. There have been 98 new admissions to residential and nursing care at the end of the reporting year. Our portfolio of services continue to contribute to and support delivery. Commissioned services include outreach through community champions and offers outlets to improve mental wellbeing. The implementation phase of the new school health service is now complete and evaluation of the service will commence in April 2018. Contracts have been awarded to the new borough-wide maternity champions' project. The implementation phase commenced in July and is now complete. These projects will continue to be monitored quarterly. Due to Grenfell, the children's commissioning strategy is now due in October 2019.
Launch a new 'Share It' campaign to tackle the stigma associated with mental health	Achieved	<ul style="list-style-type: none"> Campaign was launched in October 2017.
Creating a greener city		
Lead the way in demonstrating how responsible city government can address growing concerns over poor air quality. We will launch our new Clean Air Strategy filled with measures to improve air quality in the city.	Achieved	<ul style="list-style-type: none"> The Launch of the new Bi-Borough operating model will mean a Business Partner will be responsible for this priority.
We will also offer community gardening and education at eleven additional sites, demonstrating the clear link between nature and a healthy life as part of our programme to tackle the unacceptable level of childhood obesity in our city	Achieved	<ul style="list-style-type: none"> Seven new sites have been selected for spaces across Westminster this year. In total, over the last 4 years, 15 sites have been established across schools, housing estates and children's centres. Contractors are nearing completion of landscaping work for the new food growing sites and community gardening consultants are offering food-growing sessions and support for those involved. A link has been developed with the Sayers Croft forest schools work.
A smart council		
Launch a new online service to improve access and give people more choice over sexual health education and treatment in Westminster	Achieved	<ul style="list-style-type: none"> Quarterly contract monitoring is in place for the service and procurement exercises have been concluded. The service completed the mobilisation phase on 31st March 2018. The new operating model went live on 3rd April 2018. The e-service being delivered by the City of London went live on 8th January and will be fully operational across London by May 2018. There is a bi-monthly Partnership group meeting to monitor this milestone.
Bring forward our one front door programme that will train 100 social workers, librarians and city inspectors to be our eyes and our ears, spotting where vulnerable people may need additional support and taking proactive action. We will work across council services, making sure vulnerable people get the help they need	Achieved	<ul style="list-style-type: none"> The training will be delivered as part of the Effective Neighbourhood Working programme. It will be incorporated into the transition phase for front-line officers in the programme. A Business Case for this has been developed to go the Investment Board in April '18 which summaries the evidence base, conducts an options analysis for implementation, proposes an evaluation framework and outlines the training programmes management arrangements – see achievements above for full update
Maintaining a world class Westminster		
Invest a total of £2.1m over the next three years in a new assessment centre to help people off the streets quickly and to make sure that vulnerable people are given targeted support for any drug, alcohol and mental health issues	Achieved	<ul style="list-style-type: none"> The services that have been commissioned include access to inpatient and community detoxification, day programme and group-work, residential treatment, hospital liaison service. Care management and dual diagnosis have now embedded in treatment system and funding has been continued for Club Drug clinic. Our blood borne virus strategy in now being refreshed, with commissioned services including provision for those involved in criminal justice system.

1.2 Children's Services

Achievements:

The Centre for Systemic Social Work (CfSSW) is delivering the Practice Leaders programme and systemic practice programmes to Local Authorities

The Centre has a key role in improving front line practice within Family Services in Westminster, as well as a sector improvement role. The Practice Leaders programme is a national Department for Education (DfE) sponsored and funded social work leadership programme, designed specifically by and for social workers to prepare the next generation of leaders of Children's services.

Outputs delivered

The first cohort of the Practice Leadership Development Programme completed in February 2018. The feedback from participants was extremely positive, all reporting an increase in confidence about their own leadership. During the year, seven of the participants were successful in being appointed into practice leader roles. There were over 60 applicants for the second cohort and 24 were successful, and come from all regions of the country (two from WCC).

Outcomes achieved

The centre is continuing to develop a national profile, further enhanced by the national conference held in November 2017. The centre will build on its reputation to open up income streams which will continue to the sustainability of the centre in April 2020 when the DfE grant ceases.

Young Westminster Foundation

The Young Westminster Foundation is now an established cross-sector partnership organisation, creating a community of member and partner organisations to support the delivery of services and opportunities for children and young people across Westminster.

Outputs delivered

The Foundation has completed and published its first piece of research based on extensive engagement with young people and the youth sector. 'A City Within a City' analysis report which details the needs of young people across the borough and informs the Foundation's strategic priorities and priority funding areas. The Young Westminster Foundation has been successful in its application made to City Bridge Trust for £50,000.

Outcomes achieved

Following a range of events through 2017 and early 2018 the membership base of not-for-profit organisations delivering services for children and young people in Westminster has increased to 40. The Foundation's official launch event took place on 13 June. The Young Westminster Foundation has been granted £70,000 from the Leader's 'My Westminster' fund to deliver a programme of support focusing on raising awareness of the impact crime has on young people.

Risks and Issues:

Childcare sufficiency

We have addressed the sufficiency issue and developed a strong local offer for parents, the key challenge is ensuring we keep parents informed and improve communication and support as this is an annually changing cohort. The key challenge is to maintain and improve take up and demand for the additional 15 hours' free childcare entitlement for working parents of 3 and 4-year-old children.

Impacts and consequences

Maintained schools, nurseries and childminders are being provided 1:1 business planning advice and support focusing on their sustainable business models from September 2018. In addition, as a means of driving future demand for 3 and 4-year-old childcare places targeted engagement is being undertaken with parents of disadvantaged two year olds to facilitate them to take up training opportunities or returning to employment.

Officers continue to work closely with the DfE and Childcareworks to evidence the lack of demand and highlight the risk to future funding given demand is proving to be significantly lower than the predicted take up figures held by the Department for Education.

The take up of 30 hours' free childcare in Westminster is lower than that nationally. Demand is low for the following reasons:

- Drop in population of 3 & 4 year olds
- Families fall either side of the eligibility criteria and do not qualify
- Westminster has both affluent areas where parents may be earning too much to qualify, and areas where parents are receiving benefits and do not qualify either
- The initial demand figures may be inaccurate, because there are children in full time places who are eligible but where parents may not have not accessed their eligibility code.

Ongoing pressures to identify and meet the needs of children and young people with SEN

Impacts and consequences

The joint Ofsted and Care Quality Commission Inspection (Local Authority, Schools, Health partners and parents) will gauge how well agencies fulfil their statutory responsibilities for children and young people with special educational needs and/or disabilities. We could be notified of this inspection on any Monday morning during school term time over the next year, with 5 days notice given prior to inspection.

Mitigation and progress

99.8% (number, 725 of 727) of children and young people with SEN statements have been transferred onto the new plans by the 31st March 2018 deadline. The LA completed all transfers that it was legally able to do so within the statutory deadline. Quarterly self-evaluation of the effectiveness of provision has been used to ensure that resources are focused on agreed priority areas for improvement. This is underpinned by regular monitoring of service performance against statutory targets.

The SEND Strategy was published in April 2018. This was approved through the multi-agency Children and Families Executive Board which oversees the implementation of the wider SEN Reforms

Key Performance Indicators

The table below presents the latest cumulative outturns for YE (April 2017 – March 2018), unless indicated. The KPIs presented here have been selected to monitor performance against key service activities within the directorate.

Key performance indicator [S] - Statutory indicator	2016/17 position	2017/18 target ranges ¹			Position at yearend	Target assessment ²	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
Children's Services							
1. Increased proportion of Education, Health and Care assessments which are completed within 20 weeks [S]	35% (17/41)	55%	→ 70%	→ 75%	69% (109/159)	Target Achieved	
↳	<ul style="list-style-type: none"> Service commentary: 78% of Education, Health and Care assessments were completed within 20 weeks in Q4 (29/37) bringing the overall year-end performance to 69% (109/159). 						
2. Improve compliance with SEN requirements Increased number and proportion of SEN statements transferred to Education, Health and Care Plans (EHCP). [S]	53	300	→ 600	→ 861	725/727 (99 %)	Target Achieved	
↳	<ul style="list-style-type: none"> Service commentary: All transfers where the LA could start the process were completed in 2017-18. Two transfers remain outstanding are subject of a Tribunal appeal. Legally LAs cannot start the transfer process for any statements that are subject of a Tribunal appeal. 						
3. Percentage of children in care aged under 16, who have been continuously in care for at least 2.5 years, who have lived in the same placement for at least 2 years [S]	87% (46/53)	75%	→ 87%	→ 90%	75% (39/52)	Minimum standard met – however above national average	Benchmark: Performance is above the national average and continues to perform well.
↳	<ul style="list-style-type: none"> Service commentary: Performance is above the national average and continues to perform well. All cases where children moved placement have been investigated and a significant number moved to more permanent arrangements, in line with good practice and their care plans. 						
4. Number of social care contacts that go onto early help	5% (287 of 5,872)	5%	→ 20%	→ 25%	10% (411/4,128)	Target Missed	
↳	<ul style="list-style-type: none"> Service commentary: This was a new local measure for 2017-18 for which we did not have a baseline. As this work is in its first year this year's performance will help us to set a future targets. Mitigation: Having an Early Help manager in the front door is ensuring that thresholds are consistently applied. 						

Key performance indicator [S] - Statutory indicator	2016/17 position	2017/18 target ranges ¹			Position at yearend	Target assessment ²	Other contextual insight
		Minimum	Ideal	Aspirational			
5. Percentage of re-referrals to social care within 12 months of the previous referral [S]	9.9% (508 of 1,815)	16%	9.9%	9%	15% (237/1,539)	Minimum standard met – however above national average	Benchmark: This compares well with the most recent national rates of England (22%) and London (16%).
6. Percentage of Westminster's pupils who achieve 9 - 4 (A*-C) in English & mathematics	72%	74%	76%	78%	74% (2017 academic year)	Minimum standard met – however above national average	Benchmark: The percentage increased between 2016 and 2017 and was above the national average of 59%. 74% of Westminster's pupils are achieving the Progress 8 GCSE measure in secondary school, which matches the minimum target level for service continuity and compares with 59% nationally.
7. Percentage of Westminster schools judged to be outstanding by Ofsted	35%	35%	38%	40%	35%	Minimum standard met – however above national average	Benchmark: 35% of Westminster Schools are currently judged outstanding by Ofsted. This is in line with minimum targets for the service and compares with 21% nationally.
8. Improve % of children who reach expected levels for reading, writing and maths at the end of primary school	58%	58%	68%	73%	68% (2017 academic year)	Target Achieved	Benchmark: 68% of children are currently reaching the expected levels for reading, writing and maths at the end of primary school, which is matching the ideal target level of the service and compares with 61% nationally.
9. Reduce number of children entering care aged 14-17 (excluding UASC) [S]	17	20	17	17	18	Target Achieved	
10. Percentage of 16 to 18 year olds not in education and training (NEET)	1.7%	1.6%	1.5%	1.4%	1.4%	Target Exceeded	
11. Increase the number of foster carers recruited	18	8	10	15	13	Target Exceeded	

Page 34

Target range definitions ¹	Minimum	Ideal	Aspirational
	The absolute minimum level for the KPI that will still allow the service to deliver	A level which is acceptable for service continuity	The level at which the service is improving beyond current capability

YE Target assessment definitions ²	Target missed	Target exceeded	Target achieved	Minimum standard met
	Failed to achieve the minimum target level	Achieved above the Ideal target level	Achieved ideal target level	Achieved the minimum target below ideal level

City for All Tracker

The table below provides a progress update at the end of Q4 (March 2018) on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering on by the end of 2017/18.

City for all Pledge	Delivery Status	Progress update at the end of the reporting year
Building homes and celebrating neighbourhoods		
Continue to set the standards of excellent education for our young people, retaining the high proportion of local schools which are judged by Ofsted to be good or outstanding.	Achieved	<ul style="list-style-type: none"> 35% of Westminster Schools are currently judged outstanding by Ofsted. This is in line with minimum targets for the service and compares with 21% nationally. 68% of children are currently reaching the expected levels for reading, writing and maths at the end of primary school, which is matching the ideal target level of the service and compares with 61% nationally. 74% of Westminster's pupils are achieving the Progress 8 GCSE measure in secondary school, which matches the minimum target level for service continuity and compares with 59% nationally.
In addition to this we will create 100 new places over five years in Westminster City Boys' School	Achieved	<ul style="list-style-type: none"> Westminster Boys School extension was completed in February 2018. It will accommodate the planned additional 20 pupils per year group
Create a new Early Help website to provide information and advice for thousands of families from schools, childcare practitioners and charities in one clear and easy to access place	Achieved	<ul style="list-style-type: none"> The new Early Help Information system was introduced in April 2017. It is the rebranded Family Information System (FIS). This has been widely promoted with partners. The website is home to the new Multi-Agency Assessment and Referral Form, which is now used by agencies referring into social care. On average there are 500 hits a month.

1.3 City Management and Communities

Achievements:

Delivery of Major Public Realm Schemes

The delivery of major public realm schemes Bond Street, Baker Street Two Way schemes and Jermyn Street. The Jermyn Street scheme is a £6.4m project fully funded by The Crown Estate. Works commenced in April 2017, progressing to programme with completion due in October 2018.

Outputs delivered

These schemes are on track for delivery on-time and to budget. Bond Street is timetabled to be completed the end of August 18. The Baker Street Two Way phase 2 is due for completion at the end of May 2018 and Jermyn Street is scheduled for completion at the end of Oct 18.

Outcomes achieved

It will improve the area for pedestrians and cyclists, reduce the dominance of traffic, add greenery and ensure the streets are safer and easier to access. By reintroducing two-way traffic flow along Baker Street and Gloucester Place and complementary improvements to the public realm in the area, the project will make the whole area more pedestrian friendly and accessible and restore the unique Marylebone character.

Successful delivery of the Winter Service Plan

Winter Service Plan resources were mobilised on forty nights during the winter period. This entails the deployment of carriageway, pavement and cycle lane gritters. There are also more than 200 street grit bin locations, filled from a stockpile of 1500 tonnes of grit in Wembley. More than 200 street sweepers were manually gritting pavements during peak snowfall.

Outputs delivered

Approximately 700 tonnes of grit was spread on Westminster roads and pavements during the peak snowfall period which is just under half of our stockpile. This means we could have carried on without re-stocking for another ten days if it had continued snowing. We also supplied RBKC/LBHF's contractor with 51 tonnes of grit as they had very low stocks. During the peak snowfall period Priority 1&2 roads were gritted five times and the more quiet Priority 3 residential streets three times.

Outcomes achieved

The deployment of the plan kept the city moving and ensured that roads and pavements were as safe as possible for residents and visitors. Overall the plan worked well, despite a period of severe weather at the start of March when the Council's contractor was in continuous gritting for three days. There were a few requests/queries regarding the timing and frequency of pavement gritting of some priority 3 footways and we have currently received two insurance claims for this season, both pedestrians. A lessons learnt from the season has been carried out with improvements to be included in the new plan being drafted for next season.

Launch of the Housing Standards Taskforce

A successful bid to central government has allowed the development of a new multi-skilled taskforce to improve intelligence around the private rented sector, ensuring the improved targeting of resources to areas most in need, and tackling rogue landlords and agents blighting the sector.

Outputs delivered

The taskforce is currently being initiated and outputs will shortly be developed for delivery. These will include improved intelligence regarding the private rented sector, improved analytical methods for identifying poor standards and landlords, and co-ordinated action to tackle problematic rogue landlords. A delivery plan alongside planned outputs and outcomes will be developed shortly

following the recent launch of the taskforce. It is anticipated that this will be available by the end of May and the Cabinet Member will be updated accordingly.

Outcomes achieved

Improved standards in PRS housing, increased engagement with stakeholders including landlords, agents and tenants, and increased enforcement against rogue landlords. It is expected that outcomes will start to be produced from June onwards. There is a need to report on results to central government to ensure funding is released throughout the year.

Launch of the ActiveWestminster Strategy 2018 – 2022

The all new ActiveWestminster Strategy has a clear vision to ‘Activate Your City, Lives & Neighbourhoods’ and was launched at the Greenhouse Sports Centre in North Westminster.

Outputs delivered

The new strategy has now been published, with 60 people attending the launch event. A new website launched alongside the strategy with an app to follow as part of a digital improvement roll out.

Outcomes achieved

This vision will be at the very heart of all we do and will be achieved by working together and applying our principles of Promote, Activate, Collaborate and Enable. We enable people to be active, where, when and how they choose and we will promote the contribution that physical activity, leisure and sport makes in our wellbeing, our economy, our community and the development of our city.

Risks and Issues:

Increasing and high levels of hate crime

Westminster accounts for 7% of all hate crime incidents are in London and this has increased by 44% over the past 2 years

Impacts and consequences

The volume of hate crime has had a particularly harmful effect on its victims and on community cohesion. It has been shown to peak following a terrorism incident and Westminster has by far the highest volumes across London. Analysis is needed to understand this link and the victims and offenders of hate crime. A lack of access to police data is preventing this analysis to develop tactics or strategies to mitigate this issue.

Mitigation and progress

The services requires victim, offender, temporal and spatial data to be able to analyse and develop a problem profile. We have been working closely with the police to resolve this issue. The police have given our analysts limited access to the police aware systems and we are training our staff on their use. The Safer Westminster Partnership have prioritised this issue and a Hate Crime strategy will be produced later this year.

Key Performance Indicators

The table below presents the latest cumulative outturns for YE (April 2017 – March 2018), unless indicated. The KPIs presented here have been selected to monitor performance against key service activities within the directorate.

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at yearend	Target assessment ²	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
Highways and Public Realm							
1. % of carriageway and footway defects repaired or made safe within 24 hours - Priority 2	95%	95%	→ 98%	→ 100%	98% (221/226)	Target Achieved	Impacts There were no impacts associated with the 5 missed target jobs.
2. % of urgent lighting defects made safe within agreed timescale - Priority 1	98%	95%	→ 98%	→ 100%	99% (74/75)	Target Exceeded	Insight: The defect related to a make safe on a damaged lamp column, it wasn't met due to traffic congestion in the area and there were no impacts associated with this missed target job
3. % of routine highway inspections completed in accordance with the agreed inspection frequency	98%	95%	→ 98%	→ 100%	100% (5,083/5,083)	Target Exceeded	
Public Protection and Licensing							
4. Number of hazards removed from residential dwellings which pose a serious and immediate threat to people's health or safety	605	400	→ 500	→ 600	371	Target Missed	
↳	<ul style="list-style-type: none"> • Service commentary: The service has been impacted by the need to respond to the government's building safety Programme in addressing potentially hazardous cladding to high rise residential blocks in the wake of Grenfell. New enforcement powers brought about by the Housing & Planning Act 2016 have also been implemented into business as usual, alongside a new PRS Enforcement Policy. • Mitigation: Though the target of the removal of Category 1 hazards was not met, this was significantly mitigated by the removal of 521 Category 2 hazards from dwellings. In addition, the imminent launch of the Housing Standards Taskforce to tackle poor PRS accommodation and rogue landlords will significantly contribute to this target • Timeframe for improvement: By quarter one of 2018/19. 						
5. Percentage of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision.	75%	70%	→ 80%	→ 90%	55%	Target Missed	
↳	<ul style="list-style-type: none"> • Service commentary: Staff shortages as a result of officers leaving has meant that weekly Licensing sub committees and fee income have required prioritisation. There is no statutory time limit for issuing of a licence and once Licensing Sub Committee has granted a licence a business is permitted to undertake licensable activity. However it is a statutory requirement to ensure a licence is available on the premises so that all relevant information and conditions applied are clear. In view of this the Service is reviewing processes to ensure they are as streamlined as possible, whilst retaining appropriate scrutiny and accuracy. Short term mitigation below. • Mitigation: Temporary staff are now supporting issuing of licences with 100% achieved in March and plan now in pace for future months. • Timeframe for improvement: 3 months 						

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at yearend	Target assessment ²	Other contextual insight		
		Minimum	→	Ideal				→	Aspirational
6. Number of Houses of Multiple Occupation improved (buildings with more than one household including shared facilities)	66	50	→	65	→	75	59	Minimum standard met	Impacts: The failure to meet this target was marginal given that 59 HMOs were improved against a target of 65. It is not considered that there was a significant impact on residents as a result of this as work elsewhere in the service included response to normal volumes of complaints concerning housing conditions.
↳	<ul style="list-style-type: none"> • Service commentary: Residential Services have been impacted by additional work streams in 2017/18 which has meant that this target has not been met. Additional work streams have included a response to the governments Building Safety Programme regarding cladding on high-rise buildings, in addition to the implementation of additional housing enforcement powers set out in the Housing & Planning Act 2016. • Mitigation: The Building safety Programme has become less onerous recently as a substantial element of this work has now been completed. Following the approval of a new PRS Enforcement Policy alongside procedures to implement and enforce new legislation, resource will be returned to concentrate on HMO improvements. The imminent launch of the new Housing Standards Taskforce will also substantially contribute to this target • Timeframe for improvement: By quarter one of 2018/19. 								
7. Percentage of women accessing specialist domestic abuse services who report a reduction in abuse	94.5%	67% (2012/13 position)	→	78% (MOPAC Target)	→	86% (4yr average)	90% (188/208)	Target Exceeded	
8. Percentage of licensed premises that are safe and well managed following a single inspection.	75%	65%	→	70%	→	100%	85% (1,390/1,628)	Target Exceeded	Insight: Where a licensed premises is not compliant following the first inspection the issues are raised, in writing with the management and they are given an opportunity to remedy the matters and a follow up inspection is carried out. Formal action could be instigated but in 17-18 this has not been necessary.
9. Percentage of noise complainants who receive a call back from a noise officer within 45 minutes	97%	-	→	95%	→	-	97% (16,580/17,092)	Target Exceeded	
10. Number of vulnerable residents supported to continue living in their homes	1397	600	→	800	→	1,000	926	Target Exceeded	
11. Improvement in hygiene ratings for food premises where a revisit has taken place	New target	30	→	40	→	50	76	Target Exceeded	Insight: New target and as such there is no previous reporting information
12. Percentage of medium/high risk victims of anti-social behaviour activity that are contacted by the council within 48 hours of referral	Data not available	-	→	100%	→	-	100% (35/35)	Target Achieved	Insight: Processes have only recently been put in place to generate data so there is no historical data.
13. Percentage of licensing applications received acknowledged within 2 working days of receipt.	89%	70%	→	80%	→	90%	97%	Target Exceeded	

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at yearend	Target assessment ²	Other contextual insight		
		Minimum	Ideal	Aspirational					
Sports and Leisure									
14. Total participation in Council sports, leisure and wellbeing activities	-	3.4m	→	3.6m	→	3.8m	3,800,000	Target Exceeded	Insight: Throughput participation at our Sport and Leisure facilities is set to exceed the 2017/18 target. This is due to good performance across the contracted facilities through Everyone Active and also supported by continued growth of partner facilities and community use of school sites.
Parking									
15. Ensuring parking compliance across the City is over 97%	99%	97%	→	98%	→	99%	98%	Target Achieved	
16. Ratio of residential permits issued against parking bays available on the street	Not Available	85%	→	90%	→	95%	97%	Target Exceeded	
Waste & Parks									
17. Street Cleansing - the street survey score for Litter (% of streets that fail)	1.53%	-	→	2.00%	→	-	2.00% (YE snapshot)	Target Achieved	
↳	<ul style="list-style-type: none"> Service commentary: There are three contracted inspections across the year. The average across the last three inspections is 2.1%. The inspection reports can vary across the year, with November tending to have the highest percentage. Mitigation: The rise in the NI195 score has been raised at senior management level. Independent surveys can take place on days when streets are not scheduled to be cleaned. The clearance of street leaves also substantially disrupted sweeping schedules. Timeframe for improvement: A new report for the February/March inspection is due soon and will indicate whether measures taken have been effective. 								
Libraries & Registration Services									
18. 2% increase in real and virtual visits to libraries	2,048,009	Increase by 1% to 2,062,578	→	Increase by 2% to +-	→	Increase by 3% to 2,104,246	2,091,549 (ideal target)	Target Achieved	
↳	<ul style="list-style-type: none"> Visits dropped between 2015/16 and 2016/17 but increased last year. The Council has set up an independent advisory board to consider the long term future of the service and in the short term actions are being taken to focus on events and activities in libraries which are a key driver for visits. 								

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at yearend	Target assessment ²	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
19. 95% of appointments to register birth of their baby should be available within 5 days of enquiry.	75% (2016-17) (13% for 2015/16)	-	→ 95%	→ -	86%	Target Missed	Impacts: Parents waiting longer than 5 days to get appointment, which may delay submitting applications where a birth certificate is required such as passport or benefit. Sample checking shows no parent wait no longer than 7 days for an appointment, so overall impact is minimal.
↳	<ul style="list-style-type: none"> • Service commentary: Staffing resources reduced due to supporting Coroners Service after Grenfell tragedy, staff secondments to support other Council departments and during Old Marylebone Town Hall reopening project which was extended due to delays in completion of refurbishment works as well as other unplanned staff absences. This was not expected, and affected parts of the service more than others as death registrations and pre-booked ceremonies had to be prioritised. Ensuring Old Marylebone Town Hall reopening was a success was essential to support the service in achieving challenging income target for 2018-19. Continuity arrangements such backfilling with RBKC staff to cover registrar seconded to Coroners and increasing hours of part time staff has partly mitigated some of the impact of reduced staffing, and further continuity arrangements being put in place to build greater flexibility within the service, by training up pool of sessional staff to cover more services when required. • Mitigation: Short term use of sessional staff to increase availability of appointments over summer months. Larger pool of sessional staff trained for various services, and engaged to support service each year as and when required, resourcing review to determine required staffing levels longer term following announcement of removal of Nationality Services from Registration Services nationally and period of sustained bookings for newly opened Old Marylebone Town Hall. • Timeframe for improvement: End of Quarter Two 2018/19 						
20. 95% of appointments to register a death or stillbirth should be available within 2 days of enquiry	95% (89% for 2015/16)	-	→ 95%	→ -	97%	Target exceeded	Insight: 2017-18 comparative data from General Register Office shows London average for appointments within 2 days was 100% for stillbirths, and 95% for deaths.

Page 41

Target range definitions ¹	Minimum	Ideal	Aspirational
	The absolute minimum level for the KPI that will still allow the service to deliver	A level which is acceptable for service continuity	The level at which the service is improving beyond current capability

YE Target assessment definitions ²	Target missed	Target exceeded	Target achieved	Minimum standard met
	Failed to achieve the minimum target level	Achieved above the Ideal target level	Achieved ideal target level	Achieved the minimum target below ideal level

City for All Tracker

The table below provides a progress update at the end of Q4 (March 2018) on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering on by the end of 2017/18.

City for all Pledge	Delivery Status	Progress update at the end of the reporting year
Civic leadership		
Launch a new independent libraries advisory board to build the positive case for the future of local authority libraries, leading the way by setting out plans for a new permanent library at Seymour Leisure Centre	Achieved	<ul style="list-style-type: none"> Board is working to a revised timescale, agreed with Policy and Scrutiny, to deliver recommendations in summer 2018. Policy discussions are well advanced and a planned work programme, led by the Chair, will deliver to this new timeframe The service is on course to deliver the new Marylebone library in 2020/21. The governance structure for the new facility is in place with phase 1 public engagement completed prior to purdah. A design brief in advanced stage of development prior to sign off
Building homes and celebrating neighbourhoods		
Champion the 80,000 people who rent privately by making sure homes in Westminster are up to scratch with a city-wide review, using our powers to prevent rogue landlords from exploiting our residents	Achieved	<ul style="list-style-type: none"> The survey continues, with 96 properties surveyed to date. There have been ongoing difficulties around access, but further recruitment is being considered to overcome this. Cabinet Member approval of revised enforcement policy is imminent. Training for Environmental Health Officers on new Civil Penalties and interviews for Rogue Landlord Taskforce are both in progress. There have been 12 successful prosecutions of PRS landlords following identification of breaches with circa 274k in fines awarded and 342 notices served to effect improvements in PRS properties
We will also open the new Moberly Leisure Centre, part of a £26m investment providing the best community sporting facilities for Westminster residents	On Track	<ul style="list-style-type: none"> The practical completion has been delayed to the end of May due to issues with the power supply and weather conditions. However the Council's leisure operator, SLM is working with WCC and Willmott Dixon to reduce the operator's fit out process in order to protect the opening date and protected income via the leisure contract. The opening date will be 16th June. The Leader, Lord Mayor's office and Cabinet Member have been informed.
Creating a greener city		
At the heart of this will be our new '#DontBeldle' campaign to persuade drivers to make the simple change of turning off their engines when idle. Evidence shows that when we run anti-idling days emissions fall by 20%, we will spread this positive message across Westminster focusing on high-risk areas such as hospitals and schools	Achieved	<ul style="list-style-type: none"> The number of pledges now currently exceeds 8,000 and continues to rise. Monthly roadshows and anti-idling events have continued throughout January-March with further planned for 2018/19. The diesel surcharge has continued to have a positive effect on the number of pre-2015 vehicles parking with the LEN, the decrease in the percentage up to the end of March '18 has now risen to 15.8%. Anti-Idling marshals currently being deployed with the LEN with over 21,000 actions taking place There are now 165 electric vehicle charging points in the city and a form for residents to request EV charging points in their street has been launched to inform EV expansion throughout the city.
Encourage the next generation to create a greener city by rolling out the Daily Mile so that every child who goes to school in Westminster is walking or running a mile every day.	Achieved	<ul style="list-style-type: none"> There are now 20 Schools on the programme (St Joseph's joined in February) and one more Hampden Gurney who have confirmed that they have been doing some of the core elements since last November but they are limited for space. In addition there are 4 more schools showing real interest: St George's Hanover Square, Edward Wilson, Millbank Academy, Barrowhill Junior.
We will also celebrate our 7,000 'Little Green Giants' who take part in the Forest Schools programme, learning about the environment and visiting our open spaces to become the green ambassadors of the future	Achieved	<ul style="list-style-type: none"> Over 8,000 Little Green Giants took part in Forest Schools this year based within the environmental area of Paddington Recreational Ground. Ongoing discussions with schools and neighbouring authorities are taking place to consider expansion to grow the model.

City for all Pledge	Delivery Status	Progress update at the end of the reporting year
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Maintaining a world class Westminster		
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<p>This will include the launch of a pilot for the Westminster Licensing Charter in Leicester Square and Piccadilly Circus, setting clear standards for how we work with the night-time industry to promote responsibility and growth</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Increase interest in the Licensing Charter has developed over the past 2 quarters with other BIDs and large landlords expressing interest in adopting the Charter for licensed premises in their area. • 15 premises signed up to Best Bar None within the HOLBA pilot and the assessments are due to be undertaken end of April – May. A test assessment has been undertaken on a large licensed premises with great success. We are continuing to promote this with other licensed premises to increase uptake for the coming year. • The Licensing Service is developing the Nightsafe project that will be operated under the umbrella of the Licensing Charter with the specific aim to protect visitors who are vulnerable due to the amount of alcohol they have consumed.
<p>Introduce a Gig and Sharing Economy Charter that sets out the standards we expect this growing part of the economy to adhere to in the city.</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Partnership response developed for prolific business models responsible for nightly letting ASB in premises across the borough. Response being trialled on an identified Limited Company, responsible for ASB and noise complaints / abatement notices within 3 properties across the borough under their tenure • Hotspots have reduced with regard to ASB and the Gig economy. One emerging location for delivery riders in Monmouth Place and a breach of a CPN for a landlord of three properties. One Motorcycle bay has been suspended until further notice has resulted in no ASB or reports from local residents.
<p>This will include scrutinising operators' enforcement of the government's 90-day maximum letting limit with a clear aim to reduce the anti-social behaviour impact it can have on our residents if not properly regulated</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • There has been a breach of Community Protection Notice for Freeholder responsible for significant ASB in three properties subject to nightly letting and abatement notices (legal to confirm court date – anticipated 4th April). • There has been some displacement of delivery mopeds recently reported by residents of Monmouth Place and this is assumed to be a new location following the recent successful case to stop delivery mopeds outside Nandos Kensington Gardens Square. Neighbourhood Problem Solving Coordinator for Marylebone High Street ward coordinated partnership response to the reports of anti-social behaviour caused by delivery drivers gathering around motorcycle parking bay in Bickenhall Street. The problematic bay was suspended between 7pm until 7am from October 2017 until beginning of January 2018 as a trial.
<p>Put the first spade in the ground for Baker Street Two Way and Bond Street public realm improvements ensuring the city is ready and looking its best to greet the extra footfall expected in the West End following the opening of the Elizabeth Line.</p>	<p>On Track</p>	<ul style="list-style-type: none"> • Baker Street Two Way - Funding gap closed with CIL funds. Project on time and budget. • Bond Street- The scheme remains in line with the delivery programme.

A smart Council		
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<p>Launch a new 'Report It' campaign to predict and proactively deal with developing trends on the day that they are reported to us. We will also use this new technology to enable residents to report on the negative impacts of the gig-economy and flag anti-social behaviour to enable us to focus our enforcement more proactively</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • All planned forms for Phase 1 now live. As at end of March, over 2,600 cases were reported and over 1,000 MyWestminster Accounts created. Work underway for Phase 2 forms. • City Inspectors use mobile iPads to use Report It function regarding waste however nothing significant to note at locations where mopeds gathered for deliveries. Any waste cleared by local street cleaner.
<p>Bring forward our one front door programme that will train 100 social workers, librarians and city inspectors to be our eyes and our ears, spotting where vulnerable people may need additional support and taking proactive action. We will work across council services, making sure vulnerable people get the help they need</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • 28 library and 70 city inspector staff have been trained to Making Every Contact Count (MECC) Level 1 which allows front line officers to be able to identify potential situations that may need to be flagged/signposted to the appropriate services.

1.4 Growth, Planning and Housing

Achievements:

Successful application for Local Full Fibre Network funding

The Economy Team working in partnership with the IT Team and external partners including TfL, GLA and Central London Boroughs have secured Local Full Fibre Network Funding from the Department for Digital, Culture, Media and Sport. The project looks to utilise the Tube network as the primary route for laying a new fibre network. This network will cost effectively provide services across a very wide area of London whilst a minimising disruption from large-scale digs and street works. This is because, typically, dig costs in London are approximately £150 per meter; the equivalent costs of installation in the tunnels is less than £10.

Outputs delivered

The whole project will help to connect 9,500 premises and 80,000 addressable premises. This will help to address Westminster's low levels of superfast availability by creating additional fibre networks to serve business and residential customers.

Outcomes achieved

To date the funding application was successful and the project for London has received £8.5m. Within Westminster this will support the connections to Westminster City Hall and 1 Bessborough Street whilst additionally providing connectivity to St James's Park and Pimlico station respectively.

First Infill Programme Letting

The Council has completed the first new home as part of its 'Infill Programme' on smaller sites in the city - with the conversion of a former storage space on Balcombe Street near Baker Street into a modern, two-bedroom council flat. The aim of the Infill Programme is to take unused space or, as in the case of this Balcombe Street flat, space that could be better used, and convert this into good quality housing.

Outputs delivered

The new home on Balcombe Street has been subject to full internal strip out, the creation of new window and door openings and the installation of a modern kitchen and bathroom, alongside other fixtures and fittings and outdoor amenity space. The property was now been let via a local lettings plans.

Outcomes achieved

The new tenant moving in has downsized from another council home, freeing up a 3 bed unit for a larger family on the waiting list. Through the Infills programme, Westminster will deliver 200 affordable housing units over the next five years.

Moxon Street

The sale of the site at Moxon Street has completed following a prolonged sale process, the prospect of a sale having been initially proposed in 2008

Outputs delivered

The Council sold a long leasehold interest in the site, receiving a ground rent of £250,000 pa, rising every 25 years. This replaces income lost as a result of the sale. A sale price of £84.8m has been received.

Outcomes achieved

A community hall will be delivered with the development which will comprise 54 private flats and 25 affordable flats of intermediate rent tenure. The buyer has paid the Council a £4m contribution to public realm improvement and a further £2.3m in other payment, including £570,000 to St Vincent's School.

Risks and Issues:

Risk of fire in council buildings, following Grenfell

Impacts and consequences

The six tower blocks across the Warwick and Brindley estates (Westbourne) had cladding similar to that at Grenfell Tower. Vertical rear riser cladding on supported housing block Glastonbury House (Churchill) is similar to systems failed by the BRE in 2017. Front and rear UPVC façade of ten storey Torricon House (Maida Vale) is not fit for purpose

Mitigation and progress

- Significant engagement has taken place with residents by City West Homes and the Council including a bespoke communications plan for residents living in all affected blocks.
- Replacement cladding for Warwick and Brindley estate towers has been ordered and will be tested and installed by autumn 2018. Balcony resurfacing work will follow.
- Façade replacement feasibility studies at Torricon House are complete and a project execution plan is in development. Consultation has taken place with residents, and leaseholders will not be liable for any cost of work.
- At Glastonbury House we are finalising plans to replace the rear riser cladding. The cladding work will be completed within the year 2018 the building will also be retrofitted with sprinklers.
- CityWest Homes continues with its ongoing review of fire safety management and has:
 - Commenced a fire door inspection programme of all common area fire doors including 10% sample of resident flat doors throughout 261 buildings, over six storeys with enclosed communal parts. This is due for completion in July 2018.
 - Upskilled in-house assessors with Fire Door Inspector certification, to complete door surveys in conjunction with FRAs moving forward.
 - Committed to providing all residents with a fire safety action plan, summarising the key risks that have been identified and actions arising, following completion of their buildings FRA.
 - Escalated planned works to survey over 300 street level properties, installing where required emergency lighting and smoke detectors in communal areas. This is due for completion by the end of the financial year 2018/19.

Risk to Connect Westminster Scheme

In March 2018 the Department for Digital, Culture, Media and Sport Launched a £67m voucher scheme similar to the Connect Westminster Scheme for all businesses in the country. The voucher provides small and medium sized enterprises with up to £3,000 towards the capital costs of their connection and this is £1,000 more than what the Connect Westminster Scheme provides.

Impacts and consequences

The impact will be that the expected demand for the Connect Westminster Project will reduce and impact on our ability to meet the City for All target of 1,000 businesses supported to get connected to superfast broadband.

Mitigation and progress

A discussion will take place with our funding body in May to reassess the profile of outputs and extend the period in which the project is delivered

Standing Items

Hanover Square – Work is planned to commence on-site this summer, subject to Crossrail providing site access, and Cabinet Members approving the 3rd Cabinet Member report which seeks approval to implement this scheme. A further public drop-in event is planned for 23rd May to provide stakeholders with details of the proposed implementation programme.

Queensway – The Cabinet Member decision report slipped, thus slightly delaying design, development and the start of Phase 1 works. Consultation with a small resident representative group is ongoing.

Strand/Aldwych – the project is currently in feasibility stage, which is due to complete in June 2018. Funding has been secured from CIL funds to proceed with the next design stages from June 2018 for 18 months. LDA Design are currently undertaking workshops and consultation to inform the concept design. Somerset House and Kings College are leading a process with other stakeholders to shape the programming activity. Wider consultation will then follow along with a fundraising strategy.

Harrow Road – Following resource changes, the steering group for Harrow Road was reinstated on 22nd January 2018 and a vision for the area was presented. A manual for delivery setting out an action plan is under way and a draft will be presented in June 2018. This will set out medium, short and long term projects in the area based on priorities set out in the stakeholder session in March 2018. It will also be the basis of allocation of New Homes Bonus funds and any applications for CIL funding.

Tollgate Gardens The scheme will deliver 86 affordable and 109 private homes. Construction is advanced and remains on track to complete in Spring 2019. The first of the new social homes will be handed over to the Council in advance of this and are expected to be let by early 2019. We have begun the process of contacting returning residents who have been rehoused temporarily. Construction of the community centre is also progressing, with work due to complete in Nov 2018. Tollgate House will benefit from two new infill flats in a reconfigured ground floor and communal improvement works.

Ebury - The renewal project is at an important stage with initial resident engagement, viability analysis and soft market testing reaching a culmination. 82% of Ebury Bridge residents have taken part in engagement activities and, led by our strategic resident body, will now develop a Community Charter that will frame the project in the future. We recently held a developer day attended by in excess of 50 potential delivery partners, which has been followed up with discussions. This will help inform the recommendation on a preferred option which is to be presented to the Cabinet on 9th July 2018.

New Marylebone Library - This development will provide approximately 1000m² of new library space at Seymour Leisure Centre. Negotiations are taking place with a private nursery to relocate from existing accommodation. Delays being incurred in the design of the works whilst the Fire Strategy is awaited from Active Westminster. The target completion date for the project is Autumn 2020.

Key Performance Indicators

The table below presents the latest cumulative outturns for YE (April 2017 – March 2018), unless indicated. The KPIs presented here have been selected to monitor performance against key service activities within the directorate.

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at YE ¹	Target assessment ²	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
Housing Service							
1. Tenant Satisfaction with service provided by the Council	85%	85%	→ 86%	→ 87%	55%	Target Missed	The results are based on a sample of 706 tenant responses done online by an independent company, which is a different methodology to previous years.
<ul style="list-style-type: none"> Service commentary: Since Sep/Oct 2017, there has been a drop in performance across a number of CityWest Homes (CWH) areas due to changes taken to modernise its operating model. There have been some initial teething problems associated with the roll out of the operating model, including the customer service centre, leading to reduced resident satisfaction levels. However, recent evidence suggests that, as a result proactive action taken by CWH to improve its customer service and repairs functions, satisfaction levels have improved. The Council will be working with CWH to develop a survey of residents on a quarterly basis to monitor satisfaction levels more regularly. Mitigation: The Council and CWH have been working at a senior level to implement actions to reduce the backlog of repairs and complaints. The Council is closely monitoring performance levels and CWH will act proactively to ensure continuous improvement. CWH now has an interim MD in place who will be leading the organisation to implement improvements over the next 6 months to improve key issues in relation to IT and complaints processes. To ensure that CWH is aware of the high expectations required in relation to the performance improvements required the tenant satisfaction target for 2018/19 has been set at 86%. Timeframe for improvement: Over the next 12 months, CWH will be implementing an action plan to embed the changes and improve its technology to enhance the new operating model. 							
2. No families in Bed & Breakfast for more than 6 weeks [S]	0	0	→ 0	→ 0	0	Target Achieved	Benchmark: At the end of Q4 of 16/17 2,503 h/holds were living in TA in Westminster. Above the London average (of 1,696) and 7th highest amongst all London LAs. Source: MHCLG
3. Reduction in rough sleepers spending more than one night out	New KPI	70%	→ 75%	→ 80%	75% (169/226)	Target Achieved	Reporting period: February 2018, single snapshot count
Development Planning							
4. % of 'non-major' planning applications determined within 8 weeks [S]	64%	68%	→ 68%	→ 70%	78% (4,368/5,570)	Target Exceeded	Benchmark: Up from 72% at end of 2016/17 (London average of 79%). Reporting Period: October 2016 – March 2017 (MHCLG requirement)
5. % of 'major' planning applications determined within 13 weeks i.e. larger scale development. [S]	69%	60%	→ 60%	→ 62%	84% (78/93)	Target Exceeded	Benchmark: London and inner London average was 83% for 2016/17 Reporting Period: October 2016 – March 2017 (MHCLG requirement)
6. % planning appeals determined in favour of the Council (Excluding telephone boxes)	65% (216 of 334)	55%	→ 60%	→ 65%	70% (145/206)	Target Exceeded	Previous year figures include telephone boxes. A benchmarking exercise to compare performance with adjoining Boroughs is to be undertaken at year end. Planning Reporting Period: April 2017 – March 2018 (MHCLG)

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at YE ¹	Target assessment ²	Other contextual insight
		Minimum	Ideal	Aspirational			

Property and Estates

7.	Increase total income generated from the council's investment portfolio	£510,000	£325,000 (6.5% growth)	→	£400,000 (8% growth)	→	£500,000 (10% growth)	£721,000	Target Exceeded	Reporting period: April 2017 – March 2018
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Growth and Economy

8.	New Enterprise Space created	35,100	36,000	→	40,000	→	44,000	1,000	Target Missed	
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↳	Project name	Paddington Works - 19,500 sq ft	Ingestre Court - 15,000 sq ft	Somerset House - 6,000 sq ft
	Progress/Mitigation	Grant agreement and legal agreement close to being signed. Fit out has commenced – delayed due to need for landlord consent, complicated by change of landlord	Received court decision in our favour. Live In guardian given 14 days to leave as of 8 May. They can however appeal to High Court. Lease agreement being agreed with preferred operator.	Match funding now secured through a Good Growth Fund application
	Timeframe	The anticipated launch is September 2018.	The anticipated launch is Winter 2018/19.	The anticipated launch is May 2019.

9.	Connect 1,000 businesses to super and ultrafast broadband	0	300 connected	→	330 connected	→	360 connected	261 vouchers issued (53 connected)	Target Missed	
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↳ **Service commentary:** Despite the receipt of applications small and medium-sized enterprises are failing to provide sufficient evidence to meet the European Regional Development Fund evidencing requirements so we are seeking more information from applicants to issue vouchers. The launch of the national voucher scheme has meant the take up has reduced making the target less achievable (see Risk section of main report).

10.	Westminster Employment Service will seek to support 500 unemployed residents into work	442	450	→	500	→	550	881	Target Exceeded	392 of these were long-term employed. We will report on sustainment rates achieved during 2017/18 in the next reporting period. We are currently verifying all data and sustainments are recorded for the number of residents still in employment after 6 months
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11.	Number of external apprenticeship opportunities created with Westminster based employers	New KPI	90	→	100	→	110	115	Target Exceeded	The top three sectors are construction, property and professional services.
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Target range definitions ¹	Minimum	The absolute minimum level for the KPI that will still allow the service to deliver
	Ideal	A level which is acceptable for service continuity
	Aspirational	The level at which the service is improving beyond current capability

YE Target assessment definitions ²	Target missed	Failed to achieve the minimum target level
	Target exceeded	Achieved above the Ideal target level
	Target achieved	Achieved ideal target level
	Minimum standard met	Achieved the minimum target below ideal level

City for All Tracker

The table below provides a progress update at the end of Q4 (March 2018) on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering on by the end of 2017/18.

City for all Pledge	Delivery Status	Progress update at the end of the reporting year														
Civic leadership																
Increase our support for the city's businesses by working closely with our excellent Business Improvement Districts,	On Track	<ul style="list-style-type: none"> There are updates against the renewal and alteration of local BIDs: <table border="1" data-bbox="1034 480 1783 675"> <thead> <tr> <th>BID</th> <th>Renewal & alteration update</th> </tr> </thead> <tbody> <tr> <td>PaddingtonNow Renewal</td> <td>Successfully administered</td> </tr> <tr> <td>Baker Street Quarter Partnership</td> <td>Renewal and alteration successful</td> </tr> <tr> <td>New West End Company Occupier BID</td> <td>Renewal and alteration successful</td> </tr> <tr> <td>Northbank</td> <td>23rd February</td> </tr> <tr> <td>Victoria New BID area</td> <td>July 2018</td> </tr> <tr> <td>Fitzrovia</td> <td>Being explored</td> </tr> </tbody> </table> BID Roundtables have also been held on a regular basis where BIDs can engage with the Cabinet Member. 	BID	Renewal & alteration update	PaddingtonNow Renewal	Successfully administered	Baker Street Quarter Partnership	Renewal and alteration successful	New West End Company Occupier BID	Renewal and alteration successful	Northbank	23 rd February	Victoria New BID area	July 2018	Fitzrovia	Being explored
BID	Renewal & alteration update															
PaddingtonNow Renewal	Successfully administered															
Baker Street Quarter Partnership	Renewal and alteration successful															
New West End Company Occupier BID	Renewal and alteration successful															
Northbank	23 rd February															
Victoria New BID area	July 2018															
Fitzrovia	Being explored															
Opening our sixth major enterprise space with Hub Paddington	Off Track	<ul style="list-style-type: none"> Delays due to the developer not handing over the keys to our investment partner and not completing formal handover— Although the year-end target will not be met, significant progress has now been made at the site and we are expecting the centre to be at least partially open by September. 														
Ensure there is access to the best local talent to help our businesses grow, through 150 jobs created by Recruit London.	Achieved	<ul style="list-style-type: none"> Through the contract with the Council, Recruit London delivered 155 job starts in 2017/18 														
We will launch the Westminster Lion Awards to recognise the huge contribution of businesses who employ and invest in apprentices, work with local voluntary groups and improve our environment	Achieved	<ul style="list-style-type: none"> Case studies for responsible business activity were showcased in the 'Get Involved: Corporate Social Responsibility' Booklet. We provided a pro-bono venue space through our business engagement contacts at the Goring Hotel and provided a financial contribution by covering half of the catering and hire for the event. Moreover, we have promoted the programme with business engagement contacts to maximise the number of applications. We have had positive responses from businesses and some are in the process of applying. Seventeen Westminster businesses have been recruited to the new Heart of the City programme. 														
Building homes and celebrating neighbourhoods																
Deliver 1,850 affordable homes by 2023 to give families the chance to lay down their foundations	On Track	<ul style="list-style-type: none"> 151 affordable housing units were delivered in 2017-18 against the target of 172. Queen Anne's Gate and Greek Street, both planned for 2017/18, slipped and are now anticipated to complete in 2018-19. Nevertheless, we remain on track to meet the 1,850 target by 2023. 														
Open new Moberly Leisure Centre, part of a £26m investment providing the best community sporting facilities for Westminster residents	On Track	<ul style="list-style-type: none"> The main works are now complete with the final programme of works underway which include the completion of finishes to the walls and floors, fixing of leisure equipment, external highway works, commissioning and a managed hand-over of each leisure space. On track for completion by May 2018. 														
Invest a new £900k government fund to tackle homelessness before people lose their homes. We will commit to reducing the number of families who become homeless over a three year period, showing early intervention works	On Track	<ul style="list-style-type: none"> The new service, focussing on a tailored housing options approach for singles and families, is up and running. The service better addresses clients' support needs and priority for housing and provides more self-help tools and a greater digitalisation of the service. The number of households accepted as homeless is down from 496 in 2016/17 to 443 in 2017/18. 75 households have had their homelessness duty discharged into the private sector, thus reducing the cost to the Council of providing temporary accommodation 														

City for all Pledge	Delivery Status	Progress update at the end of the reporting year
Creating a greener city		
Lead the way in demonstrating how responsible city government can address growing concerns over poor air quality. We will launch our new Clean Air Strategy filled with measures to improve air quality in the city.	On Track	<ul style="list-style-type: none"> The Church Street Green Spine provides a greener, safer, more pedestrian friendly route to school with better air quality. Oxford Street - some initial work on signing has been undertaken but a wider active travel programme will be developed in 2018/19. An outline West End Partnership delivery plan has been produced and work is continuing to prioritise and deliver the freight management pledge All projects in Place Shaping maximise opportunities for green space, in recognition of its multiple benefits for people through, for e.g., improved air quality, physical and mental wellbeing and access to nature. Where new green spaces cannot be created, green infrastructure in other forms is integrated where possible and appropriate. E.g., the Green Spine in Church St creates additional green space in an area of open space deficiency by greening the streets and joining together two existing parks; Hanover Square is being extensively refurbished to create a valuable green lung in this busy district near Oxford St, especially pertinent given the huge numbers of people exiting the new Crossrail station adjacent to the square when it opens shortly. Buy in from the trade on the anti-idling campaign has been achieved and monthly meetings with the taxi trade continue
Take direct action by refurbishing City Hall to make it 45% more energy efficient and bring forward a new Sustainability Manifesto to set the green agenda in Westminster	On Track	<ul style="list-style-type: none"> City Hall decant has been completed and the construction phase is under way. Practical completion of City Hall is expected December 2018. The building was successfully topped out in accordance with the programme on the 13th March 2018.
Roll out the first green business club across Westminster, making it easier for businesses to make their buildings more energy efficient	Off Track	<ul style="list-style-type: none"> To date vouchers have been issued to 261 Small and medium-sized enterprises through the Connect Westminster Project. Despite the receipt of applications, Small and medium-sized enterprises are failing to provide sufficient evidence to meet the European Regional Development Fund evidencing requirements so are seeking more information from applicants to issue to vouchers. The launch of the national voucher scheme the take up has reduced making the target less achievable (see Risk section of report).
Create seven new horticulture hubs, bringing people together in schools and community spaces to grow their own food.	Off Track	<ul style="list-style-type: none"> 6 new horticultural hubs created this year, making a total of 21 new growing spaces created by the Food Growing Programme. Despite repeated attempts, it has not been possible to create the 7th site this year at Westminster Academy.
Maintaining a world class Westminster		
Put the first spade in the ground for Baker Street Two Way and Bond Street public realm improvements ensuring the city is ready and looking its best to greet the extra footfall expected in the West End following the opening of the Elizabeth Line.	On Track	<ul style="list-style-type: none"> Both Baker Street and Bond Street are currently on site and delivering to programme
Along with TfL we will be speaking to residents, businesses and visitors to help us shape the future of the Oxford Street district so that it remains the UK's best known Shopping and entertainment destination	N/A	<ul style="list-style-type: none"> The pedestrianisation of Oxford Street will no longer go ahead following formal consultations, which closed on 3 January 2018. The City council are now working ON other proposals to improve the Oxford Street district and will share them with residents, business and visitors for discussion in the early autumn.
Invest a total of £2.1m over the next three years in a new assessment centre to help people off the streets quickly and to make sure that vulnerable people are given targeted support for any drug, alcohol and mental health issues	Achieved	<ul style="list-style-type: none"> Assessment centre is open and fully operational.

1.5 Corporate Services

Achievements:

MyWestminster account goes live and implementation of the first phase of Report It forms complete

The MyWestminster account provides customers with the functionality to create an account enabling access to services, receiving updates, making requests and reporting issues and incidents. This has enabled a channel shift away from email and telephone calls towards self-service and automated-services, which will deliver a reduction in duplication of effort and an improved time to respond.

Outputs delivered

The MyWestminster account has been launched with customers able to create and track the status of cases that have been raised. The first phase of Report It has been completed which includes the ability to raise reports for dumped rubbish, noise, missed waste collection, graffiti or flyposting, road or pavement damage, drainage or surface water, street lighting fault, food safety problem, overflowing street bin and smoke & odours.

Outcomes achieved

A good uptake of the new channel has been reported despite 'Soft launch' with no promotion or advertising. More than 1,000 accounts have been created and over 2,500 cases raised at the end of March 2018. Feedback gathered from customers of the new channel has been positive.

Managed Services Programme

During the period 2017 – 2018, the BT service has been stabilised, the contractual position was regularised and a replacement partner has been agreed.

Outputs delivered

Transition is planned for Autumn 2018, enabling us to continue to order goods and services and pay for them in a timely and efficient manner, raise invoices and manage our income successfully to deliver value to our residents and businesses

Outcomes achieved

We have successfully stabilised the existing service with BT and regularised the contractual position, reaching an agreement for early exit in the period 2017/18. The service chose Hampshire County Council (HCC) as our new partner organisation to provide the majority of services currently provided by BT (HCC have a track record for successfully delivering similar core requirements to other local authority organisations).

Trexit implemented - services reorganised from a Tri-Borough model to a Bi-Borough model

Outputs delivered

The Tri-Borough to Bi-Borough restructuring programme was conducted in full consultation with staff and the Councils' trade union. In particular, positive working relationships have been developed and maintained with trade unions throughout the programme with no legal challenge

Outcomes achieved

All people data was collated and provided as feedback to the Children's and Adult Social Care senior management teams to allow them to successfully re-structure from Tri-borough to Bi-borough services. Organisational Development (WCC & RBKC) together with colleagues in Communications worked with Children's and Adult Social Care to engage their workforce on the new Bi-borough service. The service also supported a successful Bi-Borough launch day on the 16th April for the services in creating an action plan for the next 3 to 9 months.

Risks and Issues:

Loss of major IT systems due to either systems failure or cyber attacks

Impacts and consequences

Inability to deliver core Council systems that are either Council-wide (e.g. email) or Council Service-specific (e.g. for Children), which could result in significant operational, financial and reputational damage.

A permanent loss of data, harming customers and services, which results in fines and significant recovery costs.

Council reputation and staff morale may also be impacted.

Mitigation and progress

- Extension of WCC & RBKC telephony service contracts to April 2020
- Microsoft license covering our security software renewed for a further three years
- Windows 10 rollout to be completed by April 2019 to further secure end-user devices and avoid data breach instances
- IT Security Governance process and policies completed
- Public Services Network (PSN) compliance secured for a further year until June 2019

Accidental or malicious loss of Council data

Impacts and consequences

Data breaches which result in harm to one or many Council customers, significant reputational damage and fines from the Information Commissioner's Office (ICO).

Mitigation and progress

- Microsoft licensing renewed for a further three years including security software.
- Microsoft Intune mobile device management software to be rolled out across both Councils - currently installed for Councillors
- Public Services Network compliance secured for a further year until June 2019
- Member accounts secured and provided with devices with standard Council security software
- Forwarding functionality to Member personal email addresses for Council business, disabled
- GDPR action plans with mitigations and regular engagement in place for every department
- Data Protection Officer (DPO) post in place with Legal Services
- GDPR Officer post in place with IT to support DPO
- Continued implementation of Agile working practices, using SharePoint and Office 365 for collaboration to reduce printed materials and risk of paper data loss

Core business processes are interrupted as a result of the transition to Hampshire (HCC)/ IBC

Impacts and consequences

Inability to pay suppliers and staff, collect debt and income and maintain the accounts of the Council.

Mitigation and progress

- Active involvement of subject matter experts across the council in the design and build of the system
- Three phase testing plan covering systems integration and user acceptance testing (UAT)
- Post live support from HCC and Deloitte
- Detailed business deployment, communications and training plans

Key Performance Indicators

The table below presents the latest cumulative outturns for YE (April 2017 – March 2018), unless indicated. The KPIs presented here have been selected to monitor performance against key service activities within the directorate.

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at YE ¹	Target assessment ²	Other contextual insight
		Minimum	Ideal	Aspirational			
ICT							
1. No. of major business impact Priority 1 incidents per quarter such as a total loss of network connectivity at a site, the Finance system being unavailable or the inability of Users to log-on to the system	16	6 Quarterly	3 Quarterly	0 Quarterly	22 (quarterly average of 5.5)	Minimum standard met	Impact: User disruption at smaller sites with no network resilience due to ongoing streetworks. All impacts were resolved within the 5 hour SLA, minimising user disruption
↳	<ul style="list-style-type: none"> Service commentary: Four separate issues affected different areas of the service through the quarter. All were resolved within the SLA. We have further ramped up the comprehensiveness of our priority 1 reporting, so although the impact of Priority 1 incidents to WCC has reduced in the last financial year, we now have complete visibility of IT issues resulting in a higher number. The largest single group (8 Virgin Media calls) were due to temporary failures in network circuits to Libraries. These typically followed street works or wider telecoms failures within the Virgin Media Business Service. The RBKC in-house team manage a range of critical services for WCC including Active Directory Federation Services (ADFS) authentication for O365 and Agresso. These have been most susceptible to the external cybersecurity threats in last financial year. Mitigation: We will continue to assure service resilience, through costed recommendation for multiple network links where appropriate and ensure business critical services are delivered with no single point of failure. We will implement changes to the infrastructure, such as monthly software patching and ensure upgrades to systems are tested to minimise impact where appropriate. 						
2. Achieve positive responses based on client satisfaction lifted from the Our Voice Survey (Question: 'I have the equipment and resources I need to do my job')	New KPI	30%	50%	70%	65%	Target exceeded	
Procurement Services							
3. Number of Waivers of the Procurement Code	58	60	50	40	72	Target missed	Impact: There have been additional Waivers of the Procurement Code resulting in some direct awards of contracts without competition and the risk of lost value to the Council
↳	<ul style="list-style-type: none"> Service commentary: Due to a lack of planning, a change in service requirements, in some cases a lack of resources and a by-product of Brexit, programmes have been delayed resulting in the need to extend existing supply arrangements and direct award a new contract without competition. This will be documented and reported to both ELT and the Audit & Performance Committee Mitigation: Comprehensive Forward Plans of contract and sourcing activity including Category Plans will be developed for all major spend areas. These will include all spend areas managed by Procurement Services but in conjunction with ASC and CHS Services where procurement activity is devolved Timeframe for improvement: October/ November 2018 						
4. Number/ percentage of contracts awarded that include the benefits of Responsible Procurement	48%	85%	90%	95%	87%	Minimum standard met	Impact: The actual value of Social Value committed is intangible and therefore cannot be quantified in terms on a measured opportunity cost. The impact of marginally reaching the minimum target is therefore considered low.
↳	<ul style="list-style-type: none"> Service commentary: Contracts where no Social Value was included have been reviewed. The majority of contracts failed on SV is due to our negotiation position being too weak to leverage and/ or the urgency of the requirement which demanded a pragmatic decision to be made and exclude Social Value. For example, award of Private Health Care Contract, saw a very limited number of providers and therefore the Council's buying position was weak. Mitigation: The primary issue is whether Social Value is actually delivered through the life of the contract through good contract management as opposed to what the supplier has promised. This will be an ongoing activity aligning both sourcing and contracts management with Responsible Procurement outcomes. Timeframe for improvement: 2018/19 will continue to be a focus for Responsible Procurement. 						

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at YE ¹	Target assessment ²	Other contextual insight
		Minimum	Ideal	Aspirational			
5. Service savings delivered (in year)	£5.2M	£1.5m	£2m	£3m	£6.8m	Target exceeded	
Legal Services							
6. Achieve an overall client satisfaction level of 65% in 2017 increasing to 70% in 2018 as measured by our customer satisfaction survey and end of matter questionnaires	New KPI	60%	65%	70%	94% (47/50)	Target exceeded	
7. Meet the agreed time frames for legal cases in each area	New KPI	80%	90%	100%	94% (983/1,045)	Target exceeded	
People Services							
8. Reduce the total population of TACS	236	200	175	150	263	Target missed	Impacts: People Services are offering support to explore other resource strategies with particular focus on those roles that are more challenging to recruit. This could be an increased cost to the Council in the lead up to the Hampshire County Council implementation and a further likelihood of missing our targets in the next quarter until secondments/backfilling come to an end.
↳	<ul style="list-style-type: none"> Service commentary: TAC numbers have steadily increased from the original peak in April 2016 and are now at their highest. The main reasons for this are increased recruitment of interim staff in response to Grenfell and interims employed while the new Bi-borough structure is finalised following Trexit. TACs are filling vacancies due to be deleted for savings in planned reorganisations, backfilling roles for staff seconded to the Hampshire project and TACs with specialist skills are being engaged on the Digital Programme. Mitigation: Business Partners will continue to work with directorates to look for where it is appropriate for alternative resourcing to be engaged Timeframe for improvement: July 2018 						
9. Achieve a positive % increase in the Our Voice Survey: Q - My line manager gives me constructive feedback on my performance	69%	70%	75%	80%	65%	Target missed	Impact: Managers are critical in enabling the desired culture change and delivering the people strategy.
↳	<ul style="list-style-type: none"> Service commentary: All directorates have shared Our Voice results with their teams - managers have attended culture of action workshops - we are revamping Performance Management approach which will enable constructive feedback to be at the centre of the new process Timeframe for improvement: The Council's new Performance Management process will be launched in June. Ongoing actions such as the pulse survey and Our Voice will be reviewed at ELT to agree next steps and address any areas of concern. 						
10. Leadership Academy 1 - Deliver internal capability programme to deliver Academy events.	9	18	24	30	18	Minimum standard met	Impact: 21 was an appropriate result based on capacity and available resource during the year
↳	<ul style="list-style-type: none"> Service commentary: 13 people are currently on Internal Capability (IC) 1 and 2 and 8 people are currently training to be part of IC 3 which would result in a total of 21. Mitigation: We have offered IC training to those at Band 3 who have been highlighted by TDP as talented individuals. We have highlighted to managers that this will be a good development opportunity for their staff and a worthwhile investment. Timeframe for improvement: Next 3-6 months 						

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at YE ¹	Target assessment ²	Other contextual insight
		Minimum	Ideal	Aspirational			
11. Leadership Academy 2 - Ongoing delivery of Leading the Westminster Way and Working the Westminster way; for new leaders and joiners to WCC	78	N/A	⇒ 2 cohorts	⇒ N/A	7 cohorts	Target exceeded	Insight: We have had 51 attend the Working the Westminster Way programme. There has not been a cohort in Q4 for Leading the Westminster Way but cohort 7 is due to start in the next two weeks.
12. Talent Management: All Executive Talent to have a tailored development programme during 2017/2018	N/A	N/A	⇒ 100%	⇒ N/A	100% (28/28)	Target achieved	
13. Ensure staff turnover is managed at appropriate benchmark levels (excluding redundancies)	16%	16%	⇒ 15%	⇒ 14%	14%	Target exceeded	
14. Reduce the number of TACs employed for more than 12 months to no more than 25% of total TACs	24%	30%	⇒ 25%	⇒ 20%	23% (60/263)	Target exceeded	Insight: 25.8% at Q3. Business Partners will continue to work with directorates to look for where it is appropriate for alternative resourcing to be engaged

Target range definitions ¹	Minimum	Ideal	Aspirational
	The absolute minimum level for the KPI that will still allow the service to deliver	A level which is acceptable for service continuity	The level at which the service is improving beyond current capability

YE Target assessment definitions ²	Target missed	Target exceeded	Target achieved	Minimum standard met
	Failed to achieve the minimum target level	Achieved above the Ideal target level	Achieved ideal target level	Achieved the minimum target below ideal level

City for All Tracker

The table below provides a progress update at the end of Q4 (March 2018) on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering on by the end of 2017/18.

City for all Pledge	Delivery Status	Progress update at the end of the reporting year
A Smart Council Allow residents to keep track of their payments and contacts with the council online through a new 'MyWestminsterAccount' taking the next step in our digital journey by spending money wisely to reduce bureaucracy.	Achieved	<ul style="list-style-type: none"> Phase 1 activities of MyWestminster (my account), and Report-Its for Echo, Uniform and Confirm are Live in Service.

1.6 City Treasurers

Achievements:

Budget Progress 2018/19

The Council advanced its budget process considerably, agreeing the vast majority of the budget savings on 8 November 2017, around 4 months in advance of final approval of the budget in March 2018. In addition, Council in November 2017 also received and agreed the capital strategy, treasury management strategy, investment framework and noted the draft HRA business plan.

Outputs delivered

A deliverable balanced budget for 2018/19 covering all aspects of the Council's finances.

Outcomes achieved

The early approval of budget proposals provides additional time for services to undertake implementation planning. This provides increased deliverability assurance.

The Council's Investment framework

This framework will deliver a new approach to risk management and asset classification and will also allow the treasury portfolio to deliver increased investment returns.

Outputs delivered:

The Council's first comprehensive investment framework has now been agreed. Reporting will be throughout the financial year 2018/19 with the first improvement being that the framework itself (which did not previously exist) has been developed. At the date of writing no specific targets have been set because it is a brand new venture. The financial outcomes of the framework will however be reported on during the course of the financial year.

Outcomes achieved

The first comprehensive investment framework aims to make best use of Council assets to deliver maximum returns. This will be implemented during 2018/19. The framework will deliver increased returns and better value for money by making investment decisions on a holistic basis, maximizing use of capital by deploying it to investments with durations that match the capital strategy.

2017/18 Accounts Closure

We were successful in closing the accounts immediately after the year-end. The Council has maintained its position as not only the first local authority in the UK to produce its accounts but also completing the closedown and audit process more promptly than any other major organisation, private, public or voluntary in the country.

Outputs delivered

The accounts were delivered to the auditors, one calendar day after year-end and six calendar days earlier than in the previous year.

Outcomes achieved

The achievement of this challenging timeframe not only sets the Council apart from all other public bodies (and all of the FTSE-100), but allows financial management resources to be focused on supporting services and adding value.

Risks and Issues:

Review of central government funding allocation (settlement)

A review of the funding allocation formulas used by Central Government could mean that Westminster City Council's share of funding is proportionately reduced in favour of other Local Authorities. There could be gains and losses which will alter the business rates top up / tariff adjustment for individual authorities.

Impacts and consequences

This has the potential to reduce the Council's revenue allocation specifically from the current damping grant allocation and impact on the sustainability of services.

Mitigation and progress

The Fair Funding Review initially promised to review funding baselines for every authority alongside the introduction of 100% business rate retention in 2019/20, but it is thought that the outcomes of the review will now come in in 2020/21. In 2013 the Council was awarded a "damping grant" and that entitlement could cease over the course of a number of years. Key indicators of the likely changes such as deprivation, area cost adjustment and population growth are also currently being assessed.

Timeframe for improvement:

In the event that other indicators as part of a new formula do not work in the Council's favour it is possible the Council could suffer a reduction in resources from 2020/21. Detailed work will be performed with more certainty surrounding formula amendments and will be incorporated into the 2020/21 budgeting process.

Fair outcome for the City Council on Business rates appeals

There was a revaluation in 2017. It is expected that a large percentage of Westminster businesses will challenge their 2017 rateable values; with the majority using professional rating agents (around 69% of Westminster businesses challenged their 2010 rateable value).

Impacts and consequences:

Central Government is currently proposing to localise business rates retention from the current 50% to 75% in 2020/21 which is a change from the 100% originally envisaged. The increase in the level of localisation of business rates will transfer the exposure of backdated appeals to local authorities. This may ultimately reduce the overall yield that will be used as part of the Council's core funding. Furthermore, a full reset of the baseline in 2020/21 may remove any growth above baseline that the Council has obtained to date.

Mitigation and progress:

The Valuation Office agency has implemented a new appeals process. The number of appeals is lower than under the preceding appeals process but, given the adverse comments by businesses and rating agents as to the difficulty of making a challenge it is hard to draw any conclusions as to whether the new process will reduce the level of refunds. The Council is also part of a funding system design working group to ensure any changes to core funding is managed in its best interest.

Timeframe for improvement:

Resolution of this issue may take until the next system reset, currently scheduled for 2020/21

Implementation risk stemming from the Enterprise Resource Planning (ERP) system and Managed services model system with Royal Borough of Kensington and Chelsea

Impacts and consequences:

The implementation of the Enterprise Resource Planning places a significant strain on existing resources and if not appropriately mitigated could either negatively impact the implementation or the team's ability to adequately perform business as usual

Mitigation and progress:

To mitigate the operational risk a core project team has been formed which includes implementation specialists and key team members from each team. Temporary staff members have been put in place to ensure that business as usual remains unaffected and the team is able to deliver the same standard of service excellence it has become associated with.

Timeframe for improvement:

The project team began operating at the beginning of January, project staff will assist with the closing process where required and remain committed to ensuring a transition from Agresso to the new system.

Key Performance Indicators

The table below presents the latest cumulative outturns for YE (April 2017 – March 2018), unless indicated. The KPIs presented here have been selected to monitor performance against key service activities within the directorate.

Key performance indicator	2016/17 position	2017/18 target ranges ¹				Position at YE ¹	Target assessment ²	Other contextual insight
		Minimum	→ Ideal	→ Aspirational				
City Treasurers								
1. Percentage of business rates collected	98.40%	96%	98.5%	99.5%	98.4%	Minimum standard met	Impact: Missed ideal target by 0.1%, net impact is we remain broadly on budget	
2. Percentage sundry debtors (more than 1 year old) of total gross sundry debtors	6.2%	20%	5%	0%	12.9% (£3,209/£24,870)	Minimum standard met	Impact: The net impact is we remain broadly on budget and continue working towards the ideal target	
3. Variance between budget and full year forecast	£17.201m under spend	£0m variance	<£5m under spent	-	£10.088m underspent	Target achieved	Impact: As reported to the audit and performance committee on 23rd April, the bulk of the underspend was due to additional income received over and above that which had been budgeted for.	
4. Variance between capital budget and FY forecast	£23.513m (-15.6% of budget)	-	£0m On budget	-	£29.522m positive variance	Target achieved	Impact: It would be red or amber if it was a) overspent or b) if the underspend was higher or c) if the bulk of the underspend was caused by major schemes slipping (as opposed to large variances due to for example pension deficits or contingency not being used)	
5. % of payments made via Purchase Order	76.90%	96%	98%	99%	98.2% (38,278/38,995)	Target exceeded		
6. Percentage of council tax collected	96.40%	95%	96.5%	99%	96.5%	Target achieved		

Page 58

Target range definitions¹	<p>Minimum The absolute minimum level for the KPI that will still allow the service to deliver</p> <p>Ideal A level which is acceptable for service continuity</p> <p>Aspirational The level at which the service is improving beyond current capability</p>	YE Target assessment definitions²	<p>Target missed Failed to achieve the minimum target level</p> <p>Target exceeded Achieved above the Ideal target level</p> <p>Target achieved Achieved ideal target level</p> <p>Minimum standard met Achieved the minimum target below ideal level</p>
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1.7 Policy, Performance and Communications

Achievements:

First draft of the City Plan

Westminster's City Plan is the key policy document for determining planning applications in Westminster. The first draft of the plan will be available after September 2018, which will be going to consultation in June.

Outputs delivered

Members of the planning policy team have been drafting and refining the latest iteration of Westminster's City Plan. Colleagues have engaged with stakeholders from across the Council and the draft has now been completed to first draft. The draft will then be consulted upon in June.

Outcomes achieved

The City Plan will provide a framework for the development and use of land in Westminster that will support the local economy and environment. It will take in account social factors and seek to engage with external plans from the Mayor of London and Transport for London.

City Intelligence Suite developed

Using business intelligence capability to bring together a suite of data profiles.

Outputs delivered

We have harnessed BI tools to establish a series of products which will be refined and developed under the City Intelligence umbrella in 2018/19. This brought together the Ward Profiles, City Profile, Neighbourhood and Intelligence Profiles and the City Survey to provide a much higher plane of insight, accessibility and consistency in work across the organization.

Outcomes achieved

The ward profiles have already been published, getting over 1300 hits since their launch. The increasing deployment of BI reporting tools will enable wider self-service across the organisation and further use of dashboards and automation are likely to provide opportunities to free up resource that can deliver more intelligent and integrated performance product.

Community Contribution scheme launched

In the Autumn of 2017 letters were sent to 15,600 Band H Council Tax Payers to consult on the appetite for a scheme that would enable the wealthier residents of Westminster, to pay further financial contributions that could support new services in the Borough.

Outputs delivered

Almost 1,000 residents responded, with an endorsement for the proposals amongst those in the most valuable properties, also clear preferences for how the money should be spent (older people in isolation, youth and rough sleepers) and the need to make the donations tax- efficient. Letters were sent out with Council Tax Bills in March 2018, setting up in collaboration with Finance and Corporate Services colleagues, processes for receiving payment, and tracking payments for the Westminster Charitable Trust who will ultimately spend the money raised.

Outcomes achieved

At the middle of May around £340k had been contributed. During the consultation, clear preferences were made for how the money should be spent (older people in isolation, youth and rough sleepers) and the need to make the donations tax- efficient. In 2018/19 PPC will work with subject matter experts in King's College to deliver a randomised control trial to help understand how to encourage more people to get involved. The consultation also revealed that many people who supported the scheme, were non-cash rich residents who supported the basis for the proposal, but were unable to contribute themselves.

West End LIVE

West End LIVE took place in Trafalgar Square on 24th and 25th June 2017. Celebrating its 13th year, the free musical extravaganza showcased the best of the West End.

Outputs delivered

Shows performing at the event included West End long-runners Les Miserables, The Phantom of the Opera and Thriller Live, as well as sneak peeks at the upcoming productions of Five Guys Named Moe, Legally Blonde and The Wind in the Willows.

Outcomes achieved

The event continues to attract crowds of more than 500,000 people over the course of the weekend and 83% of visitors spent more time in the West End due to West End LIVE. It contributes a net gain of £4.5m to Westminster's economy and 97% of visitors rated their overall experience of the event as good/very good.

#MyWestminster Day

Westminster enjoyed the first annual #MyWestminster day which saw people from all backgrounds come together to celebrate living in the heart of the city. The idea to bring local people together was the brainchild of former youth MP Hamza Taouzzale and was supported by the Leader of the Council, Cllr Nickie Aiken as a key part of the Council's City for All vision.

Outputs delivered

Over 1,000 residents came down to enjoy the day which took place on Sunday 18th June. Families and residents enjoyed attractions such as music by local acts, face painting, karaoke, dancing, and a Father's day race.

Outcomes achieved

Advice on employment and training opportunities for residents was also on offer, along with food and drink stalls provided by Maida Hill Place, a social enterprise supporting local food entrepreneurs. Over 100 people came to talk to the Westminster Employment team and 27 people registered for the service.

World Class Events support

During the year, the City Promotions, Events and Filming team have helped to deliver, facilitate and support a number of world class events to our residents, business and partners throughout the City.

Outputs delivered

- Community events ranging from Chinese new year, Pride London in addition to the many other community activities that we support in our open spaces
- Mass-participation sporting events that encourage health and wellbeing across the city such as the London Marathon, Westminster Mile, BUPA and British 10Ks, Ride London, Tour of Britain and the London Landmarks Half Marathon
- Cultural events to promote the West End, including West End LIVE, the London Film Festival and London Fashion Week
- Many film premieres in Leicester Square
- The annual Christmas light switch on events that take place throughout the city, attracting millions of people into the West End over the festive period;
- Supported Lumiere London, the UK's biggest light festival in January 2018

Westminster City Council's campaign to help EU citizens

Campaign to help EU nationals seeking reassurance and local detail and to voice their concerns in the run-up to Brexit.

Outputs delivered

On the 5th March, Westminster City Council, together with experts from the Home Office and Citizens Advice Westminster, held a free event at which EU nationals living in Westminster could get the latest information on the impact of Brexit and ask any questions they may have.

The event was fully booked with more than 120 people attending and provided an innovative new way for Westminster residents to get accurate and up to date information direct from the Government on the process of applying for settled status and what Brexit will mean for EU nationals living in the UK.

Westminster City Council has already made considerable strides to provide help to EU nationals amid the ongoing Brexit discussions. In November last year, the Council asked Citizens Advice Westminster, in partnership with the Migrants Resource centre, to set up an advice line and drop-in sessions for EU nationals.

In just under three months, it has handled dozens of calls and set up more than 50 face-to-face advice sessions. Nationalities asking for help included Hungarians, Romanians, French, German and Portuguese.

In December 2017, Cllr Aiken wrote to nearly 9,000 EU nationals (those on the electoral register) to promote the advice line and underline the Council's commitment to help.

Risks and Issues:

Brexit

The lack of consensus in Brexit negotiations make a no deal scenario more likely

Impacts and consequences:

- Brexit could lead to political upheaval and a potential change in Prime Minister or government.
- Brexit also creates uncertainty for the economy of the City and the high number of EU nationals that currently work and reside in Westminster.
- Lack of financial mitigation from the Treasury may mean that there are further pressures on local government funding impacting on finances available to deliver services

Mitigation and progress:

The Policy team will be monitoring the convergence and divergence between the sides on the key issues that impact Westminster. There will be further work done with central London partners to understand and articulate specific issues relating to Westminster.

Revenue from filming and events at risk

There are a number of internal and external factors that are impacting on future filming and events revenue

Impacts and consequences:

Residents views on events in parks, Brexit, growing costs of filming in Central London, an inability to grow the advertising sector of the business and the relocation of many filming crews to Manchester and Birmingham are putting revenue from filming and events at risk.

Mitigation and progress:

The team takes every opportunity to consult with residents and are working with finance colleagues to further promote events support with stakeholders. Further analysis will be performed on the impacts of Brexit and filming relocation on revenue.

Key Performance Indicators

The table below presents the latest cumulative outturns for YE (April 2017 – March 2018), unless indicated. The KPIs presented here have been selected to monitor performance against key service activities within the directorate.

Key performance indicator	2016/17 position	2017/18 target ranges ¹			Position at YE ¹	Target assessment ²	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
Policy, Performance and Communications							
1. Number of views on the Open Forum website	New KPI	12,500	15,000	17,500	11,300	Target missed	
2. Total customer calls answered in 30 seconds by the council (new contract agreement)	N/A	= last year	> last year	+2% on last year	80.17%	Target achieved	Insight: A new contract has been agreed with the Agilysis contact centre – 30 seconds is now the target for calls to be picked up (was 60 seconds)
3. Less than 4% of calls abandoned	1.63%	<4%	<4%	<3%	3.78% (11,961/316,842)	Target achieved	
City Survey							
4. Residents feel informed about services and benefits	71%	= last year	> last year	+5% on last year	65%	Target missed	
5. Residents feel informed about plans for your local area	71%	= last year	> last year	+5% on last year	60%	Target missed	
6. Residents have seen the Westminster Reporter	79%	= last year	> last year	+5% on last year	54%	Target missed	

Page 62

Target range definitions ¹	Minimum	Ideal	Aspirational
	The absolute minimum level for the KPI that will still allow the service to deliver	A level which is acceptable for service continuity	The level at which the service is improving beyond current capability

Target assessment definitions ²	Target missed	Target exceeded	Target achieved	Minimum standard met
	Failed to achieve the minimum target level	Achieved above the Ideal target level	Achieved ideal target level	Achieved the minimum target below ideal level

City for All Tracker

The table below provides a progress update at the end of Q4 (March 2018) on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering on by the end of 2017/18.

City for all Pledge	Delivery Status	Progress update at the end of the reporting year
Building homes and celebrating neighbourhoods		
Deliver 1,850 affordable homes by 2023 to give families the chance to lay down their foundations	On Track	<ul style="list-style-type: none"> 151 affordable housing units were delivered in 2017-18 against the target of 172. Queen Anne's Gate and Greek Street, both planned for 2017/18, slipped and are now anticipated to complete in 2018-19. Nevertheless, we remain on track to meet the 1,850 target by 2023.
Champion the 80,000 people who rent privately by making sure homes in Westminster are up to scratch with a city-wide review, using our powers to prevent rogue landlords from exploiting our residents	On Track	<ul style="list-style-type: none"> The survey continues, with 96 properties surveyed to date. There have been ongoing difficulties around access, but further recruitment is being considered to overcome this. Cabinet Member approval of revised enforcement policy is imminent. Training for Environmental Health Officers on new Civil Penalties and interviews for Rogue Landlord Taskforce are both in progress. There have been 12 successful prosecutions of PRS landlords following identification of breaches with circa 274k in fines awarded and 342 notices served to effect improvements in PRS properties
Deliver our Health and Wellbeing Strategy, including redeveloping accommodation for people with care needs to provide extra nursing home places and specialist services.	On Track	<ul style="list-style-type: none"> A review has now been completed which covered the scope of the board, as well as its purpose and membership
Creating a greener city		
Lead the way in demonstrating how responsible city government can address growing concerns over poor air quality. We will launch our new Clean Air Strategy filled with measures to improve air quality in the city.	On Track	<ul style="list-style-type: none"> The new statutory clean air strategy is due to be published by December 2018. Preparatory work is underway and a stakeholder database will be recruited including interested residents and community groups who will have the opportunity to influence the action plan. In particular, a new community air quality monitoring network is being set up (the first meeting will be in July) to allow individuals and schools to record and input local data to help inform the plan.
Bring forward a new Sustainability Manifesto to set the green agenda in Westminster	Achieved	<ul style="list-style-type: none"> The Greener City Action Plan was revised and updated in 2017 to take account of the priorities moving forward which largely focus around air quality, waste and energy. Supporting this, via a number of high profile thought leadership events, the Council published a detailed Air Quality Manifesto in February 2018 setting out ambitious proposals to reduce emissions locally.
Build Westminster's reputation as an environmentally friendly city by bringing forward a new Open Spaces and Biodiversity Strategy to make sure the city's green spaces remain world class.	On Track	<ul style="list-style-type: none"> The consultation was put on hold during the purdah period and further work will be done following the local elections.
Create the first new play streets within the Marylebone Low Emission Neighbourhood, where children can enjoy playing without harmful emissions	On Track	<ul style="list-style-type: none"> A Marylebone Low Emission Neighbourhood Play Street took place on Tuesday 20/3/18 for Halcyon London International School. The Play Street was on Seymour Place between its junctions with Upper Berkeley Street and Seymour Street. The entire school, pupils and staff were in attendance which equates to just under 200 people. This was our first secondary Play Street at lunchtime. Activities consisted of Dr bike, smoothie bike, eco committee road safety exercise about distractions, BMX display, bike jewellery, disco bike, bike market, parklet, MLEN information, refreshment stall, air quality information and cycling skills. Overall feedback from the school was excellent. Residents and other Westminster departments have expressed an interest having Play Streets in their ward/Street.

City for all Pledge	Delivery Status	Progress update at the end of the reporting year
Maintaining a world class Westminster		
Consult on what good growth for Westminster means, asking residents, businesses and all those with a stake in the Consult on what good growth for Westminster means, asking residents, businesses and all those with a stake in the city to contribute to how the City should look in the future	Achieved	<ul style="list-style-type: none"> We have consulted the public on what the right kind of growth means for Westminster and we will produce recommendations once the findings have been evaluated
Set out a clear vision and plan for our night time economy, to promote the interests of residents, businesses and visitors.	Off Track	<ul style="list-style-type: none"> The Evening and Night Time strategy was postponed to allow officers the time to carry out essential research and engagement activity.
This will include the launch of a pilot for the Westminster Licensing Charter in Leicester Square and Piccadilly Circus, setting clear standards for how we work with the night-time industry to promote responsibility and growth	Achieved	<ul style="list-style-type: none"> The Licensing Charter was launched on 30th October 2017.
Civic leadership		
Our councillors will lead Open Forum events for residents, helping local people make a difference to the community and their neighbourhoods	Achieved	<ul style="list-style-type: none"> Multiple Open Forum events have taken place across the city throughout the year. The 2017 City Survey took place with key measures showing stability and improvement such as: <ul style="list-style-type: none"> 86% of residents are satisfied with the way the Council is running the city (down 1%) 76% of residents agree that the Council is making the area a better place to live (up 3%) 71% of residents agree that the Council gives local people good value for money (up 6%) In the year to date, there have been 11,300 views on the Open Forum website
We will launch the Westminster Lion Awards to recognise the huge contribution of businesses who employ and invest in apprentices, work with local voluntary groups and improve our environment	Achieved	<ul style="list-style-type: none"> The Westminster Lion Awards took place at The Goring Hotel on 1st November. Seventeen Westminster businesses have been recruited to the new Heart of the City programme.
Recognise our volunteers during the year through Team Westminster, rewarding their important contribution by giving them time credits which they can spend on learning new skills at City of Westminster College or visiting major London landmarks such as Tower Bridge	Achieved	<ul style="list-style-type: none"> The new voluntary sector support service contract was awarded to One Westminster for 3 years with the option to extend. The implementation of a 6 month action plan between WCC and One Westminster to support the development of all elements of the new contract is progressing well. Most recent statistics show that the highest Time Credit spend was at City Lit, Tower of London and Jubilee Sports Centre.
Implement the recommendations of our Community Cohesion Commission	Achieved	<ul style="list-style-type: none"> The Community Cohesion Report was launched at the Community Cohesion Summit on 29th November 2017. The summit was hosted by the Leader and other members of the Commission in the Lord Mayor's parlour and around 100 key stakeholders from across the city attended. At the summit, attendees discussed how the reports three recommendations could be delivered and this feedback has formed the basis of the action plan, which is in development and planned to be launched in the summer.
Launching the 'My Westminster' campaign to celebrate the diversity and vibrancy of our neighbourhoods,	Achieved	<ul style="list-style-type: none"> Each element of the MyWestminster Programme directly responds to the recommendations in the community cohesion report
A new City for All Day to bring people of all backgrounds together and take pride in Westminster	Achieved	<ul style="list-style-type: none"> #MyWestminster Day was held on 18 June, bringing people of all backgrounds together to take pride in Westminster

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Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	Monday 16 th July 2018
Classification:	General Release
Title:	Annual Contract Review 2017/18
Wards Affected:	N/A
Financial Summary:	N/A
Report of:	Chief Procurement Officer
Author:	Marivie Papavassiliou, Procurement Governance Manager

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 under Performance Monitoring:
- 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 This format of reporting focuses on the [Executive Leadership Team](#) (ELT). The ELT is made up of eight directors, including the Chief Executive, who are responsible for the overall management of the council, for setting and monitoring overall direction, ensuring high performance and for overall risk and reputation management.
- 1.3 This report is a summary of contract data taken from capitalEsourcing and the recommendations recorded from the action logs of the Procurement Assurance Board (PAB) which are used to inform ELT on a quarterly basis, for Westminster contracts only.

1.4 The final element of this report highlights a number of areas where Procurement Services are working to support the Council deliver best value, in terms of Professional development of staff, Contract Management, transition to the new Integrated Business Centre for finance and HR and an update on the General Data Protection Regulations to address priorities for 2018/19.

2. Recommendations

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

3. Background, including policy context and procurement systems

3.1 The Procurement Code sets the mandatory rules on behalf of Westminster City Council (WCC) in regards to the award, management and monitoring of contracts and is aligned with the Councils overall governance practices. It applies to all Members and officers that are responsible for conducting procurement and contract management activity on behalf of the Council. The code informs users of the appropriate governance and procurement assurance processes which ensures good business practices are applied and that the Council achieves best value, whilst ensuring risks are minimised and procurement complies with relevant legislation, corporate strategies and policies.

3.2 A review of the Procurement Code was conducted during quarter 2 of 2017/18 and a number of editorial changes to clarify guidance and tighten definitions that were unclear were recommended to the Cabinet Member for Finance and Corporate Services. The updated Code was published in September 2017.

3.3 Procurement Assurance updates: During the course of 2017/18 there were no formal changes to procurement assurance processes, although a number of reviews were held to consider the following changes:

3.3.1 Capital Programme - Project Management Framework Process. A review of the initiation and delivery of all WCC Capital Projects that involve construction activity was launched. The proposed framework aimed to standardise the basic processes for project management and to achieve consistency of approach and best practice across all projects. It also proposed a centralised governance structure via the Capital Review Group, incorporating Corporate Support such as Procurement Services, Finance and Legal; in effect this would mean the appropriate governance and procurement assurance processes for construction activity would be streamlined and managed via this framework.

3.3.2 Bi-Borough Children's, Adults and Public Health services: During quarter 4 of 2017/18, it was agreed that the Contract and Commissioning Boards for Adult Social Care (ASC) and Children's Services (CS) would integrate and also include Public Health Services. As of April 2018 the procurement

assurance process for Children's, Adults and Public Health Services would be delegated to the newly formed Bi-Borough Integrated Commissioning & Contracts Board. Terms of Reference for this Board are currently being finalised

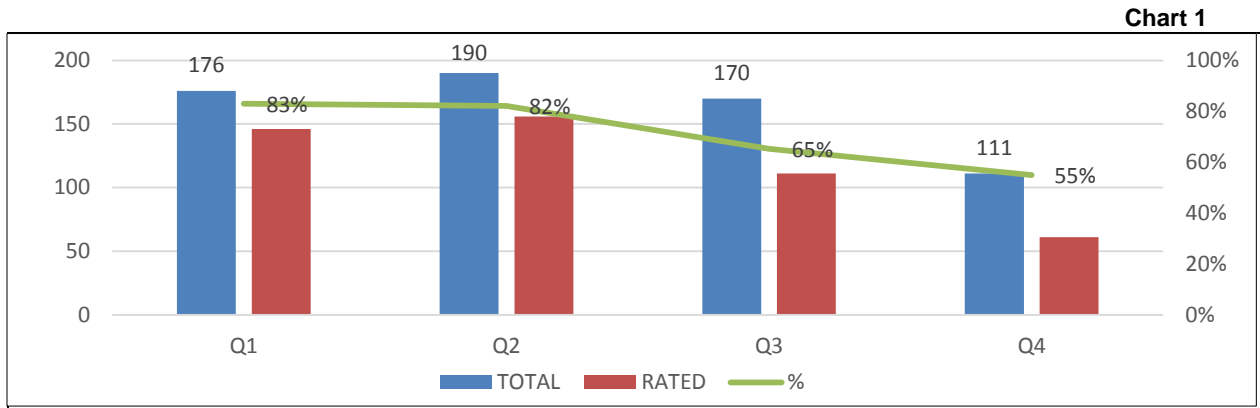
3.4 capitalEsourcing is the Councils e-Sourcing platform for procurement and contract management activity. The contract for this platform was awarded to BravoSolutions in March 2013 with the option to extend for a further 3 years. The option to proceed with the 3 year extension has been taken with the retender for a new sourcing system planned to begin at the end of 2019. The key reasons to support the extension are as follows: Over the 5 year term BravoSolutions have maintained a very good service and have either met or exceeded the KPIs set. The eSourcing platform has improved with their support to develop our usage of the portal to ensure it meets our needs and we get the best out of the contract. BravoSolutions continue to be one of the leading providers in the market, appearing in the latest 17/18 Gartner report.

4. Overall Contract Performance

4.1 The 2016/17 A&P report recognised that the current methodology for recording contract performance is transactional in nature and Contract Manager Feedback presented a general view that this method did not provide a true representation on the overall performance of a particular contract. As such, during 2017/18, Procurement Services aimed to conduct a review of Contract performance with a view to piloting a contract performance score card. This has now been incorporated into a Contract Management Programme which will be delivered during 2018/19. Item 7.1 below provides more details.

4.2 Procurement Services have continued to work with each of the Service areas to ensure overall contract performance is carried out in the system. However it is the responsibility of Contract Managers to carry out the first assessment within the capitalEsourcing system, 12 months following the service commencement date, for all contracts that have a total contract value of £100,000 or above. Compliance of contract managers making a record of contract performance ratings dropped in the last two quarters of 2017/18. This will be addressed in 2018/19 as part of the Contract Management Programme.

4.2.1 The chart below presents quarterly performance ratings over 2017/18.



4.3 The following four categories are currently used to rate overall contract performance: Exceeds expectations; Meets Expectations; Below Expectations; Critical Failure.

4.4 Directorate packs provide an extract of contract performance ratings for all active contracts currently registered on capitalEourcing that **are over £100,000**. It should be noted that this data **excludes all contracts that commenced within the last 6 months of Q4** (as performance will not have been rated.) At the time of this report, there were 127 active contracts of which 65 (51%) were assessed and performance rated:

- 59 (46%) were assessed and rated as 'Meets Expectations'
- 2 (2%) were assessed and rated as 'Above Expectations'
- 4 (3%) were assessed and rated as 'Below Expectations'
- No contracts were performance rated as 'Critical Failure'

4.4.1 Table 1 below provides a breakdown of contract performance by each Directorate.

Table 1

Service Area	Above Expectations	Below Expectations	Meets Expectations	Not Evaluated	Grand Total
Adult Social Care			12	19	31
Growth, Planning & Housing		1	4	17	22
City Management & Communities			18	3	21
Public Health	1	1	5	13	20
Corporate Services		1	11	2	14
City Treasurers Department			5	3	8
Policy, Performance and Communications	1		2	4	7
Children's Services		1	2	1	4
Grand Total	2	4	59	62	127

4.4.2 Of the 127 active contracts, 62 (49%) contracts were 'Not evaluated'. It is important to note that this may not reflect the actual position of each contract, but is indicating that a performance rating has not yet been input into the system. This is being addressed as part of the Contract Management Programme.

4.4.3 Of the 62 Contracts that have not been performance rated in the capitalEsourcing system, 25 have a total value over £1.5million and Table 2 provides a summary by Directorate.

Table 2

Contract Performance - Contracts Not Evaluated over £1.5m				
Adult Social Care – 9 contracts				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Care UK Homecare Limited	Nursing and Res Care Forrester Court	18/08/1999	17/08/2023	£56,722,425
Vincentian Care Plus	Provision of Home Care Services for Westminster - Vincentians	01/11/2015	30/10/2020	£14,700,000
Sage Care Ltd	Provision of Home Care Services - Sage Care Ltd	01/11/2015	30/10/2020	£13,000,000
Healthvision	Provision of Home Care Services - Healthvision	26/09/2016	30/10/2020	£11,900,000
London Care LTD	Provision of Home Care Services - London Care Ltd	01/11/2015	30/10/2020	£11,900,000
Sage Care Ltd	Home Care Services - Contract Area 7	26/01/2016	25/01/2021	£11,700,000
Medequip Assistive Technology Ltd	C858 - Integrated Equipment and Minor Adaptations Services	01/04/2017	31/03/2021	£6,565,404
Healthcare & Transport Services (HATS) Group	Passenger Transport	21/04/2015	21/04/2019	£3,898,091
Central London Community Healthcare NHS Trust	WCC LD Services (Staffing) under s75 Agreement	01/06/2016	31/12/2018	£1,643,370
City Management & Communities – 2 contracts				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Veolia ES (UK) Limited	Residual Waste Treatment and Disposal Contract (Contract 1)	16/09/2017	31/03/2024	£53,113,804
Continental Landscapes Ltd	Management and maintenance of parks, open spaces and cemeteries for Westminster City Council v2 contract	01/04/2017	31/03/2023	£2,059,411
Corporate Services – 1 contract				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Protector Forsikring ASA	WCC Property and Liability Insurance 2017 - 2022	01/04/2017	31/03/2022	£3,035,255
Growth, Planning & Housing – 6 contracts				

Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Morgan Sindall Property Services	Lot 1 – Responsive Repairs and Voids Ref: Y923	01/07/2017	30/06/2027	£129,247,350
Oakray Ltd	LOT 3 - Electrical Services	30/06/2017	30/06/2027	£33,001,370
Precision Lift Services Ltd	LOT 4 - Lifts Services	30/06/2017	30/06/2027	£24,223,620
Morgan Sindall Property Services	LOT 1 Domestic Heating	30/06/2017	30/06/2027	£21,993,570
GEM Environmental Building Services Ltd	Lot 2 Mechanical	30/06/2017	30/06/2027	£19,501,330
Lawtech Group Ltd	T155 - Warwick Low Rise	04/09/2017	20/08/2018	£4,185,642
Public Health - 6 contracts				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Turning Point	Lot 1 WCC Substance Misuse Treatment Service	01/04/2016	31/03/2019	£7,602,404
Central and North West London NHS Foundation Trust	WCC School Health Service	01/04/2017	31/03/2020	£4,509,391
change, grow, live (CGL)	Lot 2 - WCC Alcohol Specific Treatment Interventions Services	01/04/2016	31/03/2019	£3,362,471
Central London Community Healthcare NHS Trust	The Provision of a Health Improvement Team Service	01/04/2014	31/12/2018	£2,208,826
Central and North West London NHS Foundation Trust	Lot 2 - Screening and Contraception in the Community WCC	01/04/2017	31/03/2020	£2,173,000
Turning Point	Lot 1 Sexual Health Promotion and Psychosocial Support WCC	01/04/2017	31/03/2020	£1,975,735
Policy, Performance and Communications – 1 contract				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Agilisys Limited	Customer Contact Centre and Back Office Services	23/06/2014	03/11/2020	£6,310,362

4.4.4 Of the 127 contracts, 4 were performance rated as 'Below Expectations' and are summarised below in Table 3 below. Commentary for these assessments are summarised below.

Table 3

Contract Performance rated Below Expectations				
<u>Children's Services 1 contract</u>				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Caterlink	WCC School Meals Mini-competition	11/04/2016	10/04/2019	£7,500,000
<p>Within this contract there have been concerns over supplier compliance through supply to delivery of food products which did not achieve the required standards in order to be compliant with the halal meat offer. the contractor is currently with critical default notices. Following investigations an action plan and additional monitoring of the supply chain and ordering system have been put in place. Review of this plan has been completed with additional reporting required from the contractor to the LA to include evidence of compliance of the action plan. Ad hoc reviews and visits to supplier are planned for summer break and throughout the Autumn Term. (July 2017)</p>				
<u>Corporate Services – 1 contract</u>				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
BT Global Services	Managed Services for HR, payroll and finance	01/06/2013	31/05/2019	£9,478,000
<p>Well documented below par performance of this contract relating to still outstanding transition activities and general performance. Exit plan fully in progress with transition to a new provider scheduled to complete in the Autumn September 2018</p>				
<u>Growth Planning and Housing– 1 contract</u>				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Amey	Tri-Borough Total Facilities Management Contract and London boroughs framework agreement	11/04/2016	10/04/2019	£61,924,841
<p>The LINK who act as the Intelligent Client Function on behalf of the Councils monitor the performance of Amey who provide the Total Facility Management Services across the Estate in accordance with the Services Matrix. The LINK currently have raised concerns with Amey regarding Hard FM Services and this is being managed through various Boards and Senior Management meetings at CEO level. A recovery plan is agreed and this is monitored to ensure full contract compliance. (Updated 10th Aug 2017)</p>				
<u>Public Health– 1 contract</u>				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Central London Community Healthcare NHS Trust	Contract for the Provision of PH 0-5 and FNP -WCC	01/10/2015	30/09/2019	£12,752,356
<p>This contract is still performing 'below expectations' we are working with the supplier to improve performance. An action plan is now in place and reviewed at fortnightly meetings and it has also been escalated internally. Some improvement has been made and we anticipate that the majority of improvements will be completed by the end of June.</p>				

4.4.5 Of the 127 contracts, 2 are rated as above expectations

Table 4

Contract Performance rated Above Expectations				
Public Health - 1 contract				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Paddington Development Trust	Contract for the provision of a community Champions Project.Mozart Est	01/04/2014	31/03/2019	£250,000
Policy Performance & Communications – 1 contract				
Supplier Name	Contract Title	Contract Start date	Contract End Date	Contract Value
Spice Innovations Limited	Time credits programme	01/04/2015	30/06/2018	£198,597

5. Review of contracts let by the Council for value for money and adherence to the Procurement Code

5.1 The term contracts let refers to all contracts in capitalEsourcing 2017/18 financial year). Contracts that are not registered on the system are not captured in this report

5.2 ELT is issued a quarterly contract review report which provides information on the procurement activity that has taken place in their area of remit. This gives ELT members the opportunity to scrutinise any areas of concern or non-compliance. The quarterly contract review reports are based on contract data from the capitalEsourcing system and recommendations from the action logs of the procurement Assurance Board, reporting on: contracts let and overall compliance with the Procurement Code, Extensions/variations and waivers.

5.3 **Contracts Let:** A total of 104 contracts commenced during the 2017/18 period. Directorate packs provide a detailed summary. An overview is provided below

5.3.1 Contracts let by directorate

Table 5

Directorate	Nos of contracts
Growth, Planning & Housing (WCC)	45
Corporate Services	23
City Management & Communities (WCC)	11
Adult Social Care	9
Public Health	6
City Treasures Department/Finance (WCC)	5
Policy Performance and Communications (WCC)	3
Children's Services	2
Grand Total	104

5.3.2 Contracts let by type of recommendation

Table 6

Type of recommendation	Nos of contracts
Devolved Procurements	51
Recommendation from PAB	47
Recommendation from CoCo	4
Non-Compliant <i>Note: 2 contracts were technically non-compliant with the Procurement Code as they did not follow the PAB governance process, by seeking a recommendation to proceed with the contract award. The contracts were for insurance services following a Tri-Borough procurement process. The decision to proceed with the contract awards were made by the appropriate Cabinet Member and is recorded on the Forthcoming list of Decisions</i>	2
Grand Total	104

5.3.3 Contracts let by threshold

Chart 2



5.4 Extensions/Variations: There were 9 extensions of existing contracts reported to the PAB (details are in the Directorate packs)

5.5 Waivers: It is recognised that there are instances where the requirements of the Procurement Code cannot be precisely followed so a waiver of the Code must be sought. The waiver process is defined in the Procurement Code and officers must submit a waiver request using a standardised template, providing sufficient justification to key questions. Approval for contracts below £1,500,000 must be sought from the CPO and for contracts exceeding £1,500,000 (£300,000 for consultancy) a Cabinet Member decision is required. The Directorate packs provides full details of the waivers that were approved.

5.5.1 The numbers of waiver requests are presented in table 7 below:

Table 7

	Number of Waivers				
	Qtr1	Qtr2	Qtr3	Qtr4	Total
2014/15	20	19	28	37	104
2015/16	13	8	15	19	55
2016/17	24	9	11	15	59
2017/18	15	7	15	35	72

5.5.2 Table 8 below provides a summary of the reasons why waivers were sought, by Directorate and by type of waiver request during 2017/18. The justification for each waiver is detailed in the Directorate packs

Table 8

Directorate / Waiver	Q1	Q2	Q3	Q4	Total
Adult Social Care	6		8	15	29
Waiver Directly award contract without competition	5		8	7	20
Waiver Non-compliant contract extension	1			8	9
Growth, Planning & Housing (WCC)	4	3	3	8	18
Waiver Directly award contract without competition	2	1	1	4	8
Waiver Contract award with change to evaluation criteria	2	2	2	1	7
Waiver Non-compliant contract extension				3	3
City Management & Communities (WCC)		2	2	4	8
Waiver Contract award with change to evaluation criteria				3	3
Waiver Directly award contract without competition		1	1	1	3
Waiver Non-compliant contract extension		1	1		2
Public Health	2	1		3	6
Waiver Non-compliant contract extension	1			3	4
Waiver Contract award with change to evaluation criteria	1	1			2
Corporate Services	2	1		3	6
Waiver Directly award contract without competition	2			1	3
Waiver Contract award with change to evaluation criteria		1		2	3
Children's Services	1		1	2	4
Waiver Directly award contract without competition	1		1	2	4
Policy Performance and Communications (WCC)			1		1
Waiver Contract award with change to evaluation criteria			1		1
Grand Total	15	7	15	35	72

5.5.3 Waiver requests for direct awards and/or non-compliant contract extensions have remained consistently high over the last two reporting periods and stem from two main service areas;

- o Growth Planning & Housing – the majority of the waiver requests can be broadly summarised under the need to maintain expertise and service continuity for urgent or additional services/works

- o Adult Social Care – the majority of the waiver requests were submitted during quarters 3 & 4. A significant number are a result of the restructuring from a Tri-Borough to Bi-borough Service, to ensure service continuity whilst commissioning strategies are reviewed.

5.5.4 Waiver requests for a change to the mandatory evaluation criteria have also increased this year; either due to use of Framework agreements whereby the terms stipulate alternative criteria OR following extensive market research, a robust justification has been submitted. It has been agreed that ‘frameworks’ will no longer require a waiver request going forward

5.5.5 The volume of waiver requests are being addressed through a number of areas. For example, forward plans for procurement activity will be formally reviewed on a quarterly basis by the Integrated Bi-Borough Commissioning and WCC Procurement Boards. This will improve alignment with Directorates business plans / commissioning activities and in addition, the contract management programme as outlined under 7.1 will support improvements in this area.

5.6 Exemptions: There are instances when conducting a procurement exercise may not represent best value and examples of such circumstances are defined within the Procurement Code. If there is an identified exemption, a waiver request is not required however officers must present their case for approval. Three procurement exemptions were approved during the 17/18 reporting period and are detailed in the Directorate Packs.

5.7 The data above presents an overall view of contract activity for the 17/18 period and is dependent on the source of information input into the capitalE sourcing system and decisions recorded from the actions logs of the Procurement Assurance Board. This data is also dependent on service areas sharing their future needs with Procurement Services to enable the team to develop suitable sourcing strategies.

5.8 2017/18 value add (Procurement and Contract management activity)

5.8.1 Westminster City Council is committed to ensuring the best value for money for the services it delivers. . During 2017/18 three key objectives were set for the Corporate Services Business Plan. Table 9 below summarises the ideal targets that were set and final outcome

Table 9

Procurement Objective 2017/18	Ideal target	Outcome
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Number of contracts awarded that include the benefits of Responsible Procurement	90%	87%
Waivers of the Procurement Code	50	72
Savings delivered (in year)	£2,000,000	£6,780,048

6. Professional Development

- 6.1** The 2016/17 A&P report stated that the majority of Procurement Services are either qualified or part qualified and studying for full membership of the Chartered Institute of Procurement & Supply. The report also stated that the CPO was due to sponsor the introduction of a Public Commercial Apprenticeship programme, and this was implemented during quarter 1. The programme leads to a CIPS level 4 qualification and is offered to existing staff with contracts / procurement / commissioning roles as an opportunity to develop their commercial skills. 2 permanent members of the procurement services team are now studying towards this qualification.
- 6.2** During 2017/18 Procurement Services recruited four apprentices and 1 graduate. As part of the apprentice's professional development 3 apprentices have also embarked on the Public Commercial Apprenticeship programme.
- 6.3** An ongoing training programme ensures that all team members are kept up to date with procurement related skills and legislation. For example, all members of the team, including procurement professionals from Adult Social Care and Children's Services were offered the opportunity to attend an OJEU refresher course.

7. Further developments planned for 2018/19

- 7.1 Contract Management Programme:** Contract Management is currently devolved across Directorates with no standardised approach and varying degrees of ownership. The role and responsibilities of a Contract Manager are not well understood and management information regarding a contracts performance is poor. A Contract Management Framework exists however there is limited awareness and it is too generic in its current form
- 7.1.1** A proposed approach to improve Contract Management and provide increased assurance for the Councils contracts, was approved late September 2017 by the Executive Leadership Team.
- 7.1.2** The scope of the programme covers all contracts with a total value of £25,000 and includes all Adult Social Care, Children's Services, Public Health and ICT contracts as well as Westminster contracts let by City West Homes.

- 7.1.3** The Programme is focussed on standardisation based on best practice. It aims to build on the tools and processes already in place to improve Contract Management across the Organisation through:
- The introduction of a more commercial and risk based approach
 - Driving the right supplier relationships and empowering contract managers
 - Improving the type and quality of data we hold
 - Addressing audit recommendations
 - Cost efficiencies
- 7.1.4** Much of quarters 3 & 4 of 17/18 have been focused on the programme planning & readiness, engagement with key stakeholders, project development and mobilisation to support the programme launch.
- 7.1.5** A Programme management Office has been set up and there is a clear Governance structure in place with the Executive Director of Corporate Services as Executive Sponsor. The Programme Management Office will collect updates from all project leads, track completion of project activities and report status to the Advisory Board. Each project lead will have subject matter expert support or additional sub-teams as required.
- 7.1.6** There are a total of 15 projects which have been arranged into 3 phases based on their priority. The programme has been well received across the Council and all priority 1 projects now have nominated Directorate representatives, project leads and subject matter experts.
- 7.2 Integrated Business Centre for finance and HR:** This autumn the Council will be switching from the BT/Agresso Managed Service to our new HR, finance and payroll solution, hosted by Hampshire County Council. Procurement Services are supporting this transition, taking a lead on the Purchase'to'Pay element of the system.
- 7.2.1** Procurement Services recognise the fact that there is a gap between the levels of spend recorded within the current 'Agresso system' compared to the number of contracts held in the capitalEsourcing system.
- 7.2.2** This disparity is being addressed as part of the move to the new Integrated Business Centre and as part of the Contract Management Programme both of which will be implemented during 18/19. The aim is to close this gap by developing a more integrated approach of procurement activity across our systems. Contract data will be extracted from the capitalEsourcing system and populated into finance back office system of the Integrated Business Centre. This will enable the Council to have greater visibility of 'contracted' vs 'off contract spend' the benefits of which will highlight opportunities to rationalise and bring spend under contract where appropriate.

7.3 General Data Protection Regulations (GDPR). GDPR will come into effect in the UK and across Europe on the 25th May 2018. The changes represent the most significant reform of data protection laws for twenty years and have widespread implications for local government including all departments that collect and process personal data.

7.3.1 GDPR specifies that any processing of personal data, by a data processor, should be governed by a contract with certain provisions included as outlined under Article 28. Procurement Services are currently supporting the Bi-Borough GDPR programme, leading a contract audit exercise to identify existing contracts that will be in place beyond May 25th and where personal data is processed, to ensure they are updated and aligned with the new regulations. Working closely with Legal Services and the Information and Data Quality Team, Contract Managers have been provided with contract data extracts from capitalEsourcing, a standard contract variation template and a number of GDPR sessions have been held to support with specific queries.

7.3.2 It has been difficult to monitor exact numbers and progress as teams address the volume of contracts to review and vary. The April update to ELT presented low numbers of contracts identified (23%) however, individual teams have subsequently confirmed further progress has been made and there is a need to update their respective logs.

7.3.3 It is unlikely the Council will have all contracts updated & aligned with the new regulations before the end of May, however, remediation plans are underway and being rolled out across all service areas to give the Council assurance that this work will be completed to a high standard. The key mitigations are to ensure teams are maintaining a record of progress against each contract, documenting as evidence any negotiations with our third party suppliers. Additional GDPR sessions are planned to work through each team's contract audit logs.

Executive Summary

- 9 Contracts let
- 29 Waivers approved
- Contract Performance - 31 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 9 contracts let¹ for Corporate Services during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £1.5m	1				1
ABOVE £100K	1	2			3
BELOW £100k	4		1		5
Grand Total	6	2	1		9

The recommendations for the 11 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
CoCo	2	2			4
Devolved	4		1		5
Grand Total	6	2	1		9

- 4 contracts let were above £100k
Recommendations to proceed to contract

award were given by the ASC Contracts and Commissioning Board (CoCo).

- 5 contracts let were below £100k and classified as Devolved procurement activity. Recommendations to proceed to contract award are managed by the service.

Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 29 waivers were approved, which is an increase from the previous year where a total of 16 requests were approved.

Waivers by type	Q1	Q2	Q3	Q4	Total
Directly award contract – no competition	5		8	7	20
Non-compliant contract extension	1			8	9
Grand Total	6		8	15	29

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6months of quarter 4 as performance will not have been rated. So out of a total of 42 active contracts during this period this leaves 31 contracts for the purposes of this report.

Threshold	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m		6	9	15
ABOVE £100k		6	10	16
Grand Total		12	19	31

Of these 31 contracts over the £100k threshold

- 12 contracts rated as meeting expectations
- 19 contracts not been performance rated

The following pages present a detailed summary of the contract activity highlighted above.

¹ The term 'contracts let' refer to all contracts in capitalEsourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

This table represents the latest position using source data from the capitalEsourcing system dated 01/05/2018.

Overview of Contracts Let 2017/18 A total of 11 contracts were let during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract status	Contract Value
01/04/2017	31/03/2018	Opening Doors London	LGBT Older People Befriending	Active	£5,000.00
01/04/2017	31/03/2018	The National Autistic Society	NAS ASSIST WCC (Asperger Support Signposting Information Service)	Active	£12,000.00
01/04/2017	31/03/2021	Medequip Assistive Technology Ltd	C858 - Integrated Equipment and Minor Adaptations Services	Active	£6,565,404.00
01/04/2017	31/03/2019	POhWER (The Advocacy Agency)	Independent Health Complaints Advocacy Service (IHCAS)	Active	£140,000.00
19/06/2017	18/06/2018	The Abbey Community Association	The Abbey Centre Mental Health Haven	Active	£69,345.00
19/06/2017	18/12/2017	SMART	Mental health day activities	Closed	£14,400.00
01/08/2017	01/08/2020	Carers Network	Carers' Hub – Advice, Information, Advocacy and Support Service in the City of Westminster	Active	£1,154,832.00
01/08/2017	31/07/2020	Carers Network	The provision of a borough based carers' hub services WCC	Active	£1,154,832.00
01/10/2017	20/01/2019	The Grace Eyre Foundation	Shared Lives WCC 15.5 months	Active	£24,699.00
Total					£9,140,512.00

Waivers Approved – A total of 29 waiver requests were approved.

Waiver requests - Directly award contract without competition (total of 20)	
1. Abbey Centre - Wellbeing Haven	The direct award of this contract as recommended will ensure that customers with mental health needs will be able to access support and activities at the centre whilst the market for personal budgets matures. This interim service will eliminate the risks of any current gaps in provision for customers with high needs.
2. St Mary Abotts Rehabilitation and Training (SMART)	The direct award of this contract as recommended will ensure that customers with mental health needs from the former CNWL RSS MH Day service will be supported to transition to new personalised services and activities. The transition service will eliminate the risks of any current gaps in provision for customers with high needs.
3. The Westminster Society, Residential Block Contract for People with Learning Disabilities	
4. The Westminster Society, Supported Housing - Learning Disabilities	
5. Outlook Care, Alderney Street Supported Living Service	
	The three Contracts above were originally in scope of a three borough procurement strategy via competitive dialogue. The request for a direct award of these contracts is to allow time to develop a replacement strategy and procurement timetable following the decision to end the shared service arrangement with LBHF. The period of the contract term will be 30th June 2017 to 31st Jan 2018
6. Open Age - Health and Wellbeing Activity - Westbourne Park	
Open Age - Health and Wellbeing Activity Hub - Churchill Hub	
Open Age - Health and Wellbeing Activity Hub - Queens Park and Harrow Road	
Open Age - Tele-befriending	
10. Notting Hill Housing Trust - Health and Wellbeing Activity Hub - Penfold Hub	
11. Octavia Housing - Outreach and Befriending Service	The request for a direct award of these 6 contracts is to enable service continuity whilst officers complete a strategic review of all secondary preventative services, which forms one part of an ASC departmental wide FDDM transformation programme, and continue negotiations with NHS colleagues to obtain continued buy-in into the service model and confirmation of budgets, post 31 March 2018. The outcome of which will inform future commissioning intentions and the development of a procurement strategy.
12. The Westminster Society, Short Breaks Service for People with Learning Disabilities	Contract was originally in scope of a three borough procurement strategy for Learning Disability services. A direct award will allow officers to conduct a comprehensive review of the service that will address ongoing documented issues with the physical environment at the Kingsbridge Rd site. Also to comply with the Care Act through the introduction of Individual Service Funds as part of the wider commissioning strategy and procurement plan for the council's flexible, accommodation-based care and support offer for residents with learning disabilities, currently under development for presentation to Cllr Acton in January 2018.
13. Water Babies Ltd,	To approve the award of a revenue earning concession contract to Water Babies Ltd. The estimated revenue to be received from the contractor over the two (2) years term of the contract will be the sum of £20,000 for rent and 10% share of the profits per annum. 1. Due to the hydrotherapy pool being co-located within the Dementia Services at the same premises, it was difficult to advise on the future of the hydrotherapy pool, until a review of the Dementia Services had been undertaken. The Day Care and Dementia Project Board are proposing to maintain a Dementia Service at 42 Westbourne (not to be disclosed) therefore a reasonable conclusion is for the hydrotherapy pool to continue operating.

<p>Waiver requests - Directly award contract without competition (total of 20)</p> <p>2. Westminster City Council Corporate Property Service sold the adjacent plot of land which was the parking bays for the dementia day centre mini buses, and agreed for the construction of two town houses on the site. This has reduced access for Water Babies service users which have resulted in service users having to be escorted through the dementia day centre. Water Babies have had to employ an additional member of staff to undertake this function. Therefore the building works and access issues would make this an unattractive option for new providers.</p> <p>3. If the waiver is approved for the contract term from 5 November 2017 to 4 November 2019. It will allow sufficient time for private developers to complete building works currently being undertaken at the site by autumn 2019.</p>
<p>14. Westminster Society for People with Learning Disabilities, Provision of accommodation-based flexible care and support to residents with a learning disability</p>
<p>15. Outlook Care, Provision of accommodation-based flexible care and support to residents with a learning disability</p>
<p>16. London Cyrenians, Provision of accommodation-based flexible care and support to residents with a learning disability</p>
<p>17. Westminster Society for People with Learning Disabilities, Provision of accommodation-based flexible care and support to residents with a learning disability</p> <p>Work to develop a Triborough commissioning strategy reflecting a new strategic direction responding to the Care Act 2014 began 18 months ago. However, with the announcement of the split of shared services in March 2017, progress was stalled while an appropriate shift in approach was agreed. Given the greater progress with market testing for the strategic direction in Hammersmith and Fulham, it was agreed that procurement could begin in that borough. Provisional agreement was secured in June 2017 to present in January 2018 a request for direct awards for the Biborough contracts, supported by a replacement strategy and procurement plan.</p> <p>Developing the procurement plan officers carefully conserved the timeframe required to undertake the necessary work. The key deciding factors are as follows:</p> <ul style="list-style-type: none"> The local options for support and care in LD are limited and significant development is required in both the specialist and mainstream markets While we need to go out to the market, to do so prior to market development activity would risk market failure. The majority of posts within market shaping team within the new Biborough ASC structure are currently vacant leading to reduced capacity in the last quarter of 17/18, possibly into first quarter of 18/19. <ul style="list-style-type: none"> The ISF pilot needs to be robust –requiring a period of transition while the appropriate systems and structure are put in place before the pilot begins. We will need to evaluate the pilot and ensure that any subsequent decommissioning of services (to move to full ISF) and/or service specifications developed for procurement are evidence based. There is work to do with the integrated teams and with transition leads (for the 16-25yr age group) to ensure that the expectations of service users and their families are shaped by the principles of the Care Act 2014 (specifically greater independence, choice and control). The joint LD review, sponsored by Stella Baillie for ASC and Sue Roostan (Deputy MD, H&F CCG) for the three CCGs, has led to plans for the redesign of the integrated LD team, which will have implications for capacity in the team for each borough.
<p>18. City University 'My Home Life', Care home improvement programme</p>
<p>19. Ladder to the Moon, Care home improvement programme</p> <p>The 'My Home Life' programme of work delivered by City University has supported 1000 care home managers to date. Evaluation from participating managers shows that their approach is completely different from anything else that they have experienced. Following completion of the programme, managers say that they are demonstrating greater leadership and transformational skills leading to positive outcomes for residents, relatives and staff and a greater understanding of how their own management style can enable culture change in relation to voice, choice, and control for their residents.</p> <p>Ladder to the Moon is a company focused on delivering creativity and innovation in care settings. They have a track record of delivery in care homes and many other care settings in organisations across London and South East of England and have been formally recognised by the CQC in their “Guide to achieving Good and Outstanding” as being a contributory factor in providers achieving these Ratings at inspection. The work programme is delivered with participation of residents working with all staff working in the care home, not only care delivery</p>

<p>Waiver requests - Directly award contract without competition (total of 20)</p> <p>staff, to ensure that there is buy in and transformation of the culture throughout the home environment. Outside of the above two organisations, there are very few recognised care improvement agencies or organisations with a track record of delivery.</p> <p>Care home improvement is one of the four strategic priorities agreed for 2017-18 by the Joint Executive Team (Board consisting of Directors of Adult Social Care from the Tri Borough and Managing Directors of the three Clinical Commissioning Groups) A care home improvement programme has been agreed by JET and is a part of the integrated Better Care Fund (BCF). The recommendation to directly award these contracts rather than complete a tender process is directly informed by sub regional market intelligence from our NHS partners, that having recently completed a tender process across NW London for a care home leadership programme only resulted in one bid from My Home Life (City University). The final proposal is the forth iteration and has been the subject of cost negotiations with Ladder to the Moon and My Home Life to maximise value for money.</p>
<p>20. Sodexo Ltd, Community Meals</p> <p>Directly award this contract to Sodexo Ltd as there are no further extension provisions to the current framework arrangements.</p>

<p>Waiver requests Non-Compliant Contract Extension (Total of 9)</p>
<p>1. Central and North West London NHS Foundation Trust (CNWL), Recovery Support Service</p> <p>Extending the RSS contract as recommended will ensure that customers with mental health support needs will have continuity of service whilst the establishment of new arrangements are completed. Continued funding of the RSS until 31st May 2017 will eliminate the risks of any current gaps in provision for customers with high needs</p>
<p>2. to 7.) The Advocacy Project (TAP): Six Contracts in total</p> <p>Provision of Advocate for Mental Health // Advocacy Plus service IMHA and Care Act // Professional Advocacy Services LD. Care Act // Self Advocacy LD // Self Advocacy Duel Diagnosis // Self Advocacy OP</p>
<p>8. Pohwer - Professional Advocacy Services LD. Care Act // Provision of Independent Mental Capacity Advocate (IMCA) Services</p> <p>The direct award of these contracts will ensure continuity of service and stability while further work is undertaken to complete a strategic review. Service reviews have been affected by the end of shared service arrangements with Hammersmith and Fulham, CCG decision making regarding further commitment to some services and changes to requirements within the advocacy market. It also ensures the Local Authority is compliant with the Care Act 2014 during this time. Targeted intervention is required to support development of advocacy providers and engage the market in meeting the increasing demands, as well as establish a coproduction approach to commissioning advocacy services. The outcome will inform the procurement plan and lead to new contracts being in place from 1 July 2019.</p>
<p>9. Pohwer - Provision of Independent Mental Capacity Advocate (IMCA) Services</p> <p>The IMCA service is a statutory service which safeguards the rights of people to be listened to when they lack the mental capacity to make decisions themselves. The Mental Capacity Act 2005 makes it a legal requirement that an advocate is appointed by a local authority to act for these people when a serious decision is being made about the care they are receiving. Therefore the direct award is needed to meet the statutory requirement for an IMCA service in Westminster. Westminster is the lead borough for this 5 borough service (inclusive of Westminster) and contracts directly with the IMCA provider PohWER. 4 other boroughs contract directly with Westminster, therefore other boroughs including K&C also require this service to meet their statutory requirement for an IMCA service. This multi-borough contract was originally awarded to PohWER in 2011 for 4 years, with a 3 year option to extend to March 2018. The direct award of a contract will ensure continuity of service and stability while further work is undertaken to complete a strategic review and procurement of a number of advocacy services within Bi-borough-the new contract/s are planned to start on 01/07/2019. The startegic review has been affected by the end of shared service arrangements with Hammersmith and Fulham, CCG decision making regarding further committment to some of these services and changes to requirements within the advocacy market , following implementation of the Care Act 2014. PohWER have delivered a good quality service to date and there are no performance issues.</p>

Contract Performance – of contracts valued at £1.5m or more

6 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
08/06/1994	06/06/2027	Anchor Trust	Residential Care- Norton House	£28,072,305
07/08/2000	28/06/2018	Yarrow Housng Ltd	Elmfield Way Residential Care Service	£12,050,000
01/04/2008	30/06/2019	The Advocacy Project	Advocate for MH including IMHA	£1,795,290
08/02/2010	31/05/2019	Octavia	C357 - Leonora House, Lanark Road Extra Care Housing Scheme For Older People And People With Learning Disabilities	£4,628,271
01/04/2011	30/06/2019	POhWER (The Advocacy Agency)	Independent Mental Capacity Advocate (IMCA) Service (Joint Procured with 8 London Boroughs)	£3,516,975
24/08/2015	23/08/2023	Sanctuary Housing Association	SHSOP - Contract	£13,609,936

10 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
18/08/1999	17/08/2023	Care UK Homecare Limited	Nursing and Res Care Forrester Court	£56,722,425
21/04/2015	21/04/2019	Healthcare & Transport Services (HATS) Group	Passenger Transport	£3,898,091
01/11/2015	30/10/2020	London Care LTD	Provision of Home Care Services - London Care Ltd	£11,900,000
01/11/2015	30/10/2020	Sage Care Ltd	Provision of Home Care Services - Sage Care Ltd	£13,000,000
01/11/2015	30/10/2020	Vincentian Care Plus	Provision of Home Care Services for Westminster - Vincentians	£14,700,000
26/01/2016	25/01/2021	Sage Care Ltd	Home Care Services - Contract Area 7	£11,700,000
01/06/2016	31/12/2018	Central London Community Healthcare NHS Trust	WCC LD Services (Staffing) under s75 Agreement	£1,643,370
26/09/2016	30/10/2020	HEALTHVISION	Provision of Home Care Services - Healthvision	£11,900,000
01/04/2017	31/03/2021	Medequip Assistive Technology Ltd	C858 - Integrated Equipment and Minor Adaptations Services	£6,565,404

Contract Performance – of contracts valued at £100k or more but less than £1.5m

6 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
30/06/2019	prj_WCC_711	The Advocacy Project	Advocacy Service for OP	£1,496,167
30/06/2019	prj_WCC_709	The Advocacy Project	Group Advocacy, Partnership Board and Consultation Worker	£482,408
30/06/2019	prj_WCC_713	The Advocacy Project	LD Professional Advocacy Service	£342,580
31/03/2019	prj_WCC_699	Octavia Housing	Outreach and befriending service	£990,533
31/03/2019	prj_WCC_699	Notting Hill Housing Trust	Penfold Street Hub	£683,867
31/03/2019	prj_WCC_699	Open Age	Queen's Park and Harrow Rd hub	£726,363

10 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/08/2011	31/03/2019	Open Age	Churchill Hub	£726,363
01/08/2011	31/03/2019	Open Age	Westbourne Hub	£726,363
01/08/2015	31/07/2018	Bishop Creighton House	Keep Active	£152,000
01/10/2015	30/09/2020	Ezitracker Ltd	Home Care Management System	£100,000
12/01/2017	02/01/2019	DA LANGUAGES LIMITED	Language Services- Westminster	£153,342
01/03/2017	31/05/2019	Notting Hill Housing Trust	C186 - Penfold Street Extra Care Facility - Care for Older People with Dementia	£1,155,090
01/04/2017	31/03/2019	POhWER (The Advocacy Agency)	Independent Health Complaints Advocacy Service (IHCAS)	£140,000
01/08/2017	01/03/2019	Octavia Housing	Additional Outreach and Befriending	£383,333
01/08/2017	01/08/2020	Carers Network	Carers' Hub – Advice, Information, Advocacy and Support Service in the City of Westminster	£1,154,832
01/08/2017	31/07/2020	Carers Network	The provision of a borough based carers' hub services WCC	£1,154,832

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Executive Summary

- 45 Contracts let
- 18 Waivers approved
- 2 Procurement Exemptions approved
- Contract Performance - 22 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 45 contracts let¹ for Growth Housing & Planning during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £1.5m	4	2	5	1	12
ABOVE £100k	2	8	8		18
BELOW £100k	3	6	2	4	15
Grand Total	9	16	15	5	45

The recommendations for the 45 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
PAB	6	10	13	1	30
Devolved	3	6	2	4	15
Grand Total	9	16	15	5	45

- 30 contracts let were above £100k. Recommendations to proceed to contract award were given by the Procurement Assurance Board (PAB).
- 15 contracts let were below £100k and classified as Devolved procurement activity. Recommendations to proceed to contract award are managed by the service.

Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 18 waivers were approved, which is a slight increase from the previous year where a total of 14 requests were approved.

Waivers by type	Q1	Q2	Q3	Q4	Total
Directly award contract - no competition	2	1	1	4	8
Change to evaluation criteria	2	2	2	1	7
Non-compliant contract extension				3	3
Grand Total	4	3	3	8	18

2 procurement exemptions were approved under the following exemption code

- E3 - Services need to be procured as a matter of extreme urgency and timescales do not allow for the prescribed procurement route set out in the Procurement Code to be fully followed.

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6 months of quarter 4 as performance will not have been rated. So out of a total of 49 active contracts during this period this leaves 22 contracts for the purposes of this report.

Threshold	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m	1	2	6	9
ABOVE £100k		2	11	13
Grand Total	1	4	17	22

Of these 22 contracts over the £100k threshold

- 1 contract is rated as performing 'Below Expectations'
- 4 contracts rated as meeting expectations
- 17 contracts not been performance rated (6 are £1.5+)

The following pages present a detailed summary of the contract activity highlighted above.

¹ The term 'contracts let' refer to all contracts in capital sourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

This table represents the latest position using source data from the capital sourcing system dated 01/05/2018.

[Overview of Contracts Let 2017/18](#) A total of 45 contracts were let during the 2017/18 period. The table below also highlights the 14 contracts let under City West Homes.

Start Date	End Date	CWH YES/NO	Suppliers name	Contract Title	Contract status	Total Contract Value
03/04/2017	02/04/2019	No	MWS Technology Ltd	Westminster Employment Service staff and customer portal	Active	£94,000
10/04/2017	14/07/2017	No	Oakleaf Surveying Ltd	School Condition Surveys Contract	Closed	£16,995
18/04/2017	29/12/2017	No	SHB10 LLP	Office Review Consultancy	Closed	£19,839
08/06/2017	12/01/2018	Yes	Geoffrey Osborne Ltd	U104 City Of Westminster Dwellings and Dufours Place	Active	£1,204,001
12/06/2017	01/09/2017	Yes	Russell Trew Limited	Roofing Works at Luxborough Tower	Closed	£114,466
30/06/2017	30/06/2027	Yes	GEM Environmental Building Services Ltd	Lot 2 Mechanical	Active	£19,501,330
30/06/2017	30/06/2027	Yes	Morgan Sindall Property Services	LOT 1 Domestic Heating	Active	£21,993,570
30/06/2017	30/06/2027	Yes	Oakray Ltd	LOT 3 - Electrical Services	Active	£33,001,370
30/06/2017	30/06/2027	Yes	Precision Lift Services Ltd	LOT 4 - Lifts Services	Active	£24,223,620
01/07/2017	30/06/2027	Yes	Morgan Sindall Property Services	Lot 1 – Responsive Repairs and Voids Ref: Y923	Active	£129,247,350
01/07/2017	30/06/2019	No	St Mungo's	Homeless Health Coordination Project	Active	£45,000
03/07/2017	05/01/2018	Yes	Watret & Co Ltd	Church Street Estate	Active	£724,798
03/07/2017	02/07/2018	No	PINNACLE HOUSING LTD	Ebury - Community Engagement Partner	Active	£125,000
05/07/2017	31/12/2018	No	Currie & Brown UK Limited	Seymour Leisure Center - PM	Active	£136,750
17/07/2017	30/07/2018	Yes	TSG Building Services plc	T264 Works at Torrindon House	Active	£899,639
01/08/2017	31/07/2018	No	St Mungo's	Safe space pre-refuge for female rough sleepers with complex needs.	Active	£229,702
01/08/2017	31/03/2018	No	United Living (South) Ltd	Gloucester Terrace - Contractor	Active	£921,767
03/08/2017	30/11/2017	No	The Furniture Practice	Old Marylebone Town Hall - Furniture - ITT	Closed	£183,818
16/08/2017	31/03/2018	No	David Miller Architects	Harrow Road Canal side Workspace - Architect	Active	£29,000
23/08/2017	31/08/2017	Yes	Eneteq Services Ltd	Y256 PDHU Pipe Replacement	Closed	£57,164
29/08/2017	27/07/2018	No	Ginkgo Landscape Contractors Ltd	RFQ/ITT prj_WCC_9232 - Food growing - landscape contractor - contract	Active	£23,740
01/09/2017	27/07/2018	No	Groundwork London	RFQ/ITT prj_WCC_9232 - Food growing - gardening contractor - contract	Active	£27,228
04/09/2017	20/08/2018	Yes	Lawtech Group Ltd	T155 - Warwick Low Rise	Active	£4,185,643
04/09/2017	30/06/2018	Yes	LAKEHOUSE CONTRACTS LTD	S155- internal and external repairs, Churchill Gardens Contract	Active	£869,277
25/09/2017	31/05/2019	No	calfordseadenLLP	Independent Mechanical & Electrical Design and Installation Quality Assessor	Active	£59,620
01/10/2017	30/09/2020	No	Look Ahead Care and Support	Lot 1 - Stabilisation Space for Rough Sleepers	Active	£1,499,995

Start Date	End Date	CWH YES/NO	Suppliers name	Contract Title	Contract status	Total Contract Value
01/10/2017	30/09/2020	No	Mayday Trust	Lot 2 - Transitional Move On Flats for Rough Sleepers	Active	£369,976
01/10/2017	30/09/2022	No	Places for People	lot 1: Frontline housing advice and support services	Active	£7,230,000
01/10/2017	30/09/2022	No	Places for People	lot 2: Single person homeless service	Active	£2,250,000
01/10/2017	30/09/2022	No	Places for People	Lot 3: Housing assessment, allocations and nominations	Active	£8,471,612
01/10/2017	30/09/2022	No	Places for People	Lot 4: Procurement and management of temporary and permanent homeless accommodation	Active	£3,405,681
09/10/2017	06/12/2019	No	Young Associates	Beachcroft- Party Wall	Active	£17,160
16/10/2017	30/06/2018	No	Heeran Construction	Bessborough Children's Hub - Works	Active	£426,925
23/10/2017	31/12/2017	No	Wates Construction Ltd	Old Marylebone Townhall Fitout & Installation	Closed	£258,246
01/11/2017	31/12/2018	No	Inenco Group Limited t/a NIFES Consulting Group	Nifes CDM and Post Contract Duties for Portman	Active	£27,890
02/11/2017	05/04/2018	No	Heeran Construction	Westminster Reference Library	Active	£256,711
10/11/2017	31/12/2018	No	Peter Brett Associates LLP	Cosway Street Multidisciplinary Team LOT 1 Contract	Active	£394,013
20/11/2017	30/06/2018	No	ETC Sports Surfaces Limited	Refurbishment of existing sports Facilities	Active	£373,818
24/12/2017	31/03/2021	No	St Mungo's	Lot 1: Westminster Street Engagement Services	Active	£2,250,000
24/12/2017	31/03/2021	No	St Mungo's	Lot 2: Westminster Entrenched Rough Sleeper Service	Active	£1,110,000
08/01/2018	02/04/2018	Yes	Chapman BDSP Limited	LOT 1 V120 Condition Survey and Employers Requirements for Ventilation System	Active	£72,951
08/01/2018	07/01/2021	No	Single Homeless Project (SHP)	Rough Sleeping Frontline Accommodation - King George's Hostel	Active	£1,732,959
15/01/2018	31/01/2019	No	Ove Arup and Partners International Ltd	WEP Portfolio Office	Active	£54,000
22/01/2018	31/12/2018	No	BRYAN PACKMAN MARCEL	61-63 Elgin Avenue	Active	£22,400
23/02/2018	22/02/2021	Yes	Glemnet Ltd	CWH SIP Trunks	Active	£24,660.00
Total						£268,159,023

Waivers Approved – A total of 18 waiver requests were approved.

Waiver Directly award contract without competition
Absolute IT and Asset Disposals Ltd - Removal and disposal of ICT and ICT related equipment from City Hall
The granting of a waiver will allow for the swift disposal of a large amount of old and obsolete ICT and ICT related (eg old equipment racks, UPS etc) to be decommissioned, dismantled and removed from the City Hall. It will all be disposed of in accordance with the appropriate codes and regulations, eg the WEEE directive for ICT equipment. This will facilitate the clearance of the City Hall in line with the time lines required by the overall programme. The Supplier has been used by Westminster City Council previously to undertake works of this nature and the performance has been good. IT disposals will be considered as part of the Category Strategy for IT
Wates Construction - Old Marylebone Town Hall - Fitout coordination and Installation
Wates Construction have been carrying out the refurbishment works to Old Marylebone Town Hall since 2013. The main works are due to finish in July 2017. The next stage of works that we require Wates to undertake is to coordinate the delivery of certain bespoke furnishings to the Town Hall and to carry out their installation. Wates are already engaged on site and by directly awarding the works to them we are negating the cost of a further procurement exercise and retaining the expertise of the contractor.
Nifes - Appointment of Nifes to act as CDM Principal Designer for Portman Childrens Centre heating replacement works
Nifes were originally appointed in 2015 as the mechanical and electrical consultants for this building and were asked to undertake a number of investigations in to the heating and hot water systems, provide WCC with options and concept designs, and create the design for the final option chosen by the Council. The heating system at the Children's Centre is now so deteriorated that the council is now obliged to undertake an overhaul of the system and the hot water tanks before winter sets in. As Nifes have previously been appointed and developed the design we are asking for a waiver to directly award £27890 worth of work to them in order for the project to begin. The works they would undertake are as follows: Act as Principal Designer under the Construction (Design Management) Regulations 2015, attend site to oversee the works, prepare and issues site instructions to the contractor, undertake inspections of the contractors work and ensure that the works are in accordance with the design drawings, Prepare a snagging list, instruct the contractor to prepare O & M Manuals and agree final account. The build contractor is building to Nifes design for this project. Nifes will also take responsibility for Notifying the HSE of the scheme and issuing electronic F10 submissions, preparing and issuing Pre Construction Information, Reviewing the build contractors Construction Phase Plan and Monitoring on going Compliance of the build contractor against their Construction Phase Plan.
PRP LLP - Architectural services
PRP was appointed through a competitive tender process in February 2017 to provide architectural services for two development sites owned by the Council. The Contract with PRP expired in August 2017 and therefore there isn't the ability to progress a variation. Approximately 40% of the scope of work has been completed to date. The project was placed on hold whilst further feasibility studies were completed to re-confirm the scope. The project deliverables have now been set and there is now a requirement for additional work to be completed. PRP is best placed to carry out this additional work on the basis that: <ul style="list-style-type: none"> • PRP is a care specialist and has considerable history and knowledge of the project • PRP's initial tendered rates were lower than the other bidders. They are holding this rate for the new work and it therefore represents best value for money for the Council • A new consultant will need to spend time getting familiar with the project and this will cost the council more money • There is a strong political push to progress the project as quickly as possible
Judge & Priestley - Provision of Legal Services for Debt Recovery for City West Homes

Waiver Directly award contract without competition
The direct award of this contract to Judge & Priestley will ensure continuity of service provided to City West Homes (CWH). It will also allow sufficient time for Shared Legal Services to re-evaluate their capacity in terms of being able to pick up the volume of work required by CWH, to implement and test a new case management system and to mobilise the resources to be able to pick up the volume of work required by CWH. The stakeholder will also be able to mobilise resources for transfer of service. If the Shared Legal Services are not in a position to deliver the service in future, Procurement Services will have sufficient time to re-procure the long term solution.
Penwarden Hale Architects - Principal Designer (CDM) for Infills Programme - Package 2 (MMC Car Parks/Garages)
Penwarden Hale Architects are urgently required to deliver RIBA Stages 4 - 7 design services as construction works are to commence on site. Metropolitan Workshop were appointed in September 2016 for a contract sum of £274,105 (cost matrix shows 10% added) to deliver design services for the Infill Programme Package 2 however a Principle Designer (CDM) was NOT included in the tender requirements. Planning permission have been approved to commence the works on the 3 project sites in Package 2, which will be delivered by Lowe Build, and a Principle Designer/CDM is urgently required to progress these works. Lowe Build and Penwarden Hale Architects have an historical working relationship.
WYG - Party Wall Surveyor for the 3 MMC Infill sites (Package 2)
WYG were appointed to provide Employer's Agent services to this package of works however it has transpired that the services of a Party-Wall Surveyor are urgently required as part of the pre-construction works and WYG are able to provide this requirement. As WYG are already familiar with the works schemes, a variation to their existing contract is both cost and time resource effective instead of undertaking an additional tender exercise. The award value of the current EA contract with WYG is £199,227.
Peter Brett Associates - Transport Consultation Service - Infills Package 6
Peter Brett are already contracted with the Council for other contracts and are suitably qualified to delivery this requirement. As this particular element was omitted from the Package 6 tender, the specification has been revised this on future Infill tenders.
Waiver Non-compliant contract extension
GVA Grimley - extend the management agent of the property investment portfolio for 4 months
This waiver is being sought to ensure that the services of the managing agent are still being undertaken on behalf of the council whilst a re-procurement exercise for a new agent is being conducted. This waiver will ensure that rents are collected and all landlord duties are being carried out. The extension period coincides with the rent collection period and will ensure that revenue creation will continue during this period. This waiver was approved at PAB on the 16th January 2018 and the gate paper is attached for further reference.
London Communications Agency (LCA) - Resident Communication services for the 3 MMC Infill sites - Package 2
The LCA have been providing resident communication services for these schemes for some time and CWH wish to extend their service. The current expenditure with the LCA is £38,700 and it is estimated that future spend will be an additional £35,000. This would make a total spend of up to £73,700. This final sum may be reduced if services not required for all 3 schemes. The LCA will be asked to sign the Short Form Contract
Gristwood & Toms - extend the management agent of the property investment portfolio for 4 months.
If the current contractor is successful in their tender submission the new contract can commence at the earliest date available, which is May 2018. However, the current contractor, Gristwood and Toms, is undertaking the 'winter pruning programme' which is required to minimise the potential effect of trees to adjacent low-rise building on clay soils. The winter pruning programme runs through until the end of April and it is essential for the council's insurance risk management that the

Waiver Non-compliant contract extension
programme is completed. Failure to fully complete the programme may result in an increase in the number of subsidence related insurance claims and a weakening of the council's ability to rebut claims or to secure settlement on favourable terms. It is highly likely that the performance of the contractor will tail off towards the end of the contract period if they have been unsuccessful in renewing the contract. Therefore delaying the implementation of the contract until August provides sufficient time to complete any outstanding works (at current contract prices), maintaining current performance standards and goodwill while allowing sufficient time for the new contractor to mobilise and fully appraise themselves of the requirements and potential difficulties of working in Westminster.
Waiver Change to evaluation criteria
Old Marylebone Town Hall - Furniture Purchase - to vary the evaluation criteria weightings from 60% price:40% quality to 40% price:60% quality.
Due to the nature of the project and the requirement the main focus of evaluation should be on achieving value for money as opposed to technical capability
Safe Space Pre-Refuge Services for Female Rough Sleepers with Complex Needs - to apply quality:price evaluation criteria weightings of 80%:20%.
This procurement will be funded by two grants received from DCLG; the full amount of the DCLG grants will need to be spent on the project so savings cannot be made from awarding to a lower priced bid. The service involves working with some of the most challenging and multiply excluded individuals in the community and in order to achieve successful outcomes for service users the successful provider(s) will need to be able to offer innovative working practices and a tailored personalised service for the individual. High quality is thus critical. We are therefore seeking to apply quality:price evaluation criteria weightings of 80%:20%.
Rough Sleeping Outreach Services - to vary the evaluation criteria weightings from 60% price:40% quality to 40% price:60% quality.
This contract is likely to be very attractive to providers given the number of Rough Sleepers in Westminster and the reputational benefits of working for the Council. In the Rough Sleeping Team's experience, it is perfectly possible that in order to win the contract the larger providers will aim to undercut the smaller providers by subsidising the service from their other areas of work. The market is already very limited and it will be difficult to encourage new providers to participate if greater weighting is given to price which may enable the larger providers to win based on a subsidised price. It is important to encourage new providers as there is a risk of market dominance which may mean that in future it is more difficult to hold a truly competitive procurement process. It is therefore requested that the 60:40 price:quality weighting is switched to give greater emphasis to quality. These are also very sensitive services working with extremely vulnerable people. The risk of tenders not achieving the savings that are required through this procurement will be mitigated by specifying a maximum acceptable price.
Y929 - Cyclocontrol electricity - to permit an award on the basis of 100% price.
In summary, the procurement is purely a commodity purchase of electricity. Suppliers have no influence over the quality of supply, and the standard billing/metering services they provide are mandated by their licenses. CityWest Homes is seeking to secure the lowest possible electricity prices for residents.
Oxford Street District Project - Creative Director - to amend the existing commercial technical weightings from 60:40 to 60:40 technical commercial.
This procurement is being undertaken to secure the services of a creative Director to oversee the delivery of the public arts programme for the Oxford Street Project. The role will be responsible for all creative direction in relation to public art and for developing the artists and design briefs. The budget for this role is capped at £96,000 pounds and the council will be unable to spend over this amount. It is for this reason that we are requesting that the focus of the tender on the technical capability of the tenderers and not on their commercial submission.
Procurement of new property managing agent for the property investment Portfolio through the CCS RM3816 Estates Professional services framework

Waiver Change to evaluation criteria
This procurement will use the new CCS RM3816 Estates Professional Services framework to source a new property managing agent for the WCC Investment portfolio. The framework currently has a weighting system of 75:25 technical commercial, but there is provision for local authorities to amend the weightings by 25% either way. We therefore ask that for this procurement exercise that the weightings be adjusted to 50:50.
Church Street Phase 2 Multidisciplinary - to amend the weightings for evaluation to 60% quality 40% price
One of the key objectives is for the programme to be cost neutral, to achieve this the maximum £ per sqft must be achieved this ideally will be achieved by design and marketing incorporating and urban maximisation. The focus of the programme on Church Street is to provide a quality development with the regeneration of the area the design must incorporate Detailed resident consultation at the heart of any design. Social Value deliverable are considered a Critical Success Factor and by increasing the weighting on quality provides a greater weight to this within the evaluation. Lessons learned from the Ebury Bridge exercise has informed this recommendation as bidders tried under cutting each other rather than focusing on quality responses 40% still a significant value to generate competitive commercial tension

Exemptions Approved – A total of 2 procurement exemptions were approved

Exemption 3 of the Procurement Code applied in both instances below – “Where services need to be procured as a matter of extreme urgency and timescales do not allow for the prescribed procurement route set out in the Procurement Code to be fully followed”
Checkmate Fire Solutions Ltd - Little Venice Towers - Quotation Q6851. Passive Fire Protection. Compartmentation.
The works relating to this quotation are urgent works which form part of the recommendations by DCLG, following the Grenfell fire. The issue addressed by the works is a fire safety issue, making them time critical. In addition, there is a high demand on all fire safety contractors and any delay in awarding the contract could significantly impact the time frame for completions. This contractor is currently able to start works in 2 weeks but this is likely to change should there be a delay in our instruction.
Bryan Packman Marcel - Building Surveyor Services
In the wake of the Grenfell Tower tragedy properties in Little Venice and Lisson Grove were required to have structural surveys to ensure robust compliance with building regulations and the requirement was considered urgent as such a direct appointment was made without seeking multiple quotations.

Contract Performance – of contracts valued at £1.5 m or more

2 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/03/2016	31/12/2018	Faithful+Gould	Project Management and Design Team Services for City Hall Refurbishment	£3,912,955
01/05/2016	31/05/2019	Faithful+Gould	Project Management and Design Team Services for City Hall Refurbishment	£7,000,000

6 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
30/06/2017	30/06/2027	Oakray Ltd	LOT 3 - Electrical Services	£33,001,370
30/06/2017	30/06/2027	Precision Lift Services Ltd	LOT 4 - Lifts Services	£24,223,620
30/06/2017	30/06/2027	Morgan Sindall Property Services	LOT 1 Domestic Heating	£21,993,570
30/06/2017	30/06/2027	GEM Environmental Building Services Ltd	Lot 2 Mechanical	£19,501,330
01/07/2017	30/06/2027	Morgan Sindall Property Services	Lot 1 – Responsive Repairs and Voids Ref: Y923	£129,247,350
04/09/2017	20/08/2018	Lawtech Group Ltd	T155 - Warwick Low Rise	£4,185,642

1 Contract performance rated as 'Below Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
11/04/2016	10/04/2019	Amey	Tri-Borough Total Facilities Management Contract and London boroughs framework agreement	£61,924,841

The LINK who act as the Intelligent Client Function on behalf of the Councils monitor the performance of Amey who provide the Total Facility Management Services across the Estate in accordance with the Services Matrix. The LINK currently have raised concerns with Amey regarding Hard FM Services and this is being managed through various Boards and Senior Management meetings at CEO level. A recovery plan is agreed and this is monitored to ensure full contract compliance. (Updated 10th Aug 2017)

Contract Performance – of contracts valued at £100k or more but less than £1.5m

2 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/09/2013	01/09/2018	Moore Security Services Limited	DOOR ENTRY SYSTEMS R&M	£500,000
01/04/2016	31/03/2019	Look Ahead Care and Support	OVER 50'S COMPLEX NEEDS SUPPORTED HOUSING SERVICE Contract	£1,275,331

11 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2015	31/10/2018	Westminster CAB Service	Debt and Welfare Advice Service	£142,416
01/05/2016	01/05/2019	Peter Brett Associates LLP	Church Street Masterplan	£670,000
28/11/2016	28/11/2018	WYG Environment Planning Transport Limited	Infill Programme (Consultants) EA and Cost Consultancy	£199,227
01/12/2016	31/12/2018	Harrow Green	City Hall Removals & Disposals	£230,000
15/12/2016	15/05/2019	Parsons Brinckerhoff	Lot 2-Contract Administrator , Clerk of works and Cost Manager for Lisson Arches	£315,696
03/07/2017	02/07/2018	PINNACLE HOUSING LTD	Ebury - Community Engagement Partner	£125,000

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Executive Summary

- 11 Contracts let
- 8 Waivers approved
- Contract Performance - 21 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 11 contracts let¹ for Corporate Services during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £1.5m	1	1			2
BELOW £100k	2		5	2	9
Grand Total	3	1	5	2	11

10 recommendations for the 11 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
PAB	1	1			2
Devolved	2		5	2	9
Grand Total	3	1	5	2	11

- 2 contracts let were above £1.5m
Recommendations to proceed to contract

award were given by the Procurement Assurance Board (PAB).

- 9 contracts let were below £100k and classified as Devolved procurement activity. Recommendations to proceed to contract award are managed by the service.

Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 8 waivers were approved, which is an increase from the previous year where a total of 3 requests were approved.

Waivers by type	Q1	Q2	Q3	Q4	Total
Change to evaluation criteria				3	3
Directly award contract – no competition		1	1	1	3
Non-compliant contract extension		1	1		2
Grand Total		2	2	4	8

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6months of quarter 4 as performance will not have been rated. So out of a total of 35 active contracts during this period this leaves 21 contracts for the purposes of this report.

Threshold	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m		12	2	14
ABOVE £100k		6	1	7
Grand Total		18	3	21

Of the 21 contracts over the £100k threshold:

- 18 contracts rated as meeting expectations
- 3 contracts not been performance rated

The following pages present a detailed summary of the contract activity highlighted above.

¹ The term 'contracts let' refer to all contracts in capitalEsourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

This table represents the latest position using source data from the capitalEsourcing system dated 01/05/2018.

Overview of Contracts Let 2017/18 A total of 11 contracts were let during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract status	Contract Value
01/04/2017	31/03/2018	Sportwestminster C.I.C	Edutain & Edutain+ 2017/18	Active	£32,676
01/04/2017	31/03/2023	Continental Landscapes Ltd	Management and maintenance of parks, open spaces and cemeteries for Westminster city council v2 contract	Active	£2,059,412
03/04/2017	02/04/2018	Atkins Limited	Legible London Contract	Active	£0
16/09/2017	31/03/2024	Veolia ES (UK) Limited	Residual Waste Treatment and Disposal Contract (Contract 1)	Active	£53,113,804
01/10/2017	30/09/2018	Victoria Solutions Ltd (t/a Victoria Forms)	Online forms Planning and Licensing	Active	£15,628
04/10/2017	03/10/2021	Battery Back- Waste Care	Household Battery Service	Active	£0
01/11/2017	31/10/2019	Airwave Solutions Ltd	Managed Service for Handheld Encrypted Radios	Active	£68,299
01/11/2017	31/10/2022	Marston Holdings	WCC - Debt Management Parking	Active	£0
01/12/2017	30/11/2020	Comunis Ltd (T/A) ISARR	Emergency Management System Contract	Active	£50,160
01/01/2018	31/12/2021	Veolia Environmental Services UK Ltd	WEEE Service Level Agreement	Active	£0
01/02/2018	01/09/2018	Idox Software Ltd	Electronic Notifications	Active	£47,000
Total					£55,386,978

Waivers Approved – A total of 8 waiver requests were approved.

<p>3 Waiver requests: Change to evaluation criteria</p>
<p>Mental Health Training for Managers Course - change the weighting ratio for WCC to 55% quality and 45% price, to ensure quality of deliver for such a sensitive topic.</p> <p>This service (Mental Health Training for Managers) aims to give managers understanding and practical tools/skills to implement in the workplace immediately. The service should enable managers to: help reduce stigma around mental health problems in the workplace and be aware of risks relating to work-related stress as set out in the HSE Management Standards, and take action to prevent it being a problem for employees. It is important to remember that this service also ultimately aims to act as a high quality incentive for employers to work towards London Healthy Workplace Charter accreditation and to contribute to their journey towards healthy workplace accreditation. The Contractor shall ensure that delivery staff are appropriately qualified, competent, knowledgeable and experienced, and shall ensure that all staff are properly instructed and supervised. As mental health can bring up sensitive issues it is imperative that the trainers are experienced enough to deal with this as well as delivery valuable solutions for managers in the workplace. This is why we request the change in weighting ratio, as quality of overall delivery is of most importance. During the previous procurement exercise, a maximum of 55% of the total score was available for quality scores, and a maximum of 45% was available for price. This was agreed as the most appropriate weighting, because quality of training of this nature will have a significant effect on its impact on workplace-related health. In the previous procurement exercise, the cheapest bid scored poorly on quality, and their proposal appeared to lack understanding of the purpose of the service. We are keen to prioritise quality sufficiently again in light of this experience. Note this is a Tri-Borough procurement.</p>
<p>Rapid Charge Points Concession Contract - Mini Competition - Deviation from 60:40 to 50:50 Price/Quality to comply with Framework term conditions</p> <p>It has been agreed in principle that TFL will run a mini completion against their own Framework Agreement on behalf of WCC for the installation of Rapid Charge points for Taxis. The terms of the Framework Agreement states that mini competitions is a 50:50 Price:Quality ratio for evaluations. Please note this is a concession contract and projected income is £3k per charge point. At present 34 sites for Rapid Charge Points have been identified. There may be a requirement to install further Rapid Charge Points for the wider public.</p>
<p>Road Cycle Training (mini competition) – change weighting to 30% Price & 70% Quality to comply with Framework term conditions</p> <p>Gate 1 report was approved on 31 January 2018 via PAB. The Gate report stated a Quality/Price evaluation of 60:40 using the RBKC Framework Agreement. However on closer inspection of the Framework Argeement, the evaluation of any mini competitions is to be in line with the terms and conditions of any call off contract with a 30:70 Price:Quality evaluation. As a result approval is required to deviate from the council standard 60:40.</p>
<p>3 Waiver requests - Directly award contract without competition</p>
<p>Cycle Confident - Cycle Training</p> <p>This contract was previously extended to allow a new contract to be called off from the Councils own Managed Training Services Framework Agreement that was in progress at that time. Unfortunately the Councils own Management Training Services Framework Agreement strategy did not materialise and the Council's new approach is to use a CCS Managed Training Services Agreement with Capita. As this new strategy is yet to be fully implemented, the approach is that the existing contract with Cycle Confident is extended for an additional 6 months to 31st March 2018 to allow WCC to be fully engrossed with Capita's Framework Agreement. In addition the costs to access Capita via their Framework Agreement would transpire that the service area would be over budget for Cycle Training. There is an option to use the RBKC Road Safety Services Framework which is more specific to the needs of the service as WCC have been named on and able to access. However, the implementation will take at</p>

<p>3 Waiver requests - Directly award contract without competition</p>
<p>least 3 months to implement but the competitive tendering process has been completed and opens up a plethora of providers for road safety training and the use of other such services. The RBKC Framework runs from 2015 to 2020 (with an optional 2 year extension thereafter).</p>
<p>Pitney Bowes - Highways IT System Requirement</p>
<p>The rationale for this direct award is as follows: 1.2. The requirement is being re-tendered via the Restricted OJEU procedure. The additional 12 months is required for the OJEU period and also for deployment of any new provision. 1.3. It would not be feasible to engage another provider as the period is too short for on boarding and the additional cost for deployment for a 12 month arrangement too short.</p>
<p>IDOX - Provision of services for online subscription form and integration of My Westminster with the Public Access software in Uniform - to replace paper consultation letters</p>
<p>Following a solution options analysis (attached) it is clear that the only possible solution to meeting the needs of the e-consultation project is to commission Idox to provide a form that integrates with their Public Access software and also develop the mechanisms that allow My Westminster portal to be recognised by Public Access through a 'single sign on' capability. As Idox own the IPR for the Public Access software only they have the technical knowhow to develop and implement the forms. Other options have been considered including commissioning Idox to develop 'APIs' that allow 3rd party systems to interface with Idox and building all requirements in the WCC Digital platform, however given the remaining dependencies on Public Access to wider stakeholder groups, these were rejected on the grounds of cost and disruptive impact to customers.</p>
<p>3 Waiver requests Non-Compliant Contract Extension</p>
<p>Zip Cars - Westminster Car Club - Zipcar (UK) Ltd</p>
<p>The 4 month extension of this contract will ensure continuity of service whilst the re procurement exercise is completed. The income over a 12 month period is £277,500 per annum that represents c£23k income per month. There is no expenditure attached to this concession contract.</p>
<p>Sherry Funeral Service Ltd t/a W Sherry & Sons - Funeral Services</p>
<p>The extension of this contract will ensure that local authority is compliant under Section 46(1) of the Public Health (Control of Disease) Act 1984 which imposes a duty on local authorities to bury or cremate the dead where it appears that no other suitable arrangements will be made. A decision is required so that the contract for the provision of Funeral services for Lot 1 comprising of WCC, RBKC and H&F (Lot 2 is London Borough of Lambeth can continue for at least 6 months starting 01/02/2018 until 31/07/2018) in order to allow for contractual and business continuity. Current contract is due to expire 31/01/18 with new contract anticipating to start on 01/08/2018. PP&L Business Performance Team disbanded in April 2017. In June 2017 Public Health Funerals Service was allocated to West End & City Operations Service. The priority for the first 6 months was placed on stabilising the service and officers within that service. Officer who was undertaking Public Health Funeral Service duties at the time was due to go on maternity leave in September 2017. The interim supervision was given to Klaudija Green. KG started a recruitment process in July 2017 with a new officer finally starting on 06 November 2017. Due to above reasons it was not reasonable to start re-tendering process until December 2017. Richard Barker (EMT) has approved this Waiver request (please refer to email).</p>

Contract Performance – of contracts valued at £1.5m or more

12 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/01/2010	31/12/2018	Gristwood & Toms Ltd	Arboricultural Services & Tree Maintenance Services	£1,600,000
16/09/2010	15/09/2020	Veolia Environmental Services UK Ltd	Waste collection, street cleansing and ancillary services	£256,900,000
06/12/2013	30/11/2019	smart parking	Provision of an Electronic Vehicle Detection Solution	£2,009,954
01/04/2014	31/03/2022	FM Conway Limited	Contract A Highways Maintenance Management & Public Realm Projects	£330,000,000
01/04/2014	31/03/2022	FM Conway Limited	Contract B - Public Lighting Maintenance Mngment, Elect & Mech Service	£20,000,000
01/04/2014	31/03/2022	FM Conway Limited	Contract C - Bridges and Structures Maintenance Management and Improvements	£20,000,000
01/04/2014	31/03/2022	WSP UK Limited	Contract E - Traffic Management Order Service	£1,600,000
01/07/2014	30/06/2018	NSL Ltd	Kerbside Management ITT: People and Resources	£24,997,432
01/11/2014	01/11/2018	NSL Ltd	Kerbside Management: Business Processing and Technology Services	£28,135,891
01/07/2016	30/06/2025	Sports and Leisure Management Ltd	Management of Leisure Portfolio Contract	£35,441,542
16/09/2016	31/03/2020	Veolia ES (UK) Limited	Dry Recyclables Reprocessing and Marketing Contract (Contract 2)	£4,427,377
16/09/2016	15/09/2026	Western Riverside Waste Authority	Civic Amenity Site Service	£1,550,000

2 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2017	31/03/2023	Continental Landscapes Ltd	Management and maintenance of parks, open spaces and cemeteries for Westminster City Council	£2,059,411
16/09/2017	31/03/2024	Veolia ES (UK) Limited	Residual waste treatment and disposal contract (contract 1)	£53,113,804

Contract Performance – of contracts valued at £100k or more but less than £1.5m

6 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/06/2016	31/05/2019	SDK Environmental Ltd	Animal Wardens Service	£240,000
01/04/2014	31/03/2022	Norman Rourke Pryme	Contract F - Compliance and Audit Services	£1,400,000
01/08/2011	31/07/2019	Find My Past Ltd	Digitisation of Westminster Archival Records	£100,000
16/09/2016	31/03/2020	Veolia ES (UK) Limited	Food Waste Treatment and Disposal Contract	£350,000
01/07/2015	30/06/2018	Radiocom Systems Ltd	Two Way Radio System Contract	£125,412
04/07/2016	30/06/2020	The Mansfield Group	Vehicle Relocation Services	£400,000

1 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2016	31/03/2019	Bibliotheca	WCC Bibliotheca	£164,000

Page 104

Executive Summary

- 6 Contracts let
- 6 Waivers approved
- Contract Performance - 20 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 6 contracts let¹ for Corporate Services during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £1.5m	3				3
ABOVE £100k		1			1
BELOW £100k		2			2
Grand Total	3	3			6

The recommendations for the 11 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
PAB	3	1			4
Devolved		2			2
Grand Total	3	3			6

- 4 contracts let were above £100k
Recommendations to proceed to contract

award were given by the Procurement Assurance Board (PAB).

- 2 contracts let were below £100k and classified as Devolved procurement activity. Recommendations to proceed to contract award are managed by the service.

2 Contract extensions were approved, in quarters 3 and 4.

Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 6 waivers were approved, which is comparable to the previous year where a total of 5 requests were approved.

Waivers by type	Q1	Q2	Q3	Q4	Total
Change to evaluation criteria	1	1			2
Non-compliant contract extension	1			3	4
Grand Total	2	1		3	6

This table represents the latest position using source data from the capitalEsourcing system dated 01/05/2018.

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6months of quarter 4 as performance will not have been rated. So out of a total of 23 active contracts during this period this leaves 20 contracts for the purposes of this report.

Threshold	Above Expectations	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m		1	1	6	8
ABOVE £100k	1		4	7	12
Grand Total	1	1	5	13	20

Of these 20 contracts over the £100k threshold

- 1 contract is rated as below expectations
- 5 contracts rated as meeting expectations
- 13 contracts have not been performance rated

The following pages present a detailed summary of the contract activity highlighted above.

¹ The term 'contracts let' refer to all contracts in capitalEsourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

Overview of Contracts Let 2017/18 A total of 6 contracts were let during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract status	Contract Value
01/04/2017	31/03/2020	Central and North West London NHS Foundation Trust	Lot 2 - Screening and Contraception in the Community WCC	Active	£2,173,000.00
01/04/2017	31/03/2020	Turning Point	Lot 1 Sexual Health Promotion and Psychosocial Support WCC	Active	£1,975,735.59
01/04/2017	31/03/2020	Central and North West London NHS Foundation Trust	WCC School Health Service	Active	£4,509,391.97
01/07/2017	30/05/2021	Paddington Development Trust	Westminster Maternity Champions Contract	Active	£240,000.00
07/08/2017	30/04/2018	Healthy Dialogues Ltd	Pharmaceutical Needs Assessment 2018	Active	£70,600.00
01/09/2017	31/08/2021	RBE Associates Ltd	Champions Training Procurement Contract	Active	£59,880.00
Total					£9,028,607.56

Overview of Contract Extensions 2017/18 A total of 2 contracts were extended during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract Status	Contract Value
01/04/2016	31/03/2019	Turning Point	Lot 1 WCC Substance Misuse Treatment Service	Active	£0.00
01/04/2014	31/08/2018	Health Education Partnership Limited	Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot	Active	£110,500,000

Waivers Approved – A total of 6 waiver requests were approved.

Waiver requests Non-Compliant Contract Extension (Total of 4)
<p>1. Central London Community Healthcare NHS Trust (CLCH) - Health Visiting and School Nursing services WCC</p>
<p>It is proposed that this award is made to ensure service continuity and alignment of these services with the redesign of 0-19 services in Westminster. Westminster City Council have already started to implement proposals to develop a series of new Family Hubs that will improve access to preventative services (both universal and targeted). The services provided from these hubs will support families to access appropriate support early, before problems escalate and to understand and make effective changes to their behaviour that ultimately improve their health and wellbeing</p>
<p>2. Action for Children - Standing Tall (Domestic Violence Prevention in Schools).</p>
<p>The Standing Tall contract is scheduled to end mid-way through an academic year which will be detrimental to the relationships with clients and the service as a whole. The proposed extension period will ensure continuity of this school based service up to the end of the current academic year. The intension going forward will be to incorporate the Standing Tall service into the contract for Healthy Schools (HS) and Healthy Early Years (HEY) which is due to expire on 31st August 2018. The procurement is scheduled to commence in Spring 2018 with a contract start date of 1st September 2018. This 5 month direct award allows for the Standing Tall services and the HS and HEY service to be included within the same procurement/contract leading to contract management efficiencies and potential cost savings.</p>
<p>3. Opportunity for All - Mental Health Promotion</p>
<p>The current supplier Opportunity for All provides a specialist mental health promotion service among BAME communities and other at risk groups within WCC, in partnership with Improving Access to Psychological Therapies, commissioned by the local CCG's. In light of the Mental Health Strategy and NHS England's five year forward view for mental health, Public Health are looking to align the service with wider Mental Health services. The waiver will allow for sufficient time to complete a service review which is needed to identify if the existing service arrangements fully meet customer needs and also to identify gaps in the service and carry out a procurement. The recent PH restructure has also contributed to the delays in the service review.</p>
<p>4. Campaign Against Living Miserably (CALM) - Suicide Prevention</p>
<p>The current supplier Campaign Against Living Miserably (CALM) a national specialist mental health promotion service targeting men of all ages at risk of suicide. The service provides a helpline, texting number for London, web chat and website combined with social marketing techniques to raise awareness of depression in men by working alongside music, sport and media industries to encourage men to be able to be more open and seek support when needed. NHS England's Five year forward view for mental health sets a target to reduce suicides by 10% nationally by 2020 with an implementation plan published in July 2016. In January 2017, the government launched its refreshed suicide prevention strategy. As an indication of the importance of this area of work and acknowledgement of the fact that those bereaved by suicide are 65% more likely to attempt to take their own lives. The recent PH restructure has also contributed to the delays in the completed of the service review. The 6 months extension will allow for a procurement to be carried out.</p>
Waiver requests Change to evaluation criteria (Total of 2)
<p>1. Pharmaceutical Needs Assessment (PNA) (supplier tbc)</p>
<p>The Health and Wellbeing Boards have a statutory requirement to produce and publish a PNA every 3 years. PNAs are a statement of the needs for pharmaceutical services of the population in a defined geographical area, and are primarily an important tool in market entry decisions made by NHS England. Applications to the NHS Pharmaceutical List can be keenly contested by applicants and existing contractors and therefore the local PNA needs to be extremely robust. A precise service specification for this RFQ has been developed, however there is a risk that a weighting of 60% Price will enable bidders to adopt a bidding strategy that gives too great a focus on offering the lowest price at the expense of quality. Adjusting the Price:Quality ratio to 60:40 will ensure delivery of a robust PNA that fulfils the requirements of the Health and Wellbeing Board and maximises resources. The range for RFQ has been capped between £70-90K, which will ensure the cost is within this commercial envelope.</p>

Waiver requests Change to evaluation criteria (Total of 2)**2. Integrated Healthy Lifestyles Services (supplier tbc)**

That the Procurement Assurance Board recommends the Chief Procurement Officer approve a waiver under section 3.10.1 of the WCC procurement code in order to evaluate both tenders based on a weighting split of 60% Quality and 40% Price. This is a waiver from the 40% Quality and 60% Price. There is a risk that a weighting of 60% Price will force all bidders to adopt a bidding strategy that gives too great a focus on offering the lowest price. Such a strategy is likely to come at the expense of quality which is highly important given the nature and impact of these services to users. This weighting is justified for the following reasons:

- Information and feedback obtained at the market engagement stage has proved that a 60% Price and 40% Quality approach in line with WCC procurement code poses a risk that quality will be sacrificed.
- Other public sector organisations used the following weighting split for an Integrated Healthy Lifestyles Service:
 - Gloucestershire County Council used 60% Quality and 40%
 - Sutton County Council used 90% Quality and 10% Price
 - Islington Council and Camden Council under a shared Public Health service used 60% Quality and 40% Price
 - Sefton Council used 70% Quality and 30% Price
- In previous price simulations using the 60% Price and 40% Quality, the supplier scoring very low on a number of quality questions could win the contract. It will also send a wrong message to the market as the suppliers will prioritise price over quality which will be reflected in their submissions.

The weighting split of 60% Quality and 40% Price has been approved in both LBHF and RBKC, therefore deterring from this weighting split would prevent a Bi-Borough procurement taking place and necessitate a third procurement for WCC only.

Research into the provider market has shown that there are a number of providers operating in this field, many of whom have seen success. We will have a clear understanding of appetite from provider organisations from the market engagement work and will account for this in our approach to the tender. Ensuring award criteria of 60% quality will further support in awarding to providers who will provide a high level of quality and innovation.

Contract Performance – of contracts valued at £1.5m or more

1 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/01/2014	31/12/2018	Thrive Tribe	Contract for the provision of stop smoking (quits and prevention) service	£2,003,770

6 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2017	31/03/2020	Turning Point	Lot 1 Sexual Health Promotion and Psychosocial Support WCC	£1,975,735
01/04/2016	31/03/2019	Turning Point	Lot 1 WCC Substance Misuse Treatment Service	£7,602,404
01/04/2017	31/03/2020	Central and North West London NHS Foundation Trust	Lot 2 - Screening and Contraception in the Community WCC	£2,173,000
01/04/2016	31/03/2019	change, grow, live (CGL)	Lot 2 - WCC Alcohol Specific Treatment Interventions Services	£3,362,471
01/04/2014	31/12/2018	Central London Community Healthcare NHS Trust	The Provision of a Health Improvement Team Service	£2,208,826
01/04/2017	31/03/2020	Central and North West London NHS Foundation Trust	WCC School Health Service	£4,509,391

1 contract rated as 'Below Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/10/2015	30/09/2019	Central London Community Healthcare NHS Trust	Contract for the Provision of PH 0-5 and FNP -WCC	£12,752,356

This contract is still performing 'below expectations' we are working with the supplier to improve performance. An action plan is now in place and reviewed at fortnightly meetings and it has also been escalated internally. Some improvement has been made and we anticipate that the majority of improvements will be completed by the end of June.

Contract Performance – of contracts valued at £100k or more but less than £1.5m

1 contracts rated as 'Above Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2014	31/03/2019	Paddington Development Trust	Contract for the provision of a community Champions Project.Mozart Est	£250,000

4 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2014	31/03/2019	Paddington Development Trust	Contract for the Provision of A Community Champions Project. Church St Ward	£255,000
01/04/2014	30/09/2018	A2Dominion	Contract for the provision of Advice Plus	£188,000
01/04/2014	31/08/2018	Health Education Partnership Limited	Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot	£220,448
01/08/2015	31/07/2018	Mytime Active	Lot 1 Planning, Policy and Workforce Development - WCC	£599,517

7 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/10/2015	31/12/2018	Thrive Tribe	Cardiac Disease Prevention Service WCC	£1,365,325
01/04/2014	31/08/2018	Action for Children Services Ltd	Contract for the Provision of 'Standing Tall' domestic violence prevention- schools programme	£160,000
01/08/2015	31/07/2018	Mytime Active	Lot 2 Prevention and Weight Management Programme - WCC	£1,486,505
01/07/2015	30/06/2020	The Abbey Community Association	RFQ Community Champions Churchill Gardens/Tachbook	£300,000
01/07/2015	30/06/2020	Westminster Artisans Ltd	RFQ Community Champions Harrow Rd	£225,000
01/07/2015	30/06/2020	Paddington Development Trust	RFQ Community Champions Westbourne Park	£300,000
01/07/2017	30/05/2021	Paddington Development Trust	Westminster Maternity Champions Contract	£240,000

Executive Summary

- 23 Contracts let
- 6 Waivers approved
- Contract Performance - 14 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 23 contracts let¹ for Corporate Services during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £1.5m	2	1			3
ABOVE £100k	3	1	1		5
BELOW £100k	5	2	6	2	15
Grand Total	10	4	7	2	23

The recommendations for the 23 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
PAB	3	2	1		6
Devolved	5	2	6	2	15
Non - compliant	2				2
Grand Total	10	4	7	2	23

- 8 contracts let were above £100k. Recommendations to proceed to contract award were given by the Procurement Assurance Board (PAB).
- 15 contracts let were below £100k and classified as Devolved procurement activity. Recommendations to proceed to contract award are managed by the service.

Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 6 waivers were approved, which is a slight decrease from the previous year where a total of 9 requests were approved.

Waivers by type	Q1	Q2	Q3	Q4	Total
Directly award contract – no competition	2			1	3
Change to evaluation criteria		1		2	3
Grand Total	2	1	0	3	6

This table represents the latest position using source data from the capitalEsourcing system dated 01/05/2018.

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6months of quarter 4 as performance will not have been rated. So out of a total of 38 active contracts during this period this leaves 14 contracts for the purposes of this report.

Threshold	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m	1	8	1	10
ABOVE £100k		3	1	4
Grand Total	1	11	2	14

Of these 14 contracts over the £100k threshold

- 1 contract is rated as performing ‘Below Expectations’
- 11 contracts rated as meeting expectations
- 2 contracts not been performance rated

The following pages present a detailed summary of the contract activity highlighted above.

¹The term ‘contracts let’ refer to all contracts in capitalEsourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

Overview of Contracts Let 2017/18 A total of 23 contracts were let during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract status	Contract Value
01/04/2017	31/03/2018	Wider Plan Ltd	Provision of Employee Benefits Platform and KiddiVouchers	Open	£4,000.00
01/04/2017	31/03/2018	Bupa	Provision of Private Healthcare Insurance 2017	Open	£162,000.00
01/04/2017	31/03/2022	Risk Management Partners Ltd	WCC Fidelity Guarantee and Crime Insurance 2017 - 2022	Open	£85,937.50
01/04/2017	31/03/2022	Charles Taylor Services Limited	WCC Terrorism Insurance 2017 - 2022	Open	£594,000.00
01/04/2017	31/03/2022	Risk Management Partners Ltd	WCC Personal Accident and Travel Insurance 2017 - 2022	Open	£74,213.04
01/04/2017	31/03/2022	Protector Forsikring ASA	WCC Property and Liability Insurance 2017 - 2022	Open	£3,035,255.74
03/04/2017	09/06/2017	Deloitte LLP	Consultancy MSP Contract	Closed	£55,000.00
06/04/2017	31/05/2019	GBG	WCC E-Bulk provider	Open	£8,500.00
02/05/2017	01/05/2020	Matrix SCM	Managed Services for Temporary Agency Resources	Open	£58,407,790.83
12/05/2017	29/12/2017	AXIS EUROPE	T176 - Admiral House Works	Closed	£452,486.00
01/08/2017	01/08/2022	BT Global Services	Information Technology and Communications	Open	£10.00
09/08/2017	31/12/2017	Ember Services Limited	Provision of Digital Programme Support Services	Closed	£192,050.00
24/08/2017	23/08/2020	Civica UK Ltd	Coroner's Case Management System	Open	£83,300.00
26/09/2017	31/05/2018	Penna PLC	Provision for Recruitment Services for CE Role 2017	Open	£28,950.00
01/11/2017	31/10/2019	Encompass Consultancy Limited	Provision of Public Sector Commercial Apprenticeship Training Services	Open	£72,900.00
01/11/2017	31/12/2017	JUDGE & PRIESTLEY	Provision of Legal Services	Closed	£46,000.00
16/11/2017	31/05/2018	Osborne Thomas	ICT Leadership Recruitment	Active	£44,500.00
01/12/2017	31/05/2018	TMP Worldwide	Recruitment Advertising Services - TMP Pilot Scheme	Active	£70,000.00
11/12/2017	31/03/2019	Sodexo Motivation Solutions UK Ltd	Employee Benefits	Active	£24,408.00
18/12/2017	18/12/2018	Capita	Learning Management System	Active	£50,000.00
18/12/2017	17/12/2018	Capita Business Services Limited	Managed Learning Services - Capita	Active	£588,000.00
15/01/2018	14/01/2019	Allen Lane Limited	Recruitment Services for Permanent Procurement Roles (Allen Lane)	Active	£10,000.00
01/02/2018	31/01/2020	Working Transitions 2005 Ltd	Outplacement Support	Active	£30,000.00
Total					£132,338,659.45

Waivers Approved – A total of 6 waiver requests were approved.

Waiver Directly award contract without competition
Kaplan Financial Ltd - Finance Apprenticeships
The direct award to the existing provider of training services will allow Finance to recruit new apprentices to commence in the next few weeks.
Civica UK Ltd - Coroners Case Management System
The current Coroner's Case Management System supplied by Advanced Legal is deemed as not fit for purpose. Based on a presentation to HM Coroner Dr Fiona Wilcox and new developments in Coroner's case management systems nationally which have also been discussed at meetings of the London Lead Authorities Coroners Group it appears that Civica is the only provider in the market that has a working and tested system in any jurisdiction which will meet the 4 Inner West London consortium boroughs requirements. This is also evidenced by the fact that two of the seven London Coroner jurisdictions have moved over to Civica. Please refer to the Business Case supplied with this waiver request for further information.
Buchanan Computing - Provision of Traffic and Highways Management Software (ParkMap/TraffMap)
"Buchanan provide a suite of products that are used by WCC, RBKC & LBHF Highways Management team and its partners. Each contract is separate and the current WCC contract comes to an end on 31/03/18. To ensure continuity of service this will need to be renewed to avoid any impact on the service provided. There should be no requirement for a waiver at the end of the contract as this will be reviewed to align with the Parking contract that ends in 2020.
<p>The products include TraffMap, ParkMap, SignPlot, InvMap as well as others. TraffMap is the only out of the box product that has been developed for the purposes of managing and maintaining Traffic Management Orders (TMOs). Buchanan actually develop and design the product and whilst others also sell the product they are merely resellers of the same product. Parkmap has been supplied to over 200 authorities across the UK. In London, ParkMap has been supplied to 21 of the 33 councils. ParkMap has been used by Westminster City Council since 2003. It provides the Council with an accessible map-based inventory of parking and moving traffic regulations. SignPlot integrates with the other features and allows for the easy design and preparation of new signs. The software is purchased for use by Council staff and also its partners and is well supported by Buchanan.</p> <p>There isn't any off the shelf product that can produce and manage TMOs and where there is an alternative for a module training for Council staff and its partners would be required. A simple search on the CCS Digital Market Place under the G-Cloud 9 framework using the term "Traffic Management Orders" returns only two results; one of these is Buchanan and the other Elgin. Out of the two only Buchanan provide software that has been developed to manage traffic management orders. The other software is able to create the Orders but only Buchanan is able to create and manage them through their lifecycle.</p> <p>Awarding under G-Cloud 9 is an option however some products WCC use are not offered on the framework and Suppliers are unable to amend their offerings. As the service offerings on G-Cloud 9 do not exactly align to our requirement. The supplier would have to combine two service offerings and "wrap up" all the required products. If this was to happen, the cost to the council would be £127,266.24.</p> <p>Buchanan have confirmed they can provide the service on the following basis - a two year contract at £95,700.14, with a one year break clause, prices split 60:40; Year 1 £57,420.09, Year 2 £38,280.05"</p>

Waiver Change to evaluation criteria
Training and Assessment Delivery for Project Delivery, Digital and Technology, Finance and Leadership & Management Apprenticeships
<p>Information and feedback obtained at the market engagement stage has proved that a 60/40 approach is not appropriate for the apprenticeship training services due to the shortfalls and failures in the industry in the past. Quality of the training provided has been a key challenge and risk in the industry as recognised by a number of buying organisations (this was also discussed in great detail at a London Boroughs meeting facilitated by London Councils a few months ago). The ESFA (funding body) has already set a funding band within which all tenderers would have to price their provision which would limit the extent to which can vary the price. One of the reasons why such banding has been imposed by ESFA is to enable the buying organisations as well as service providers to focus more on the quality aspects of the training and apprentices' experience during their programmes. Other major public sector organisation engaged with (Crown Commercial Service, Hammersmith and Fulham and Kensington and Chelsea) used a 80/20.</p> <p>Previous experience by WAES has taught us that using a 60/40 may lead to less satisfactory outcomes in terms of training quality and candidate experience. At present WCC is rated by Ofsted as "Good" any activity undertaken must ensure it doesn't endanger future inspection outcomes.</p>
Provision for Advertising Recruitment
<p>Recruitment Advertising charges are pretty similar across the board as evidenced by a previous procurement exercise. The competition is tight and all charges for the services are a pretty similar costs to public sector. The real difference lies in the quality of the service and value they can offer beyond the 'norm'. Depending totally on price as the main driver would not give us the best service and value to Westminster and therefore suggest a change to 60 / 40 in favour of Quality.</p> <p>The new weighting structure will allow WCC to evaluate this requirement to identify the supplier that can provide an improved service from our initial incumbent provider. Poor services provided to the business has proved that a lack of quality reflected on the calibre of candidates applying.</p> <p>It is therefore key to the success of the contract that should the quality be sacrificed the hiring managers may procure outside the contract to source candidates which will pose compliance and commercial risks</p>
Microsoft Enterprise Agreement (EA) Renewal
<p>This requirement is off the shelf software. Pricing between Microsoft & CCS for all UK Public Sector organisations has been recently agreed with limited margins imposed on suppliers. The increase in the price criteria will allow further competition around the price and provide WCC, RBKC & H&F the most value for money. 5% of the quality criteria will be allocated to Responsible Procurement leaving 15% for value add, contract management, support and training.</p>

Contract Performance – of contracts valued at £1.5 m or more

8 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
30/06/2009	09/04/2020	Ericsson	Corporate Voice Telephony (contract extension)	£12,018,598
15/04/2011	09/04/2020	Virgin Media Business	Next Generation Network - WAN and INTERNET	£2,562,000
01/11/2011	31/10/2018	IDOX Plc	IDOX software and hosting services	£1,921,028
14/04/2014	13/04/2019	BT Global Services	ICT Services ITT: Lot 1 – Distributed Computing Call-Off	£10,777,000
14/04/2014	13/04/2019	BT Global Services	ICT Services ITT: Lot 3 - Data Centre Services	£5,853,635
23/05/2014	22/05/2019	Agilisys Limited	ICT Services ITT: Lot 2 – Service Desk Contract	£2,700,000
01/09/2015	31/08/2020	Ricoh UK Ltd	Print and Document Management Services Call-off	£4,675,744
02/05/2017	01/05/2020	Matrix SCM	Managed Services for Temporary Agency Resources	£58,407,791

1 contract 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2017	31/03/2022	Protector Forsikring ASA	WCC Property and Liability Insurance 2017 - 2022	£3,035,255

1 Contract performance rated as 'Below Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/06/2013	31/05/2019	BT Global Services	Managed Services for HR, payroll and finance	£9,478,000
Well documented below par performance of this contract relating to still outstanding transition activities and general performance. Exit plan fully in progress with transition to a new provider scheduled to complete in the Autumn September 2018				

Contract Performance – of contracts valued at £100k or more but less than £1.5m

3 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
11/06/2013	10/06/2018	BravoSolution	WCC eSourcing call-off contract - capitalEsourcing	£744,275.00
01/12/2013	31/05/2019	Sirsi Dynix Ltd	The Provision of a Tri-Borough Library Management System	£280,609.00
01/12/2014	30/11/2018	Pitney Bowes Software Ltd	PBS Confirm OnDemand hosted software, support and maintenance	£244,800.00

1 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2017	31/03/2022	Charles Taylor Services Limited	WCC Terrorism Insurance 2017 - 2022	£594,000

Executive Summary

- 5 Contracts let
- Contract Performance - 8 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 5 contracts let¹ for Corporate Services during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £100K	2				2
BELOW £100k		2	1		3
Grand Total	2	2	1		5

The recommendations for the 5 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
PAB	2				2
Devolved		2	1		3
Grand Total	2	2	1		5

- 2 contracts let were above £100k Recommendations to proceed to contract award were given by the Procurement Assurance Board (PAB).
- 3 contracts let were below £100k and classified as Devolved procurement activity.

Recommendations to proceed to contract award are managed by the service.

Contract Extensions: 5 Contract extensions were reported to PAB during quarters 2 and 3 and the recommendations were to proceed.

Waivers & Exemptions

There were no waiver requests for this reporting period.

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6months of quarter 4 as performance will not have been rated. So out of a total of 14 active contracts during this period this leaves 8 contracts for the purposes of this report.

Threshold	Above Expectations	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m			2		2
ABOVE £100k			3	3	6
Grand Total			5	3	8

Of these 8 contracts over the £100k threshold

- 5 contracts rated as meeting expectations
- 3 contracts have not been performance rated

The following pages present a detailed summary of the contract activity highlighted above.

¹ The term 'contracts let' refer to all contracts in capitalEsourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

This table represents the latest position using source data from the capitalEsourcing system dated 01/05/2018.

Overview of Contracts Let 2017/18 A total of 5 contracts were let during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract status	Contract Value
01/04/2017	31/03/2021	Sanderson Weatherall LLP	Estates Valuation	Active	£320,000
27/07/2017	26/07/2019	Grant Thornton UK LLP	CFO Insight Subscription	Active	£25,000
01/10/2017	30/05/2018	Worth Technical Accounting Solutions Ltd	Technical Accounting Consultancy	Active	£56,000
04/09/2017	29/12/2017	Ernst & Young LLP	Housing Financial Review	Closed	£75,000
30/06/2017	30/04/2018	Ernst & Young LLP	Housing Finance Review and Advisory Services	Active	£148,880
Total					£624,880

Overview of Contract Extensions 2017/18 A total of 5 contracts were extended during the 2017/18 period

Start Date	Original End Date	Extension Date	Suppliers	Contract Title	Contract Value
01/08/2002	31/03/2015	31/10/2017	NEWLYN COLLECTION SERVICES LTD	C827 - Reserve Bailiff Service (Council Tax/NNDR and Benefit Overpayments)	£0.00
01/08/2002	31/10/2015	31/10/2017	Equita Ltd	C826 - Bailiff Services (Bailiff Services for Council Tax and NNDR)	£0.00
01/10/1998	31/10/2015	31/07/2018	Capita Business Services Limited	C849 - Housing and Council Tax Benefits Service	£110,500,000
01/04/1994	31/10/2015	31/07/2018	Capita Business Services Limited	C847 - Revenue Services (Council Tax and NNDR Collection/Recovery) (incl Ctax FM)	£74,000,000
01/01/2017		31/12/2017	Insight Investment Management (Global) Limited	Pensions Investment Management	£0.00

Contract extensions for the Capita contracts were approved to ensure continuity of service whilst the re-procurement activity was concluded. The tender commenced in January 2018 and only 1 bidder (Capita) submitted a tender response. A separate piece of work was commissioned to ensure the financial stability of Capita was robust to support the life of the contract. In addition, several clarification meetings were held to review technical, IT and commercial queries and proposed enhancements to the contract have been presented to Steve Mair. All the above work is now concluded and award recommendations are due to be presented to Procurement Assurance Board and the relevant Cabinet Member. The new contract is due to commence 1st August 2018 pending any further post contract award negotiations.

Contract Performance – of contracts valued at £1.5m or more

2 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/1994	31/07/2018	Capita Business Services Limited	C847 - Revenue Services (Council Tax and NNDR Collection/Recovery) (incl Ctax FM)	£74,000,000
01/10/1998	31/07/2018	Capita Business Services Limited	C849 - Housing and Council Tax Benefits Service	£110,500,000

Contract Performance – of contracts valued at £100k or more but less than £1.5m

3 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2006	31/08/2020	DSI Billing Services Ltd	C829 - Printing and Mailing (Printing and Mailing service for Council Tax/NNDR)	£1,045,000
01/10/2010	31/03/2020	LLOYDS TSB COMMERCIAL FINANCE LTD	Contract for the Provision of Banking Services	£640,000
01/01/2014	31/12/2018	Deloitte	Investment Advisor	£500,000

3 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2017	31/03/2021	Sanderson Weatherall LLP	Estates Valuation	£320,000
30/06/2017	30/06/2018	Ernst & Young LLP	Housing Finance Review and Advisory Services	£148,880
22/03/2017	21/03/2021	Deloitte	Investment Consultancy Services for the Westminster Pension Fund	£323,310

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Executive Summary

- 3 Contracts let
- 1 Waivers approved
- 1 Exemption approved
- Contract Performance - 7 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 3 contracts let¹ for Corporate Services during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £1.5m			1		1
ABOVE £100K					
BELOW £100k	1	1			2
Grand Total	1	1	1		3

The recommendations for the 11 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
PAB			1		1
Devolved	1	1			2
Grand Total	1	1	1		3

- 1 contract let was above £100k
Recommendations to proceed to contract

award were given by the Procurement Assurance Board (PAB).

- 2 contracts let were below £100k and classified as Devolved procurement activity. Recommendations to proceed to contract award are managed by the service.

Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 1 waiver was approved, which is reduction to the previous year where a total of 6 requests were approved.

Waivers by type	Q1	Q2	Q3	Q4	Total
Change to evaluation criteria			1		1
Grand Total			1		1

1 procurement exemption was approved in quarter 3 for the following circumstance

- The Council has no influence over the supplier selection - it can be robustly demonstrated that there is only one supplier capable of providing the requirements of the Council

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6months of quarter 4 as performance will

not have been rated. So out of a total of 11 active contracts during this period this leaves 7 contracts for the purposes of this report.

Threshold	Above Expectations	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m				1	1
ABOVE £100k	1		2	3	6
Grand Total	1		2	4	7

Of these 7 contracts over the £100k threshold

- 1 contract is rated as above expectations
- 2 contracts rated as meeting expectations
- 4 contracts have not been performance rated

The following pages present a detailed summary of the contract activity highlighted above.

¹ The term 'contracts let' refer to all contracts in capitalEsourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

This table represents the latest position using source data from the capitalEsourcing system dated 01/05/2018.

Overview of Contracts Let 2017/18 A total of 6 contracts were let during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract status	Contract Value
01/04/2017	30/09/2017	One Westminster	Voluntary and Community Sector Support Service	Closed	£38,700.00
10/08/2017	31/01/2020	Lake Market Research	WCC City Survey 2017-2019	Open	£68,505.00
02/10/2017	30/09/2019	One Westminster	WCC Provision of Voluntary & Community Sector (VCS) Support Services	Open	£598,628.00
Total					£1,304,460.80

Waivers Approved – A total of 1 waiver requests were approved.

Waiver requests Change to evaluation criteria (Total of 1)
<p>1. Provision of Event Management Services (supplier tbc)</p> <p>Amend the quality-price ratio to 70-30 in favour of quality.</p> <p>West End Live is a uniquely complex event both in terms of its technical production and operational requirements. Crucially, the huge popularity of the event that sees over 250,000 people descend on Trafalgar Square over the event weekend. As such that public safety and the welfare of visitors to the event is of paramount performance. To that end, the emphasis has to be on quality, experience and technical expertise of the contractor. The Council's is the event organiser for West End LIVE and therefore a considerable amount of risk and liability sits with the Council. This needs to be managed and mitigated as much as possible which is why contracting a high-quality and experienced contractor is imperative. There are hundreds of event management companies in the UK, but only a select few will have the necessary expertise to deliver West End LIVE. Furthermore, the nature of the stage content (West End shows) the volume of artists that perform over the weekend (over 500 artists on stage over the event weekend in 2017) and a challenging schedule, create a highly pressurised environment that requires a highly experienced event management company to oversee the technical delivery. West End shows are very demanding in terms of their technical requirements and the Council needs a production partner that has the necessary skillsets and knowledge to manage this. It is anticipated that there will be little variance between bidders in terms of the specification they are costing against. Furthermore, the overall event budget is principally funded by sponsorship with only a small amount of Council funding which is fixed and can't be increased and so the financial risk to the Council is negligible in that the final event specification will be dictated by the amount of sponsorship raised, not by the Council's budget for the event. This should be reflected in the tender by with an emphasis on quality as opposed to cost and for this reason we are seeking a waiver.</p>

Exemptions Approved – 1 exemption approved.

<p>Procurement Exemption (Total of 1): The Council has no influence over the supplier selection - it can be robustly demonstrated that there is only one supplier capable of providing the requirements of the Council</p>
<p>2. Heart of the City Westminster</p> <p>City of London have a very successful programme that has been in operation for the last 10 years. This unique programme supports businesses to develop their corporate responsibility strategy. The support entails leading organisations acting as mentors and a whole raft of resources including templates and case studies. This programme is not provided by any other organisations. The programme is very well respected and is directed by a higher level advisory board of businesses and the Bank of England. WCC will employ someone to deliver some elements, but this agreement is for the IP and access to City of London's main events for Westminster businesses. Approval has been sought from Julia Corkey and Cllr David Harvey.</p>

Contract Performance – of contracts valued at £1.5m or more

1 contracts rated as 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
23/06/2014	03/11/2020	Agilisys Limited	Customer Contact Centre and Back Office Services	£6,310,362

Contract Performance – of contracts valued at £100k or more but less than £1.5m

1 contracts rated as 'Above Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2015	30/06/2018	Spice Innovations Limited	Time credits programme	£198,597

2 contracts rated as 'Meets Expectations'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/11/2016	30/09/2019	One Westminster	Team Westminster volunteer outreach and development service	£241,474
08/06/2015	30/07/2018	Groundwork London	The provision of the flagship volunteering service in Westminster contract	£329,790

3 contracts 'Not Evaluated'				
Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
08/02/2017	06/02/2022	The Post Office Ltd	Face to face payment services & associated products	£372,875
01/05/2014	30/04/2019	Verint Systems UK LTD	Lagan Customer Relationship Management (CRM) system software	£657,320
01/07/2015	30/06/2019	Bay Media Limited	Services Related to Lamp Column Mounted Banners	£320,000

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Executive Summary

- 2 Contracts let
- 4 Waivers approved
- Contract Performance - 4 contracts £100k+

Contracts Let 2017/18

The contracts award thresholds within the Procurement Code, sets out the types and levels of approvals required. The table below provides an overview of the 2 contracts let¹ for Corporate Services during the 2017/18 period.

Threshold	Q1	Q2	Q3	Q4	Total
ABOVE £1.5m			1		1
ABOVE £100K	1				1
Grand Total	1		1		2

The recommendations for the 11 contracts let originated from the following areas:

Recommendation	Q1	Q2	Q3	Q4	Total
CoCo	1		1		2
Grand Total	1		1		2

- 2 contracts let were above £100k Recommendations to proceed to contract award were given by the Children’s Services Contracts & Commissioning Board (CoCo).

¹ The term ‘contracts let’ refer to all contracts in capitalEsourcing with a service commencement date within the Quarterly reporting period. A reconciliation of the previous reporting period will be run each quarter.

Waivers & Exemptions

The number and types of waivers requested over the 17/18 period are summarised below. A total of 4 waivers were approved, which is an increase to the previous year where a total of 1 request was approved.

Waivers by type	Q1	Q2	Q3	Q4	Total
Direct award no Competition	1		1	2	4
Grand Total	1		1	2	4

Overall Contract Performance over £100,000

It should be noted that this data **excludes** all contracts below £100k and if commenced within the last 6months of quarter 4 as performance will not have been rated. So out of a total of 5 active contracts during this period this leaves 4 contracts for the purposes of this report.

Threshold	Below Expectations	Meets Expectations	Not Evaluated	Total
ABOVE £1.5m	1			1
ABOVE £100k		2	1	3
Grand Total	1	2	1	4

Of these 4 contracts over the £100k threshold

- 1 contract is rated as below expectations

This table represents the latest position using source data from the capitalEsourcing system dated 01/05/2018.

- 2contracts rated as meeting expectations
- 1 contract has not been performance rated

The following pages present a detailed summary of the contract activity highlighted above.

Overview of Contracts Let 2017/18 A total of 2 contracts were let during the 2017/18 period

Start Date	End Date	Suppliers	Contract Title	Contract status	Contract Value
16/05/2017	31/12/2017	Elliott Group	Temporary Accommodation - Westminster City School	Closed	£295,146
17/10/2017	17/09/2018	ARJ Construction Limited	Westminster Schools Expansion Programme - St George's	Open	£5,772,047
Total					£6,067,193

Waivers Approved – A total of 4 waiver requests were approved.

Waiver requests Directly award without competition (Total of 4)	
1. The Westminster Society for People with Learning Difficulties: The Westminster Society Short Breaks Services	<p>Following a service assessment it was felt we would be able to better realise an improvement in outcomes by continuing to work with the current provider whilst better understanding out future needs to inform a future model. As a consequence it was not considered the right time to go for a procurement exercise. We are now launching a phase of codesign work with the involvement of support won from the Design Council. We are therefore recommending a direct award from April 2017 - March 2018 to bridge the gap whilst a commissioning strategy for delivering a future model of Short Breaks offer in Westminster is developed</p>
2. Denis Goldthorpe: School Improvement Providers	<p>It is not considered to be in the Council’s interest to obtain additional quotes from alternative providers for this work. In addition to commissioned SLA support, this provider delivers core support in specific schools to support capacity in the Shared School Standards team. The Shared School Standards team uses 42 providers across the Bi-Borough area. This particular provider is specifically requested by a number of schools due to the strong relationship it has built up in recent years and the knowledge and understanding it has of these schools; this is not the case for the other consultants used. The provider is highly experienced and has the expertise as a School Improvement Adviser to provide quality and effective support and advice.</p> <p>Plans were initiated so that approval would have been sought over the summer in time for this agreement to have been issued for the beginning of the 2017 / 18 academic year. Unfortunately, resources within the Shared Children's Commissioning Directorate had to be channelled into the response to the tragic Grenfell Tower fire over the summer which delayed this request. No agreement has been issued to the provider since their last agreement expired at the end of the 2016 / 17 academic year. We would like to issue a retrospective agreement to ensure clarity with regards the spend cap to be applied for the 2017 / 18 academic year.</p>
3. KIDS: Key working and Portage Home Learning	<p>This direct award will allow for an interim period to pilot a new model and ways of working with the incumbent provider. This is recommended because:</p> <ul style="list-style-type: none"> • more time is needed to review the service model before undertaking a competitive tendering process • the pilot and review of this new service model is aligned to a wider suite of changes underway, so the system can be refined as a whole before longer term arrangements are made via a competitive tendering exercise • new opportunities created by the Bi-borough arrangement can be considered. <p>The award has been redesigned to improve both quality and value for money, with estimated annual efficiency savings of £80,000</p>
4. The Westminster Society for People with Learning Difficulties: Westminster Short Breaks Play provision for Holiday, After School and weekends.	<p>This direct award is for an interim contract period to pilot a new model and ways of working with the incumbent provider. This is recommended because:</p> <ul style="list-style-type: none"> • more time is needed to review the service model before undertaking a competitive tendering process • given the extent of change underway in the system it is not possible to forecast future demand for the services • the interim period provides the opportunity for changing demand for services resulting from the new model to be measured and assessed with a view this informs the scope and scale of the future commissioned offer • committing to an interim period only reduces the risk of low utilisation that may result from a change in demand for services or a change in budget capacity due to the launch of new in-house services • the pilot and review of these new service models is aligned to the wider suite of changes underway, so the system can be refined as a whole before longer term arrangements are made via a competitive tendering exercise • new opportunities created by the Bi-borough arrangement can be considered. <p>The award has been redesigned to improve both quality and value for money, with estimated annual efficiency savings of £80,000.</p>

Waiver requests Directly award without competition (Total of 4)

In the interim period, the Short Breaks contract is considered essential to the sufficiency of the local offer for children with identified long term, enduring and complex disabilities aged 0-18 who reside within Westminster.

Contract Performance – of contracts valued at £1.5m or more**1 contract rated as 'Below Expectations'**

Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
11/04/2016	10/04/2019	Caterlink	WCC School Meals Mini-competition	£7,500,000

Within this contract there have been concerns over supplier compliance through supply to delivery of food products which did not achieve the required standards in order to be compliant with the halal meat offer. The contractor is currently with critical default notices. Following investigations an action plan and additional monitoring of the supply chain and ordering system have been put in place. Review of this plan has been completed with additional reporting required from the contractor to the LA to include evidence of compliance of the action plan. Ad hoc reviews and visits to supplier are planned for summer break and throughout the Autumn Term. (July 2017)

Contract Performance – of contracts valued at £100k or more but less than £1.5m**2 contracts rated as 'Meets Expectations'**

Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/04/2015	31/01/2019	The Westminster Society	Provision of Nursery Services for Disabled Children at Rainbow Nursery	£677,644
01/10/2016	30/09/2018	Family Lives	Westminster Children's Centre Outreach Service	£518,457

1 contracts 'Not Evaluated'

Contract Start date	Contract End Date	Supplier Name	Contract Title	Contract Value
01/02/2017	31/01/2020	First in Service Limited	Schools Catering Equipment Repairs and Maintenance Contract - Ref ESPO 98 Lot 5 WCC	£295,310



City of Westminster

Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	Monday 16 th July 2018
Classification:	For General Release
Title:	Counter Fraud 2017/18 – End of Year Report
Wards Affected:	All
Financial Summary:	The Council's budget
Report of:	Steven Mair, City Treasurer (Section 151 Officer)
Report author:	Andy Hyatt, Tri-borough Head of Fraud email: Andrew.hyatt@rbkc.gov.uk 020 7361 3795

The Audit and Performance Committee's Terms of Reference require that the Committee receive reports on internal and external fraud investigated by the Council. This report is intended to brief members of the Committee in respect of work undertaken by the fraud service during the period 1 April 2017 to 31 March 2018.

FOR INFORMATION

1. BACKGROUND

- 1.1 This report provides an account of fraud related activity undertaken by the Corporate Anti-Fraud Service (CAFS) from 1 April 2017 to 31 March 2018.
- 1.2 CAFS remains a shared service covering three Councils and continues to reap a number of benefits including the sharing of skills and expertise, a "compare and contrast" review to identify the best practice and the streamlining of anti-fraud related policies and procedures.
- 1.3 CAFS continues to provide Westminster City Council with a full, professional counter fraud and investigation service for fraud attempted or committed against the Council.
- 1.4 Since April 2017 CAFS identified 213 positive outcomes, including 22 prosecutions and 21 recovered tenancies. For the period 1 April 2017 to 31

March 2018, fraud identified by CAFS has a value of over £500,000 and is detailed in the following table.

Activity	2016/17		2017/18		
	Fraud proved	Notional Values (£'s)	Fraud proved	Fraud Value (£'s)	Notional Values (£'s)
Housing Fraud (inc. Applications, assignments & successions)	3	54,000	29	65,532	447,500
Right to Buy	29	3,013,100	57	121,060	5,922,300
Advisory Reports (pro-active)		-	8	16,000	16,000
Prevention subtotal	32	3,067,100	94	202,592	6,385,600
Tenancy Fraud (CWH and Registered Providers)	13	750,000	21	117,550	1,230,000
Internal Staff and Other Services	18	156,827	11	23,853	36,291
Disabled Parking	26	122,649	23	69,096	112,880
Resident's Parking	43	277,586	61	71,795	196,795
Detection subtotal	100	1,307,062	114	282,294	1,575,966
Proceeds of Crime (POCA)	5	181,352	5	17,425	23,187
Press releases and publicity	1	-	-	-	-
Deterrence subtotal	6	181,352	5	17,425	23,187
Total	138	4,555,514	215	502,311	7,984,753

1.5 Details of noteworthy cases are reported in Appendix 1.

2. WHISTLEBLOWING

3.1 The Council's whistleblowing policy continues to be the primary support route for staff wishing to report a concern.

3.2 Since April 2017 CAFS received four referrals via the whistleblowing process. Although none were deemed protected disclosures in accordance with the policy, the cases were allocated and investigated as per CAFS standard processes.

3.3 The table below provides an overview of the allegation and outcome of the investigation;

Allegation		Outcome
i.	Bribery and corruption: <i>improper performance in return for a financial advantage</i>	The case was closed no fraud proven, although the investigation revealed a minor breach of the codes of conduct resulting in disciplinary action
ii.	False accounting: <i>excessive allowances and overtime claims</i>	An investigation remains on-going
iii.	False accounting: <i>exaggerated overtime and mileage allowance claims</i>	The case was closed no fraud proven, but recommendations were accepted by the service to improve existing anti-fraud controls
iv.	Codes of conduct: <i>undeclared second employment</i>	The case was closed no fraud proven

3.4 One case referred during 2016/17 financial year, which was deemed a protected disclosure, remains an on-going investigation. However, one element of the case was resolved during this financial year when disciplinary action was taken against a member of staff for a data breach.

4. ANTI-FRAUD AND CORRUPTION STRATEGY

4.1 The Council's Anti-Fraud & Corruption Strategy is based on three key themes: Acknowledge, Prevent and Pursue, and is aligned with the National Strategy: *Fighting Fraud and Corruption Locally*.

4.2 The Strategy places emphasis upon the following anti-fraud activities:

- i. **Acknowledge:** recognising and understanding fraud risks and committing support and resource to tackling fraud to maintain a robust anti-fraud response.
- ii. **Prevent:** preventing and detecting more fraud by making better use of information and technology, enhancing fraud controls and processes and developing a more effective anti-fraud culture.
- iii. **Pursue:** punishing fraudsters and recovering losses by prioritising the use of civil sanctions, developing capability and capacity to investigate fraudsters and developing a more collaborative and supportive law enforcement response.

5. ACKNOWLEDGE, PREVENT, PURSUE

(i) ACKNOWLEDGE

Committing support and resource to tackling fraud.

- 5.1 CAFS have recognised the need for a support officer to help facilitate and co-ordinate CAFS investigations at the earliest stages. To meet this demand, we have now created and recruited to a new "Trainee Investigator" post.
- 5.2 During the financial year three officers sat and passed their CIPFA Accredited Counter Fraud Specialist examination. Two officers await their results having completed the syllabus, and a further two officers will commence their studies this year.

Maintain a robust anti-fraud response.

- 5.3 There are three critical elements of the operational plan that underpins and drives the Anti-Fraud and Corruption Strategy, and CAFS refer to this as the *Fraud Resilience Triangle*. The triangle is formed of:
- 1) Fraud Risk Register (*Acknowledge*)
 - 2) Pro-Active Work Programme (*Prevent*)
 - 3) Reactive Referrals (*Pursue*)
- 5.4 Responding solely with reactive referrals often fails to provide the levels of coverage required to provide a robust anti-fraud response. Therefore, during 2017/18 CAFS have begun to increase the amount of resource dedicated to pro-active operations.
- 5.5 Guided by the fraud risk register, CAFS undertook eight reviews during the year, and details of actions are reported in *Appendix 1*.
- 5.6 Combining pro-active work plans with reactive capability increase the chances of fraud detection. But regardless of how successful a proactive fraud operation may be in detecting fraud, it can always serve as a deterrent if the work is done visibly and if it is performed in areas that fraud perpetrators may consider operating.

(ii) PREVENT

Corporate investigations

- 5.7 Corporate investigations are defined as fraud cases which relate to employee fraud or other third party fraud which does not fall within a particular CAFS service areas such as Housing or Disabled Parking Fraud.
- 5.8 Since 1 April 2017 work in this area has resulted in:
- The dismissal of a member of staff whose immigration status had changed but they had failed to inform Human Resources
 - A disciplinary hearing following an investigation into potential bribery

- Five new residential properties identified, during investigation work, resulting in additional billing of over £17,000 per annum.
- Accessible transport fraud

Housing/Tenancy Fraud

- 5.9 CAFS provides an investigative service to all aspects of housing, including the verification applications for housing support, as well as applications for the succession or assignment of tenancies. CAFS also investigate allegations of subletting or other forms of tenancy breaches as well as the checking of all right to buys.
- 5.10 For the period 1 April 2017 to 31 March 2018, CAFS has successfully prevented four false successions/assignments and removed 21 persons from the housing register when investigations revealed they were no longer in need of support.
- 5.11 In addition to the prevented housing fraud, CAFS also stopped four cases where tenants had applied to receive a cash incentive in order to vacate their property or downsize accommodation. The applications ended were valued at £15,500.
- 5.12 CAFS have also recovered 21 properties including a four-bedroom address and a three-bedroom address, both of which are in high demand and can now be allocated to a family in genuine need of assistance. Of the 21 recoveries, 16 involved the return of keys and vacant possession without the need for lengthy and costly legal action and ensuring properties can be promptly reallocated.
- 5.13 A further five cases are currently lodged with the Council's solicitors awaiting a court date. Four cases of subletting and one case of aiding and abetting a sub-letter.

Right to Buy (RTB)

- 5.14 CAFS apply an enhanced fraud prevention process to all new RTB applications, including anti-money laundering questionnaires as well as financial and residential verification.
- 5.15 For the period 1 April 2017 to 31 March 2018, CAFS have successfully prevented 57 Right to Buys from completion, where suspicion was raised as to the tenant's eligibility or financial status. In many instances, these have been as a result of the tenant voluntarily withdrawing their application once checking commenced.
- 5.16 In three cases, the checks undertaken to verify the RTB have uncovered additional criminality, namely subletting, and resulted in the properties being recovered as well as the RTBs being stopped.
- 5.17 The prevention work undertaken by CAFS in respect of RTB continues to protect valuable Council stock.

Parking investigations

- 5.18 CAFS continue to investigate the misuse of disabled parking badges, and for the period 1 April 2017 to 31 March 2018 have successfully prosecuted 22 offenders. A further nine cases are currently lodged with the Council's solicitors awaiting a court date.
- 5.19 From the successful prosecutions secured to date, fines totalling £4,580 were imposed, and defendants ordered to pay the Council a total of £7,380 in costs and victim surcharges.
- 5.20 CAFS also investigate the misuse of, and false application for, residents parking permits. For the period 1 April 2017 to 31 March 2018 have successfully detected 61 offenders who have all had appropriate sanctions applied including one individual who was successfully prosecuted for using a false permit.

National Fraud Initiative (NFI)

- 5.20 A vital component of the of the anti-fraud and corruption strategy is making better use of information and technology. To this effect, CAFS participate in the National Fraud Initiative (NFI) which is a data matching exercise carried out by the Cabinet Office.
- 5.21 The exercise matches electronic data within and between public and private sector bodies to identify inconsistencies which then require further investigation.
- 5.22 The Cabinet Office refer the high-risk cases as "recommended matches" and expect Councils to prioritise them. CAFS identified 1,000 recommended matches, and the table below shows the result of CAFS progress:

Fraud identified	On-going	Closed no fraud	Outstanding
18	47	963	84

- 5.23 The most significant of the proven fraud involved a positive match between payroll data and Home Office immigration records and indicated that a member of staff was no longer entitled to work in the UK. Further enquiries also confirmed that the employee no longer had leave to remain in the UK. Full details were provided to the UK Border Agency and the employee suspended, but she resigned ahead of any disciplinary action.
- 5.24 The other 17 positive outcomes included 14 individuals being removed from the Council's waiting list, because their circumstances had changed and they now had acquired housing outside of Westminster, and the cancellation of a disabled parking badges.
- 5.25 The Cabinet Office value the fraud identified at £162,739.

(iii) PURSUE

Deterrence

- 5.26 Stopping fraud and corruption from happening in the first place must be our primary aim. However, those who keep on trying may still succeed. It is, therefore, essential that a robust enforcement response is available to pursue fraudsters and deter others.

Sanctions and compensation

- 5.27 For the period 1 April 2017 to 31 March 2018, CAFS has successfully prosecuted 22 offenders, and currently, have fourteen cases lodged with the Council's solicitor for prosecution activity, comprising of five housing/tenancy cases and nine disabled parking offences.
- 5.28 In addition to the prosecution action detailed above, CAFS has also received £12,748 in compensation payments which act as a further deterrence for those who might contemplate defrauding the Council.

Proceeds of Crime Act 2002 (POCA)

- 5.29 Prompt and efficient recovery of losses is an essential component in the fight against fraud, and the Proceeds of Crime Act is a crucial part of the Council's counter fraud strategy.
- 5.30 Currently, CAFS is progressing two significant POCA cases. The first, a tenancy fraud investigation, which during a house search led to the seizure of £52,000 in cash, and the second, a right to buy fraud, which is due to begin later this year. Both cases could result in sizeable awards and large compensation payments to the Council.
- 5.31 The Act remains a powerful deterrent, and through the support of a Shared Service financial investigator, it is deployed by the Council, where appropriate to recover fraud losses and deter potential fraudsters. The use of POCA by CAFS makes fraudsters aware that every effort will be made by the Council to recoup losses and confiscate assets gained as a result of criminal activity.

6. LOCAL GOVERNMENT TRANSPARENCY CODE

- 6.1 The Local Government Transparency Code sets out key principles for local authorities in creating greater transparency through the publication of public data.
- 6.2 The Government believes that in principle all data held and managed by local authorities should be made available to local people. The Government believes that local people are interested in how their authority tackles fraud and have introduced a mandatory requirement in respect of fraud data.

6.3 The table below shows current activity in respect of the required data for the financial year ending 31st March 2018.

Information	17/18
Number of occasions they use powers under the Prevention of Social Housing Fraud (Power to Require Information) (England) Regulations 2014, or similar powers	59
Total number (absolute and full time equivalent) of employees undertaking investigations and prosecutions of fraud	6
Total number (absolute and full time equivalent) of professionally accredited counter fraud specialists	6
Total amount spent by the authority on the investigation and prosecution of fraud, and	£405,000
Total number of fraud cases investigated (525 referrals less 216 closed at intelligence stage)	309

David Hughes
Director of Internal Audit, Risk, Fraud & Insurance

Local Government Access to Information Act – background papers used:
Case Management Information

Officer Contact:
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PRO-ACTIVE OPERATIONS

Source	Fraud Review	Details	Risk
Pro-active counter fraud work plan	<p>Housing and Tenancy Fraud</p> <p>National Fraud Initiative (NFI) 2017</p> <p>Review the "highly recommended" housing tenancy matches, generated by the Cabinet Office NFI exercise, which suggests potential fraud risks.</p>	<p>Review the recommended matches in the following 12 National Fraud Initiative 16/17 reports, Reports 100, 104, 111, 315, 468, 469, 102, 103, 105, 113, 316, all in respect of Housing Tenant data matches.</p> <p>These reports generated a total of 115 potential fraud risks, and following reviews, checks, and investigations 76 have been closed off, and no fraud identified. However, 39 remain under investigation, and the outcomes of these will be reported later in the year.</p>	<p>Until the findings of this exercise are concluded the risk remains unchanged.</p> <p>No change</p> <p>↔</p>
Pro-active counter fraud work plan	<p>Procurement</p> <p>eLearning Course circulated to Procurement officers at Westminster</p>	<p>A bespoke eLearning course was created for procurement officers covering the following topics;</p> <ul style="list-style-type: none"> • Procurement fraud and the warning signs • Bid-rigging • Bribery and corruption • Gifts and hospitality • Conflicts of interest <p>26 officers enrolled on the course, which concluded with an evaluation test to verify understanding. Officers scored an average of 84% against a pass mark of 70%.</p>	<p>Although the eLearning is a positive action towards heightening of awareness, the risk of procurement fraud remains unchanged.</p> <p>No change</p> <p>↔</p>

Counter fraud work plan	<p>RTB improvements</p> <p>The audit of the Right to Buy process in 2016/17 identified four areas for improvement, and these were treated as actions for completion in the 2017/18 Counter fraud work plan:</p>	<p>All actions have been completed, and they were;</p> <ol style="list-style-type: none"> 1) Version controlled process maps and form. 2) Service Level Agreement (SLA) between Lessee Services and CAFS, which has been included in the overall CityWest Homes/CAFS SLA. 3) Records of CAFS live cases shared and reconciled each month with Lessee Services to ensure no case is delayed. 4) Bespoke fraud awareness training for Lessee Service, which was provided to all staff in the service via an eLearning package. 	<p>The involvement of CAFS in the RTB process and these implemented improvements have reduced the “likelihood” from 4 to 3</p> <p>Risk reduced</p> <p style="text-align: center;">↓</p>
Pro-active counter fraud work plan	<p>Petty Cash</p> <p>Scoping exercise on petty cash and impress accounts to identify and record/document all petty cash systems to create a directory for future Service Reviews.</p>	<p>The scoping exercise identified 30 sites where cash is collected and maintained securely. This included eleven libraries and thirteen schools.</p> <p>Work has detailed;</p> <ul style="list-style-type: none"> • Key contacts • Float balances, averages and annual amounts • Frequency of collections • Locations <p>This initial work will inform stage two of the plan which will include site visits and sampling. No change to the risk level until the sampling has concluded.</p>	<p>This scoping exercise and risk analysis</p> <p>No change</p> <p style="text-align: center;">↔</p>

<p>Pro-active counter fraud work plan</p>	<p>Data Analytics</p> <p>Applying analytic data techniques, including Benford's Law, against payment data to identify discrepancies for further investigation.</p> <p>Using analytics gives the work;</p> <ul style="list-style-type: none"> • credibility • risk-based analysis • coverage, and • an increased chance of finding fraud. 	<p>On a quarterly basis, CAFS analyse all Council payments and all Procurement Card transactions using Benford's Law which spots anomalies in a frequency distribution.</p> <p>The payment frequencies and amounts showed no significant peaks or troughs which might signify potential fraud or require closer inspection or sampling.</p>	<p>The analytics provide assurance but insufficient data to amend risk scores which remain unchanged.</p> <p>No change</p> <p style="text-align: center;">↔</p>
<p>Pro-active counter fraud work plan</p>	<p>Recruitment (Temporary staff)</p> <p>During an insider investigation, a control weakness was identified in the system used for the recruitment of temporary staff.</p> <p>Matrix system allows managers to search for a specific name, and receive the CV just for that candidate thereby heightening the risk of nepotism or similar.</p>	<p>A substantive sample of transactions was analysed by CAFS to ensure temporary recruitment underwent a fair process. Checking included recruiting manager and the professional references accepted for authenticity.</p> <p>In agreement with HR, CAFS will continue to analyse transactions on a quarterly basis to ensure ongoing compliance.</p>	<p>Matrix system remains unchanged. Quarterly reviews will mitigate risk but not reduce its score.</p> <p>No change</p> <p style="text-align: center;">↔</p>

<p>Service review</p>	<p>West End and City Operations</p> <p>Officers of West End and City Operations regularly interact with businesses across the Council, and they can be exposed to the risks of bribery and corruption.</p>	<p>CAFS undertook a service review to assess the risk of staff exposure to bribery and corruption, and to ensure staff were aware of the risk.</p> <p>The review concluded the need for officer training and a bespoke eLearning course was created covering the following topics;</p> <ul style="list-style-type: none"> • Bribery and corruption • Gifts and hospitality • Conflicts of interest <p>25 officers enrolled on the course, which concluded with an evaluation test to verify understanding. Officers scored an average of 85% against a pass mark of 70%.</p>	<p>Although the eLearning is a positive action towards heightening of awareness, the risk of bribery and corruption unchanged.</p> <p>No change</p> <p style="text-align: center;">↔</p>
<p>Service review</p>	<p>Road Management Service: Highways & Public Realm</p> <p>A service review was undertaken to assess the risk of fraud associated with claims for overtime and mileage within the department.</p>	<p>The sample and testing of transactions found no evidence to suggest any wrongdoing or fraudulent claims, but weaknesses were identified in the control mechanisms relating to overtime and mileage claims.</p> <p>Four recommendations were made for improvement including;</p> <ul style="list-style-type: none"> • Review of service provision to establish if alternative working patterns would lessen reliance on overtime • Immediate action to ensure approval documentation accompanies all claims 	<p>A follow up in Q1 18/19 will be undertaken. Until then the risk remains unchanged.</p> <p>No change</p> <p style="text-align: center;">↔</p>

NOTEWORTHY INVESTIGATIONS

	Case Description
1.	<p>TENANCY FRAUD – An anonymous referral suggested that a one-bedroom council flat in Erasmus Street, SW1, a stone throw from the Home Office and Channel 4 buildings, was being unlawfully sublet for £680 per month – the rent charged by CityWest Homes (CWH) was £400 per month.</p> <p>During the subsequent investigation, which included an interview under caution, the tenants seemed to realise the net was closing in on them and they tried to surrender their tenancy and claim payment of £3,500 from the Housing Department's Cash Incentive Scheme for returning vacant possession or downsizing. CAFS managed to stop the payment and armed with evidence of regular rent credits on the tenant's bank account, the tenants were refused the cash incentive but instead offered the opportunity to repay the council the unlawful profit they had made from subletting.</p> <p>The offer was initially refused, but as the date of the court hearing neared the now ex-tenants contacted the Council and agreed to settle the matter resulting in an unlawful profit order and legal fees totalling over £10k.</p> <p>As a result of the investigation, the Council have recovered the property that has since been allocated to someone in genuine need of support, prevented an incentive payment of £3,500 from being illegally claimed and agreed payment of an unlawful profit order to the Council. The total value of the savings amounted to just over £17,000.</p>
2.	<p>RESIDENTS PARKING AND COUNCIL TAX LIABILITY – An investigation into suspected permit fraud following the sighting of a vehicle of excessive height using a WCC permit. The permit had been issued to an address in Westbourne Grove above a restaurant, and the investigator also noted three other permits in the building for a flat which held no Council Tax liability.</p> <p>Enquiries confirmed that the addresses in question were both residential although one was being refurbished. It was also established that the permit holders were all employees of the restaurant.</p> <p>The owner of the vehicle, originally referred, was not resident at the property because the flat was gutted and being refurbished. Therefore, the permit was cancelled forthwith.</p> <p>It also transpired that the 4-bedroom flat occupying a whole 'floor' above the restaurant was taken off Council Tax rating in 1993 but was not included in the restaurant's NNDR account. The matter was referred to Council Tax who have sent a Valuation Officer to assess the property above the restaurant so that it can be billed accordingly.</p>

3.	<p>EMPLOYEE FRAUD CASE – During the investigation of a misconduct case the email file of an employee, linked to the enquiries, was extracted. The file showed no evidence in relation to the alleged misconduct. However, it became clear that the individual had sent confidential information outside the organisation to a former employee and disciplinary action was taken accordingly.</p>
4.	<p>HOUSING FRAUD – An individual made an application for re-housing from Gaydon House where they privately rented a one bedroom property. His request for Housing was on the basis of medical grounds and him being a single male. HOS had experienced difficulty in verifying the applicant's residency through arranged visits, and the matter was referred to CAFS.</p> <p>CAFS investigation found the property was also occupied by a female with children which raised further doubt as to the authenticity of the application for support, and further enquiries revealed a possible family relationship between the applicant and the owner of the Gaydon House property.</p> <p>The individual was asked to attend an interview after which a visit to the property at Gaydon House was agreed. When officers visited, it became apparent the property had no furnishings and was undergoing extensive renovation works. The applicant stated that someone must have removed his belongings without him knowing, before changing his account of events saying his friends had taken his belongings to undertake the works which started a few weeks ago.</p> <p>The application was cancelled forthwith, and the case eventually closed when the individual failed to attend formal interview requests.</p>
5.	<p>TENANCY FRAUD – a CWH Housing Officer raised concerns over the residency of a tenant at a Gloucester Terrace address.</p> <p>Following several unsuccessful visits, the Housing officer arranged an appointment via the tenant's granddaughter, the only contact number on file. However, when he attended the address, the tenant was not at the address.</p> <p>Enquiries by CAFS identified several different persons financially linked to the address, and following checks with the Home Office it transpired the tenant was primarily living in Morocco.</p> <p>Notices were served, and the tenant's son contacted the office to arrange a meeting. During this meeting, he explained that due to ill health his father would not be returning to the UK, and then relinquished the tenancy on behalf of his father and returned the keys.</p> <p>CWH took immediate vacant possession, and the property was formally recovered on Christmas Eve 2017.</p>

<p>6.</p>	<p>TENANCY FRAUD – a case was referred for investigation by CWH who suspected that a one bedroom property in Oversley House was not being used by the tenants as their main or principal home.</p> <p>Enquiries established that the tenants were linked to an address in Bournemouth, and further investigations found them to be the owners of this seaside property since 2005.</p> <p>The tenants attended an interview under caution where they explained that they purchased the Bournemouth address as an investment, but that Oversley House remained their home as they would return to it occasionally. But once officers began to challenge their account, it became clear that their home was primarily in Bournemouth.</p> <p>Following the interview, the tenants agreed to relinquish the tenancy by way of a 'Without Prejudice' offer, and CWH obtained vacant possession of the property in November 2017.</p> <p>Consideration was given to criminal prosecution, but on this occasion, it was not deemed in the public interest given the age and medical condition of the subjects.</p>
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City of Westminster

Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	16 July 2018
Classification:	For General Release
Title:	Annual Report on Internal Audit and Internal Control - 2017/18
Wards Affected:	All
Financial Summary:	The Council's budget
Report of:	David Hughes, 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

This report summarises the work of Internal Audit in 2017/18 and provides the opinion of the Shared Services Director of Audit, Fraud, Risk and Insurance on the adequacy and effectiveness of the Council's framework of governance, risk management and control. This opinion is provided for the use of Westminster City Council and is used to support its Annual Governance Statement.

From the Internal Audit work undertaken in the financial year 2017/18, reasonable assurance can be provided that systems of internal control in place are effective with 85% of the audits undertaken receiving a positive assurance opinion. There are a few areas where control improvements are required and compliance with agreed systems could be improved. In each case, action plans are in place to remedy the weaknesses identified. These will be followed up by the internal audit team until they are completed.

The Council was found to be effective, in most areas, at implementing recommendations where concerns in respect of controls were identified.

2. Recommendation

That the Committee consider and comment on the results of the internal audit work carried out during the period.

3. Background, including Policy Context

- 3.1 The Audit and Accounts Regulations 2015 require the Council to conduct a review of effectiveness of the system of internal control. With effect from 1 April 2015, the Council's internal audit service has been provided under a shared service arrangement with the Royal Borough of Kensington & Chelsea (RBKC) and the London Borough of Hammersmith and Fulham (LBHF). RBKC are the lead authority for the provision of this service which is managed by the Shared Services Director of Audit, Fraud, Risk and Insurance. The in-house internal audit team is supplemented by resources from Mazars LLP under a Framework arrangement with the London Borough of Croydon. Detailed reports on the performance and outcomes of the internal Audit work undertaken, have been presented monthly to the Council's Section 151 Officer and at each meeting of the Audit & Performance Committee.
- 3.2 Wherever possible, when planned audits have to be postponed, alternative audit work is identified.
- 3.3 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 2017/18 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 2018/19.

4. Internal Audit Opinion

- 4.1 As the provider of the internal audit service to Westminster City Council, the Director of Audit, Fraud, Risk and Insurance is required to provide the Section 151 Officer and the Audit & Performance Committee with an opinion on the adequacy and effectiveness of the Council's governance, risk management and control arrangements. In giving this opinion it should be noted that assurance can never be absolute. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.
- 4.2 The opinion is that, at the time of preparing this report and based upon the work completed this year, the Council's governance, risk management and internal control systems in the areas audited were adequate with the exception of those areas detailed as "amber" all of which have been reported to the Audit & Performance Committee. This is a positive opinion which means that the Council generally has effective internal control systems with 85% of audits receiving a positive assurance opinion. This is an increase from 2016/17 when audit outcomes reflected the significant amount of process change during that year which was taking time to become embedded across the organisation.
- 4.3 In the above context it should be noted that:
- This opinion is based solely upon the areas reviewed and the progress made by the Council to action internal audit recommendations;
 - Assurance can never be absolute neither can internal audit work be designed to identify or address all weaknesses that might exist;
 - Responsibility for maintaining adequate and appropriate systems of internal control resides with Council management, not internal audit.
- 4.4 Follow up reviews confirmed that the implementation of medium and high priority recommendations has been consistently effective.
- 4.5 Issues arising from Internal Audit work which have significant implications for the Council's control assurance framework have been included in the Annual Governance Statement which is reported separately to this Committee. The monitoring process in respect of the Annual Governance Statement also ensures that follow up action is taken to remedy the key control weaknesses found.
- 4.6 Appendices to this report are as follows:
- Appendix 1 - A list of audits completed in 2017/18 with assurance opinions;
 - Appendix 2 - A summary of the Internal Audit Service performance indicators; and
 - Appendix 3 - A summary report of the schools audited during 2017/18.

- 4.7 There were some areas where improvements in compliance with controls were needed with a total of eleven audits being designated as “limited assurance”:

Service Area	Audit	Reported to A&P Committee
Adult Social Care	Contract Monitoring: <ul style="list-style-type: none"> • Carers Network • Dementia Outreach Accounts Receivable	September 2017 November 2017 February 2018
Schools	College Park School	February 2018
Growth, Planning Housing	Tenant Management Organisations: <ul style="list-style-type: none"> • Odham’s Walk; • Millbank Estate 	September 2017 November 2017
Corporate Services	Pensions Administration Payroll (2 audits 2016/17 & 2017/18) Absence Management Supplier Resilience	September 2017 April 2018 April 2018 April 2018

The findings from these audits have been reported to the Audit & Performance Committee as indicated above and the implementation of recommendations arising from these audits will reviewed during 2018/19.

4.8 Managed Services Audits

- 4.8.1 The Council currently has a contract with BT for the provision of HR, Payroll and Finance services. As a result of various issues with the performance of this contract, the Council has sourced an alternative solution to be in place prior to expiry of the BT contract in May 2019.
- 4.8.2 Of the various options assessed, a public-to-public partnership model with Hampshire County Council (HCC) has been selected as the preferred option. A programme of work is currently in place to manage the exit from the current BT contract and successful transition to the HCC Partnership model during 2018/19.
- 4.8.3 The Director of Audit, Fraud, Risk and Insurance is working with the Programme Board to ensure that key risks have been identified, evaluated and plans put in place to manage them.
- 4.8.4 To provide the Council with assurance over key financial and HR systems, a number of internal audits have also been undertaken during 2017/18, including:
- Accounts Payable (satisfactory assurance);
 - Accounts Receivable (satisfactory assurance);
 - Payroll & Absence Management (limited assurance); and
 - Pension Administration – Contract Performance Monitoring (in progress).

4.8.5 Further audits in respect of managed services and the transfer to the new system will be undertaken during the 2018/19 financial year.

5. Assurance on Risk Management

5.1 An audit was undertaken during the year which provided satisfactory assurance in respect of the Council's risk management arrangements within the shared Libraries Service. Recommendations were made relating to:

- Reviewing the risk register on a regular basis; and
- Correcting inconsistencies in risk scoring and distinguishing between existing and planned actions to manage risks.

5.2 An audit of the Council's corporate risk management arrangements is due to be undertaken in 2018/19.

6. Assurance on Corporate Governance Arrangements

6.1 From the work undertaken by Internal Audit, the Council's corporate governance framework is considered to comply with the best practice guidance on corporate governance issued by CIPFA/Solace.

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

Moir Mackie on 020 7854 5922,

Email: moira.mackie@rbkc.gov.uk

BACKGROUND PAPERS

Internal Audit Reports;
Monthly monitoring reports.

Internal Audit Plan – 2017/18

Adult Social Care:

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
Commissioning Governance (Cfwd 2016/17)	Green	SUBSTANTIAL	0	0	0	Sep-17
Commissioning & Contracts: SHSOP (Cfwd 2016/17)	Green	SUBSTANTIAL	0	0	0	Sep-17
Commissioning & Contracts: Disability Connect (Cfwd 2016/17)	Green	SATISFACTORY	1	1	0	Sep-17
Customer Journey (Cfwd from 2016/17)	Green	SATISFACTORY	0	1	1	Sep-17
Contract Monitoring: Mental Health Day Services (Cfwd 2016/17)	Green	SATISFACTORY	1	2	1	Sep-17
Contract Monitoring: Carers Network (Cfwd 2016/17)	Amber	LIMITED	1	4	0	Sep-17
Health & Wellbeing Strategy (Cfwd 2016/17)	Green	SUBSTANTIAL	0	0	2	Sep-17
Contract Monitoring: Dementia Outreach (Cfwd 2016/17)	Amber	LIMITED	2	4	1	Nov-17
Homecare (Cfwd 2016/17)	Green	SATISFACTORY	0	6	1	Feb-18
Accounts Receivable	Amber	LIMITED	3	4	1	Feb-18

Internal Audit Plan – 2017/18

Public Health:

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
Contract Management – GP & Pharmacy Services (Cfwd from 2016/17)	Green	SATISFACTORY	0	2	0	Sep-17
Supplier Resilience (Cfwd from 2016/17)	Green	SATISFACTORY	0	2	2	Nov-17
Contract Management – Obesity (Cfwd from 2016/17)	Green	SATISFACTORY	0	6	1	Nov-17
Commissioning Governance (Cfwd from 2016/17)	Green	SATISFACTORY	0	1	1	Nov-17

Children's Services:

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
Departmental Governance (Cfwd from 2015/16)	Green	SUBSTANTIAL	0	1	0	Sep-17
Contract Management – Passenger Transport Contract	Green	SATISFACTORY	0	5	8	Sep-17
Special Educational Needs (SEN) Provision (Cfwd from 2016/17)	Green	SATISFACTORY	1	2	0	Apr-18

Schools:

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
St Vincent's Primary School (Cfwd from 2016/17)	Green	SATISFACTORY	0	2	3	Sep-17
St Clement Danes Primary School	Green	SUBSTANTIAL	0	2	2	Nov-17
Robinsfield Primary School	Green	SATISFACTORY	0	2	7	Nov-17
Westminster Cathedral Primary School	Green	SATISFACTORY	0	4	4	Nov-17

Internal Audit Plan – 2017/18

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
Portman Early Childhood Centre	Green	SATISFACTORY	0	2	10	Nov-17
St Matthew's Primary School	Green	SUBSTANTIAL	0	1	5	Nov-17
QE II Special School	Green	SATISFACTORY	0	6	4	Nov-17
Tachbrook Nursery School	Green	SATISFACTORY	0	3	1	Nov-17
Dorothy Gardner Nursery School	Green	SATISFACTORY	0	5	10	Feb-18
Mary Paterson Nursery School	Green	SATISFACTORY	0	3	9	Feb-18
St Joseph's Primary School	Green	SUBSTANTIAL	0	2	5	Feb-18
St Mary's Bryanston Square Primary School	Green	SATISFACTORY	0	4	5	Feb-18
St Mary of the Angels Primary School	Green	SATISFACTORY	0	4	4	Feb-18
College Park Special School	Amber	LIMITED	1	7	4	Feb-18
Queen's Park Primary School	Green	SATISFACTORY	0	2	8	Apr-18

Internal Audit Plan – 2017/18

Growth, Planning & Housing

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
TMO Odham's Walk (Cfwd from 2016/17)	<i>Amber</i>	<i>LIMITED</i>	2	10	7	Sep-17
Millbank Estate Management Office (MEMO) (Cfwd from 2016/17)	<i>Amber</i>	<i>LIMITED</i>	10	8	5	Nov-17
Energy Performance of Buildings Directive (Cfwd from 2016/17)	<i>Green</i>	<i>SUBSTANTIAL/ SATISFACTORY</i>	2	2	1	Sep-17
Lessee Charges (Cfwd from 2016/17)	<i>Green</i>	<i>SATISFACTORY</i>	0	3	1	Sep-17
Gas Servicing (Cfwd from 2016/17)	<i>Green</i>	<i>SATISFACTORY</i>	0	2	1	Sep-17
Total Facilities Management (TFM) Contract Management (Cfwd from 2016/17)	<i>Green</i>	<i>SATISFACTORY</i>	2	3	3	Nov-17
CityWest Homes – Acquisition & Disposal of HRA Properties	<i>Green</i>	<i>SATISFACTORY</i>	0	3	2	Nov-17
Apprenticeships in Procurement & Development	<i>n/a</i>	<i>N/A</i>	0	6	0	Apr-18

Internal Audit Plan – 2017/18

City Management & Communities:

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
Food Safety (Cfwd from 2016/17)	Green	SATISFACTORY	0	2	2	Sep-17
Registrar's Service (Cfwd from 2016/17)	Green	SATISFACTORY	0	3	4	Sep-17
Street Trading (Cfwd from 2016/17)	Green	SATISFACTORY	2	5	2	Sep-17
Commercial & Domestic Waste Enforcement (Cfwd from 2016/17)	Green	SATISFACTORY	0	5	1	Sep-17
Procurement Compliance – Youth Offending Service (Cfwd from 2016/17)	Green	SUBSTANTIAL	0	0	0	Sep-17
Libraries – Risk Management	Green	SATISFACTORY	0	2	0	Sep-17
Parking Permits	Green	SATISFACTORY	0	3	0	Nov-17
Sayers Croft – Outdoor Learning Centre	Green	SATISFACTORY	0	3	1	Nov-17
Waste Disposal Contract Management	Green	SATISFACTORY	0	2	0	Feb-18
Parks & Open Spaces Contract Management	Green	SATISFACTORY	0	3	1	Feb-18
Parking – Business Technology Contract Management	Green	SATISFACTORY	0	3	0	Feb-18
Prevent Strategy	Green	SATISFACTORY	0	1	0	Apr-18
Highways Contracts	Green	SATISFACTORY	0	6	2	Apr-18
Code of Construction Practice	Green	SATISFACTORY	0	5	1	Apr-18

Policy & Communications:

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
Partnership Governance (Cross River) (Cfwd from 2016/17)	Green	SUBSTANTIAL	0	0	2	Sep-17

Internal Audit Plan – 2017/18

Corporate Services:

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
HR - Pensions Administration (Cfwd from 2016/17)	Amber	LIMITED	2	0	1	Sep-17
HR – Payroll (Cfwd from 2016/17)	Amber	LIMITED	9	1	0	Sep-17
IT – Risk Management (Cfwd from 2016/17)	Green	SATISFACTORY	0	1	0	Sep-17
HR – Your Voice Survey (Cfwd from 2016/17)	Green	SATISFACTORY	0	1	0	Sep-17
Managed Services – Data & Information Security	Green	SATISFACTORY	1	2	1	Nov-17
IT – Asset Management & Disposal (Cfwd from 2016/17)	Green	SATISFACTORY	0	1	2	Feb-18
IT – Mobile Device Security (Cfwd from 2016/17)	Green	SATISFACTORY	0	1	0	Feb-18
HR – Occupational Health	Green	SATISFACTORY	0	2	5	Feb-18
IT – Cloud Computing (Cfwd from 2016/17)	Green	SATISFACTORY	0	6	0	Apr-18
HR – Payroll	Amber	LIMITED	4	1	0	Apr-18
HR – Absence Management	Amber	LIMITED	3	3	0	Apr-18
Supplier Resilience	Amber	LIMITED	3	2	1	Apr-18

Internal Audit Plan – 2017/18

City Treasurer:

Auditable Area	RAG Status	Assurance level given	No of High Priority Recs	No of Medium Priority Recs	No of Low Priority Recs	Reported to Committee
Accounts Payable (Cfwd from 2016/17)	Green	SATISFACTORY	0	5	2	Sep-17
Accounts Receivable (Cfwd from 2016/17)	Green	SATISFACTORY	0	3	1	Sep-17
Procurement Cards	Green	SATISFACTORY	0	4	1	Nov-17
Accounts Payable	Green	SATISFACTORY	0	8	0	Apr-18
Pension Investments	Green	SATISFACTORY	1	3	2	Apr-18
Council Tax	Green	SUBSTANTIAL	0	1	1	Apr-18
Income Manager	Green	SATISFACTORY	0	0	1	Apr-18
Accounts Receivable	Green	SATISFACTORY	0	1	0	Apr-18

Audits in progress

The audits listed below could not be completed prior to the end of the financial year and the outcomes from these audits will be reported to the Committee during 2018/19:

Adult Social Care	<ul style="list-style-type: none"> • Direct Payments (final report issued June 2018) • Client Affairs (fieldwork in progress) • IT - Mosaic upgrade from Frameworki (fieldwork in progress)
Children's Services	<ul style="list-style-type: none"> • Leaving Care (fieldwork in progress) • Fostering & Adoption (fieldwork in progress) • Supplier Resilience (draft report issued) • IT – Mosaic upgrade from Frameworki (fieldwork in progress) • Our Lady of Dolours Primary School (fieldwork in March) • St Barnabas Primary School (draft report issued) • St Mary Magdalene's Primary School (draft report issued) • St Peter's Chippenham Mews Primary School (final report issued May 2018) • St Saviour's Primary School (draft report issued)
City Management & Communities	<ul style="list-style-type: none"> • Licensing (fieldwork in progress) • Organisation Health & Safety – ongoing review
Growth, Planning & Housing	<ul style="list-style-type: none"> • Procurement of Temporary Accommodation (fieldwork in progress) • Planning Applications & Assessments (draft report issued) • Use of Apprenticeships in Procurement & Development (draft report issued)
Corporate Services	<ul style="list-style-type: none"> • IT – Service Governance (draft report issued) • IT – GDPR Readiness (ongoing work) • IT - Procurement & Contract Monitoring (final report issued June) • Procurement Supplier Resilience (draft report issued) • HR – Pensions Administration (final report issued May 2018) • HR – IR 35 Off Payroll Working (fieldwork in progress) • General – Transparency Data (fieldwork in progress) • Legal Services Alternative Business Solution (in progress)
City Treasurer	<ul style="list-style-type: none"> • Housing & Council Tax Benefit (final report issued April 2018) • NNDR (final report issued May 2018)
Public Health	<ul style="list-style-type: none"> • Commissioning Planning & Delivery: Behavioural Changes (draft report issued)
Policy, Performance & Communications	<ul style="list-style-type: none"> • IT – Members' IT Arrangements (final report issued May 2018)

APPENDIX 1
Internal Audit Plan – 2017/18

Audits deferred

The audits listed below were not undertaken during 2017/18 for the reasons shown and where appropriate will be undertaken during 2018/19 or included in a future year's audit plan:

Plan Area	Auditable Area	Reason Audit not Undertaken
Adult Social Care	<ul style="list-style-type: none"> • Reablement; • Residential Placements; • Safeguarding adults; • 3B hospital discharge project; • Emergency Duty Team; • Joint Commissioning. 	Audit delayed due to structural changes within the service. Inclusion in future audit plan will be discussed with the new Director of ASC.
Public Health	<ul style="list-style-type: none"> • Procurement governance; • Commissioning Planning and delivery: Behavioural change; • Health Intelligence and Joint Strategic Needs Assessment delivery; • Clinical Governance; • Prioritisation Framework. 	Delays in starting the audit – to be considered for inclusion in future year's audit plan.
Children's Services	<ul style="list-style-type: none"> • Child Care and the Age 2/3 offer; • Contract Management Arrangements; • Contract Procurements • Safeguarding - Structures & Governance Arrangements; • Early Help. 	Audit delayed due to structural changes within the service. Inclusion in future audit plan will be discussed with the new Director of CHS.
Growth, Planning & Housing	Capital Programme	Deferred to 2018/19 to allow new processes to become embedded.
Growth, Planning & Housing	Operational Property Portfolio (new)	Defer to 2018/19 at request of the service.
Growth, Planning & Housing	<ul style="list-style-type: none"> • Investment Strategy – Commercial Properties; • Building Control 	Defer to future year – to be discussed with the service.
Growth, Planning & Housing	Social Value Commitments	Issues covered by the Apprenticeship audit.
Growth, Planning & Housing	Transparency	No significant issues identified for inclusion in an audit.
City Management & Communities	Organisational Health & Safety	Initial work commenced. Significant changes being made and will review during 208/19.
City Management & Communities	Libraries (target operating model)	Start of audit deferred to early 2018/19 at the request of the service.
City Management & Communities	Bailiff Contract	Start of audit deferred to early 2018 due to other high priority audits.
City Management & Communities	Capital Programme	Deferred to 2018/19 to allow new processes to become embedded.
ICT – RBKC & WCC	<ul style="list-style-type: none"> • Cyber Security Compliance; • Office365. 	Start of audit deferred to early 2018/19 at the request of the service.
ICT – RBKC & WCC	Network Security Compliance	Audit deferred for possible inclusion in 2018/19 audit plan.
ICT – RBKC & WCC	Telecommunications Service Contract	To be replaced by a review of monitoring of BT Contract following discussion with the service and included in 2018/19 audit plan.

APPENDIX 1
Internal Audit Plan – 2017/18

Plan Area	Auditable Area	Reason Audit not Undertaken
ICT – RBKC & WCC	Data Management Governance including Information Management (Freedom of Information Requests/ Data Protection & Information Security)	Audits deferred to 2018/19 to allow for requirements of GDPR to be in place.
HR - WCC	Learning and Development	Defer to future year due to change in Managed Services provision in 2018/19.
HR - WCC	Staff Performance Management	Start of audit deferred to early 2018/19 at the request of the service.
CS - Managed Services - General	Intelligent Client Function (cfwd from 16/17)	No longer required due to change in Managed Services provision in 2018/19.
HR	Temporary & Agency Contractor (new contract 2017/18)	Defer to future year due to priority in reviewing changes to Managed Services provision in 2018/19.
CS - Managed Services (IT)	Interfaces (cfwd from 16/17)	Will be reviewed as part of transition to new Managed Service provision in 2018/19.
CS - Managed Services (IT)	MSP Business Continuity and Disaster Recovery (cfwd from 16/17)	Deleted as evidence provided by BT that relevant arrangements are in place (as demonstrated by ISO compliance).
CS – Legal	Trading Account	Due to changes being considered for service provision, audit deleted from the plan.
CS – Legal	Demand Management	Replaced by a review of the Alternative Business Solution (work in progress).
CS - General - WCC	Staff - Declaration of Interests	Review deferred to 2018/19 to accommodate other higher priority work.
CS - General - WCC	Staff - Gifts & Hospitality	System change during 2017/18 which has been overseen. Further review will be considered in 2018/19 audit plan.
Policy, Performance & Communications	<ul style="list-style-type: none"> • Corporate Governance; • Risk Management – systems/ compliance audit of the process; • Community Infrastructure Levy (CIL); • Section 106. 	Start of audit deferred to early 2018/19.
Policy, Performance & Communications	Partnership Governance	This audit was originally planned on a partnership which is actually led by the City of London so not considered high priority
Policy, Performance & Communications	Partnership Governance	This is now under the remit of Growth, Planning & Housing and will be reviewed as part of the 2018/19 audit plan.

Performance Indicators – 2017/18

Internal audit performance is summarised below against a range of performance indicators:

Performance Indicators	Target	Actual	Comments
Delivery			
Percentage of audit jobs completed by 31 March 2018	90%	94%	
Percentage of draft reports issued within 10 working days of fieldwork being completed	90%	82%	Slightly under target. Focus on quicker turnaround of draft report.
Percentage of audits finalised within 10 days of a satisfactory response	95%	96%	
Quality			
External audit conclude they can place reliance on Internal Audit work (annual)	Yes	Yes	Liaison with external auditors to provide evidence of internal audit work.
Percentage of jobs with positive feedback from client satisfaction surveys	90%	100%	25 received average score 4.3 (where 5 is the top score)
Percentage of recommendations implemented by management	95%	100%	125 out of 125 recommendations.

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

Westminster City Council

2017/18 Schools Year End Report

March 2018



1. Executive Summary

1.1. The Schools Audit Strategy consists of a three-year plan to visit all schools at least once during this period and is designed to cover the requirements of the Schools Financial Values Standard (SFVS). The schools audit programme is also in line with the programmes undertaken across the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham as part of shared service working across the three boroughs.

1.2. School Audit Visits and Follow Up

1.2.1. Overall in 2017/18, the results are similar to 2016/17 with two schools receiving a Substantial Assurance opinion, fifteen schools receiving a Satisfactory Assurance opinion and one school receiving a Limited Assurance opinion. In 2016/17, three schools received a Substantial Assurance opinion, ten schools received a Satisfactory Assurance opinion and one school received a Limited Assurance opinion.

1.2.2. When looking at the results for all schools over the last three years, 6 of 46 schools (including those that have now become academies) have received a Limited Assurance opinion as their most recent opinion, while five have been determined to provide Substantial Assurance.

1.2.3. Two high priority recommendations were raised as a result of the schools audits 2017/18 in comparison with three in 2016/17. Both related to records of income received not being sufficiently detailed to enable a clear audit trail through to banking. In one of these two cases, reconciliation between income received and banked was also not undertaken.

1.2.4. The most commonly occurring issues identified from the school audits were:

- No documented evidence of Governing Body approval of key documents and policies. including: School Improvement Plan, Charging Policy, Finance Policy, SFVS, Expense Policy, Pay Policy and Scheme of Delegation;
- Purchase orders not being raised and authorised prior to placing an order with the supplier. Lack of evidence of goods/services received checks and invoices not paid within 30 days of receipt;
- Quotes or tenders not being obtained for large value purchases, including not testing the market periodically for long standing contracts;
- Reconciliations not being undertaken between income received and banked, or being undertaken but without a sufficient separation of duties;
- Tax Status of Self-Employed Individuals not being confirmed prior to payments being made via cheque;
- Personnel files not being complete;
- Head teacher and Senior Leadership pay not being formally approved or

not in compliance with School Teacher Pay and Condition Document (STPCD); and

- Asset registers not being updated on a regular basis and not presented to the Governing Body for review.

1.2.5. The implementation of Medium and High Priority recommendations is undertaken as part of our reporting of outstanding recommendations to the Audit Committee. In addition to this, a full follow up visit is undertaken for all Nil and Limited Assurance reports.

1.2.6. No full follow up visits have been undertaken in 2017/18.

1.3. Proposed Management Actions

This report has proposed a number of actions for management to consider that have not been raised in individual audit reports. The main recommendations are that the Children's Services department should take proactive action, in collaboration with schools, to improve control and address the common areas of weakness identified.

MAIN REPORT

2. Introduction

2.1 This report gives an overall summary of the results of the work we have undertaken on schools during the 2017/18 financial year. This includes a summary of:

- School audit visits and follow up work;
- Additional audit work related to schools; and
- Further action for management to consider.

3. Results of School Audit Visits and Follow Up Visits

3.1 Results of School Audit Visits

3.1.1. A summary of the schools audited in 2017/18, with the results of their most recent OFSTED inspection, is shown in the table at Annex A. Furthermore, a summary of assurance opinions provided over the last four years covering all schools can be seen in Annex B and a definition of audit opinions contained in Annex C.

3.1.2. Overall in 2017/18, the results are similar to 2016/17 with two schools receiving a Substantial Assurance opinion, fifteen schools receiving a Satisfactory Assurance opinion and one school receiving a Limited Assurance opinion. In 2016/17, three schools received a Substantial Assurance opinion, eleven schools received a Satisfactory Assurance opinion and no schools received a Limited Assurance opinion.

3.1.3. When looking at the results for all schools over the last three years, 5 of 39 schools have received a Limited Assurance opinion as their last assurance opinion, while five have been determined to provide Substantial Assurance.

3.1.4. The audit opinion for eight schools audited this year has deteriorated moving from Substantial to Satisfactory assurance in seven cases (indicating a slight deterioration) and one from Substantial to Limited. One school had improved from limited assurance to satisfactory assurance.

3.1.5. Two high priority recommendations were raised as a result of the schools audits 2017/18 in comparison to three in 2016/17. Both related to records of income received not being sufficiently detailed to enable a clear audit trail through to banking. In one of these two cases reconciliation between income received and banked was also not undertaken.

3.1.6. As detailed in Annex D, the most commonly occurring issues in audit reports were:

- No documented evidence of Governing Body approval of key documents and policies. including: School Improvement Plan, Charging Policy, Finance Policy, SFVS, Expense Policy, Pay Policy and Scheme of

Delegation;

- Purchase orders not being raised and authorised prior to placing an order with the supplier. Lack of evidence of goods/services received checks and invoices not paid within 30 days of receipt;
- Quotes or tenders not being obtained for large value purchases, including not testing the market periodically for long standing contracts;
- Reconciliations not being undertaken between income received and banked, or being undertaken but without a sufficient separation of duties;
- Tax Status of Self-Employed Individuals not being confirmed prior to payments being made via cheque;
- Personnel files not being complete;
- Head teacher and Senior Leadership pay not being formally approved or not in compliance with School Teacher Pay and Condition Document (STPCD); and
- Asset registers not being updated on a regular basis and not presented to the Governing Body for review.

3.1.7. The Children's Services department should take proactive action, in collaboration with schools, to address common areas of control weakness and improve the control environment within schools. Internal Audit will offer their support where required.

3.2 Results of School Follow Up Work

3.2.1 The implementation of Medium and High Priority recommendations is undertaken as part of our reporting of outstanding recommendations to the Audit Committee. In addition to this, a full follow up visit is undertaken for all Nil and Limited Assurance reports.

3.2.2 Internal Audit are available to offer advice and support where there is any doubt over the implementation of recommendations.

4. The Schools Financial Value Standard (SFVS)

4.1 The Schools Financial Value Standard (SFVS) was launched by the Department for Education (DfE) on 18 July 2011 and has been available for schools to use since September 2011. The standard audit coverage is intended to cover compliance with SFVS.

4.2 The Chief Finance Officer is required to submit an assurance statement to the Department for Education by 31 May 2018 declaring:

- How many Schools have not submitted returns in 2017/18 and the reason why; and
- That a system of audit for schools is in place that gives adequate assurance over their standards of financial management and the regularity and propriety of their spending.

5. Proposed Actions for Management

As a result of the work undertaken in 2017/18, we made the following recommendation in addition to those recommendations already raised in individual audit reports:

The Children's Services department should take proactive action in collaboration with schools to address common areas of control weakness and improve the control environment within schools. Particular areas of focus should include:

- Approval of key policies and plans;
- Raising purchase orders prior to placing an order with the supplier. Maintaining evidence of goods/services received checks and paying suppliers within 30 days of receipt of invoices;
- Obtaining quotes and tenders for high value purchases including testing the market for long standing contracts;
- Ensuring tax status of self-employed individuals is confirmed prior to payments being made;
- Maintaining a clear audit trail between income collected and income banked;
- Reconciliation and independent review of income received and banked;
- Maintenance of personnel files;
- Head teacher and senior Leadership pay to be in compliance with STPCD; and,
- Maintenance of accurate asset registers.

An action plan detailing the issues identified and recommendation raised can be found in Appendix D. A formal response is required for the recommendation.

School Audits Undertaken in 2017/18

The table below summarises the assurance opinions and Ofsted inspection results for each of the school audits audited this financial year.

Type of School	School	Audit Opinion				Draft Issue Date	Final Issued Date	Date of last Ofsted	Result of Ofsted
		Nil	Limited	Satisfactory	Substantial				
Nursery	Dorothy Gardner			✓		27/09/2017	24/11/2017	14/01/2014	Good
Nursery	Mary Paterson			✓		07/11/2017	23/11/2017	26/02/2013	Outstanding
Nursery	Tachbrook			✓		17/07/2017	23/10/2017	19/03/2015	Outstanding
Nursery	Portman Early			✓		07/07/2017	12/07/2017	16/01/2014	Outstanding
Primary	Our Lady of Dolours					(In progress)	-	21/03/2013	Good
Primary	Queen's Park			✓		08/09/2017	26/01/2018	11/07/2017	Good
Primary	Robinsfield			✓		22/08/2017	03./10/2017	14/11/2014	Good
Primary	St Barnabas			✓		11/12/2017	-	04/07/2017	Good
Primary	St Clement Danes				✓	26/06/2017	03/08/2017	05/11/2014	Outstanding
Primary	St Joseph's			✓		19/09/2017	13/11/2017	22/01/2015	Good
Primary	St Mary's Bryanston Square			✓		10/10/2017	28/11/2017	24/06/2016	Good
Primary	St Mary Magdalene's			✓		22/01/2018	-	13/12/2016	Good
Primary	St Mary of the Angels			✓		09/11/2017	23/11/2017	18/10/2016	Good
Primary	St Matthew's				✓	10/07/2017	11/10/2017	25/10/2013	Good
Primary	St Peter's Chippenham Mews			✓		15/12/2017	22/05/2018	15/01/2014	Good
Primary	St Saviour's			✓		24/01/2018	-	17/10/2008	Outstanding
Primary	Westminster Cathedral			✓		14/08/2017	03/10/2017	07/02/2017	Good
Special	QEII			✓		29/06/2017	18/10/2017	03/05/2017	Good
Special	College Park		✓			04/07/2017	02/11/2017	03/05/2017	Good
Total		0	1	15	2				

Assurance Opinions for All Schools

The table below shows the assurance opinions provided to each school over the last four years.

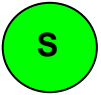


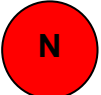
School	Year			
	2014/15	2015/16	2016/17	2017/18
Nursery Schools				
Dorothy Gardner	Substantial			Satisfactory
Mary Patterson	Substantial			Satisfactory
Tachbrook	Substantial			Satisfactory
Portman	Substantial			Satisfactory
Primary Schools				
All Souls CE			Satisfactory	
Barrow Hill			Substantial	
Burdett Coutts			Satisfactory	
Christchurch Bentinck			Substantial	
Churchill Gardens (now an Academy)				
Edward Wilson		Satisfactory	Satisfactory	
Essendine			Satisfactory	
Gateway (now an Academy)				
Hallfield			Satisfactory	
Hampden Gurney CE			Satisfactory	
Our Lady of Dolours RC	Substantial			Satisfactory
Paddington Green (now an academy)	Substantial			
Queen's Park	Substantial			Satisfactory
Robinsfield	Substantial			Satisfactory
St Augustine's CE			Satisfactory	
St Barnabas CE	Satisfactory			Satisfactory
St Clement Danes CE	Substantial			Substantial
St Edward's RC			Satisfactory	
St Gabriel's			Substantial	
St George's Hanover Square		Limited		
St James' & St Michael's (now St James' & St John's)		Limited		
St Joseph's RC	Satisfactory			Satisfactory
St Luke's CE			Satisfactory	
St Mary's Bryanston Square	Satisfactory			Satisfactory
St Mary Magdalene's	Satisfactory			Satisfactory
St Mary of the Angel's	Substantial			Satisfactory
St Matthew's CE	Substantial			Substantial
St Peter's Chippenham Mews				Satisfactory
St Peter's Eaton Square		Satisfactory		

St Saviour's CE	Satisfactory			Satisfactory
St Stephen's CE		Satisfactory		
St Vincent's RC			Satisfactory	
St Vincent de Paul RC		Limited		
Soho Parish CE		Satisfactory		
Westminster Cathedral	Satisfactory			Satisfactory
Wilberforce (now an Academy)				
Secondary Schools				
St Augustine's			Satisfactory	
Special Schools				
Queen Elizabeth II	Limited			Satisfactory
College Park	Limited			Limited*
Pupil Referral Unit				
Beachcroft (now an Academy)	Satisfactory			

*A follow up audit has now been completed and the school has taken action to implement 75% of the recommendations made with three low priority recommendations outstanding.

Definition of Audit Opinions

We have four categories by which we classify internal audit assurance over the processes we examine, and these are defined as follows:

	Substantial	There is a sound system of control designed to achieve the objectives. Compliance with the control process is considered to be substantial and few material errors or weaknesses were found.
	Satisfactory	While there is a basically sound system, there are weaknesses and/or omissions which put some of the system objectives at risk, and/or there is evidence that the level of non-compliance with some of the controls may put some of the system objectives at risk.
	Limited	Weaknesses and / or omissions in the system of controls are such as to put the system objectives at risk, and/or the level of non-compliance puts the system objectives at risk.
	None	Control is generally weak, leaving the system open to significant error or abuse, and/or significant non-compliance with basic controls leaves the system open to error or abuse.

The assurance gradings provided above are not comparable with the International Standard on Assurance Engagements (ISAE 3000) issued by the International Audit and Assurance Standards Board and as such the grading of 'Full Assurance' does not imply that there are no risks to the stated objectives.

Commonly Occurring Issues

Priority	Issue	Recommendation
2	<p>The most common high and medium priority occurring issues in audit reports were:</p> <ul style="list-style-type: none"> No documented evidence of Governing Body approval of key documents and policies. including: School Improvement Plan, Charging Policy, Finance Policy, SFVS, Expense Policy, Pay Policy and Scheme of Delegation; Purchase orders not being raised and authorised prior to placing an order with the supplier. Lack of evidence of goods/services received checks and invoices not paid within 30 days of receipt; Quotes or tenders not being obtained for large value purchases, including not testing the market periodically for long standing contracts; Reconciliations not being undertaken between income received and banked, or being undertaken but without a sufficient separation of duties; Tax Status of Self-Employed Individuals not being confirmed prior to payments being made via cheque; Personnel files not being complete; Head teacher and Senior Leadership pay not being formally approved or not in compliance with School Teacher Pay and Condition Document (STPCD); and Asset registers not being updated on a regular basis and not presented to the Governing Body for review. 	<p>The Children’s Services department should take proactive action in collaboration with schools to address common areas of control weakness and improve the control environment within schools. Particular areas of focus should include:</p> <ul style="list-style-type: none"> Approval of key policies and plans; Raising purchase orders prior to placing an order with the supplier. Maintaining evidence of goods/services received checks and paying suppliers within 30 days of receipt of invoices; Obtaining quotes and tenders for high value purchases including testing the market for long standing contracts; Ensuring tax status of self-employed individuals is confirmed prior to payments being made; Maintaining a clear audit trail between income collected and income banked; Reconciliation and independent review of income received and banked; Maintenance of personnel files; Head teacher and senior Leadership pay to be in compliance with STPCD; and Maintenance of asset registers. <p>This may take the form of training, briefings or guidance notes. Further support should also be provided to those schools that receive a Limited Assurance Opinion.</p>

Management Response	Responsible Officer	Deadline



City of Westminster

Audit & Performance Committee Report

Meeting:	Audit & Performance Committee
Date:	16 July 2018
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 a work programme for the Municipal Year which is attached at appendix 1.
- 1.2 The Committee is asked to note the actions which arose from the meeting on the 23 April 2018 and the work undertaken in response, as detailed in appendix 3.

2. Recommendations

1. That the Committee agrees its work programme for 2018-19 as set out in **appendix 1** to the report.
2. That the work undertaken in response to the actions which arose from the last meeting, as detailed in at **appendix 3** to the report, be noted.

3. Choosing items for the Work Programme

- 3.1 A Work Programme for 2018/19 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.
- 3.3 The work programme will be reviewed at each meeting of the Committee and items can be removed or added as necessary.

4. Task Groups

- 4.1 There are no tasks groups operating at present.

5. Monitoring Actions

- 5.1 The actions arising from each meeting are recorded in the Action Tracker attached as appendix 3. Members are invited to review the work undertaken in response to those actions.

6. Resources

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

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

Reuben Segal, Acting Head of Committee and Governance Services

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

APPENDICES:

Appendix 1 – Work Programme 2018/19

Appendix 2 – Terms of Reference

Appendix 3 – Committee Action Tracker

BACKGROUND PAPERS: None

Work Programme 2018/19

Audit and Performance Committee

20 June 2018

Agenda Item	Reasons & objective for item	Lead Officer
Annual Statement of Accounts and Outturn 2017-18	To formally receive and approve the final accounts with any update arising from the public inspection period.	Steve Mair (Finance)
Grant Thornton Audit Finding Reports 2017-18	To consider the final reports from the Council's external Auditors, Grant Thornton, on the key findings arising from their audit of the Council's financial statements and those of the Local Government Pension Scheme it administers.	Paul Dossett (Grant Thornton)

16 July 2018

Agenda Item	Reasons & objective for item	Lead Officer
Annual Contracts Review 2017/18	To review of the City Council's contracts, including details of contracts awarded, waivers and performance.	Maria Benbow (Procurement)
2017/18 End of year Performance Business Plan Monitoring and Period 2 (May) Report	<p>The year-end report presents detailed performance results for the year April 2017 to March 2018 against the 2017/18 business plans.</p> <p>To monitor the Council's financial position including revenue forecast outturn, revenue expenditure including key risks and opportunities, capital expenditure and HRA revenue and capital expenditure and reserves.</p>	<p>Steve Mair (Finance)</p> <p>Cathy Mullins/Mo Rahman (Performance)</p>
Annual Counter Fraud Monitoring Report	To oversee and monitor the performance of the Counter Fraud Service	Andy Hyatt (Anti-Fraud)
Annual Report on Internal Audit and Internal Control - 2017/18	To consider the work of Internal Audit in 2017/18 and the opinion of the Shared Services Director of Audit, Fraud, Risk and Insurance on the adequacy and effectiveness of the internal control environment.	David Hughes (Internal Audit)
Work Programme 2018/19	The Committee is invited to agree its work programme for the 2018/19 municipal year.	Reuben Segal

18 September 2018

Agenda Item	Reasons & objective for item	Lead Officer
Work Programme 2018/19	The Committee is invited to review its work programme for the 2018/19 municipal year.	Reuben Segal
Finance & Performance Business Plan Monitoring Report	<p>To monitor the Council's financial position including revenue forecast outturn, revenue expenditure including key risks and opportunities, capital expenditure and HRA revenue and capital expenditure and reserves.</p> <p>To monitor Quarter 1 performance results against the 2017/18 business plans</p>	<p>Steven Mair (Finance)</p> <p>Cathy Mullins/ Mo Rahman (Performance)</p>
Update on HRA Capital Programme Slippage	To consider a report on the HRA capital programme outturn against forecast and mitigation measures to address any underspend.	Steve Mair (Finance)/ Barbara Brownlee (GPH)
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.	David Hughes (Internal Audit)
Internal Audit Charter	To review the Council's Internal Audit Charter which is maintained by the Shared Services Director for Internal Audit, Fraud, Risk and Insurance in accordance with the requirements of the Public Sector Internal Audit Standards (PSIAS)	David Hughes (Internal Audit)
Managed Services Update	To receive an update on the transition arrangements from BT to Hampshire County Council.	John Quinn (Corporate Services)

<p>Update from CityWest Homes</p>	<p>To receive a report from the Council's Housing Directorate and CWH on:</p> <ul style="list-style-type: none"> • Operational Performance • Contract Management • Complaints • Risk • Financial Standing 	<p>Barbara Brownlee/ Jonathan Cowie (CWH)</p>
<p>Procurement Update</p>	<p>To receive an update on contract management programme and outcomes/achievements delivered to date.</p>	<p>Maria Benbow</p>

14 November 2018

Agenda Item	Reasons & objective for item	Lead Officer
Work Programme 2018/19	The Committee is invited to review its work programme for the 2018/19 municipal year.	Reuben Segal
Grant Thornton Annual Audit Letter 2017/18	To consider Grant Thornton's assessment of the Council's financial statements and its arrangements to secure value for money in its use of resources.	Paul Jacklin Paul Dossett (Grant Thornton)
Progress and Update on 2018-2019 Audit	To consider an update on the 2018 - 2019 Audit and key information on accounting changes and emerging issues for local government	Paul Jacklin Paul Dossett (Grant Thornton)
Corporate Complaints 2017/18	To report on the volume and details of complaints received by the Council and CityWest Homes in 2018/19.	Sue Howell (Complaints)
Finance Monitoring Report	To monitor the Council's financial position including revenue forecast outturn, revenue expenditure including key risks and opportunities, capital expenditure and HRA revenue and capital expenditure and reserves.	Steven Mair (Finance)
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.	David Hughes (Internal Audit)

Mid-Year Counter Fraud Monitoring Report	To oversee and monitor the success of the Counter Fraud Service	Andy Hyatt (Anti-Fraud)
Update on Bi-Borough Arrangements	To monitor the key operational issues in Adults, Children's and Public Health Services following the transition from Tri-Borough to Bi-borough arrangements.	Stuart Love
Review of Anti-Fraud Policies	To review and approve the following which are maintained by the Corporate Anti-fraud Service: <ul style="list-style-type: none"> • Whistleblowing Policy • Fraud Response Plan • Anti-bribery Policy • Anti-money Laundering Policy (including procedures) 	Andy Hyatt (Corporate Anti-fraud Service)
Review of Effectiveness	To consider the outcomes of the following reviews: <ul style="list-style-type: none"> • The CIPFA Took Kit on Effective Audit Committees; • The CIPFA Statement on the Role of the Head of Internal Audit • The CIPFA Statement on the Role of the Chief Financial Officer; • The Public Sector Internal Audit Standards (PSIAS) Self-Assessment 	David Hughes (Internal Audit)

5 February 2019

Agenda Item	Reasons & objective for item	Lead Officer
Work Programme 2018/19	The Committee is invited to review its work programme for the 2018/19 municipal year.	Reuben Segal
Grant Thornton Certification of Claims and Returns Annual Report (Audit 2017/18)	To report the findings from the certification of 2017/18 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.	Paul Jacklin Paul Dossett (Grant Thornton) Martin Hinckley
Grant Thornton Annual Audit Plan 2018/19	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 2018/19.	Paul Jacklin Paul Dossett (Grant Thornton)
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)
Finance & Performance Business Plan Monitoring Report	<p>To monitor the Council's financial position including revenue forecast outturn, revenue expenditure including key risks and opportunities, capital expenditure and HRA revenue and capital expenditure and reserves.</p> <p>To monitor Quarter 2 performance results against the 2018/19 business plans</p>	<p>Steven Mair (Finance)</p> <p>Cathy Mullins/ Mo Rahman (Performance)</p>

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.	David Hughes (Internal Audit)
Internal Audit Plan 2019/20	To review and comment on the draft audit plan for 2019/20	David Hughes (Internal Audit)
Managed Services Update	To receive an update on the transition arrangements from BT to Hampshire County Council.	John Quinn (Corporate Services)
Update from CityWest Homes	To receive a report from the Council's Housing Directorate and CWH on: <ul style="list-style-type: none"> • Operational Performance • Contract Management • Complaints • Risk • Financial Standing 	Barbara Brownlee/ Jonathan Cowie (CWH)

Agenda Item	Reasons & objective for item	Lead Officer
Draft Annual Statement of Accounts and Outturn 2018/19	To review the draft 2018-19 Annual Statement of Accounts and outturn.	Steve Mair (Finance)
Draft Audit Findings Report 2018/19	To review the reports from the Council's external auditors on the key findings arising from their audit of the councils 2017-18 financial statements (Council and Pension Fund)	Paul Dossett Paul Jacklin (Grant Thornton)
Finance & Performance Business Plan Monitoring Report	To monitor the Council's financial position including revenue forecast outturn, revenue expenditure including key risks and opportunities, capital expenditure and HRA revenue and capital expenditure and reserves. To monitor Quarter 3 performance results against the 2017/18 business plans	Steven Mair (Finance) Cathy Mullins/ Mo Rahman (Performance)
Integrated Investment Management Strategy	To review the performance of the integrated investment management strategy.	Finance

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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: 23 April 2018

ACTION	OUTCOME	LEAD OFFICER
DRAFT ANNUAL STATEMENT OF ACCOUNTS AND OUTTURN 2017 - 18		
1. The committee would like a report to be submitted to a future meeting on the HRA capital programme underspend.	A Report will be submitted to the 18 th September meeting	Steve Mair, City Treasurer/Barbara Brownlee, Executive Director for GPH)
THIRD QUARTER MONITORING REPORT		
1. <u>Third Quarter Performance Challenges and risks</u> - the committee would with further information about the risks and issues in relation to the reduction in funding for 2018/19 to the annual TfL grant for the development and maintenance of the Westminster Highway Network.	This information was circulated in a briefing note on the 29 May	Cathy Mullins, Head of Evaluation and Performance/Mo Rahman, Evaluation and Performance Analyst)
2. <u>Key Performance Indicators for Attention - City Management and Communities - Public Protection and Licensing:</u> The committee would like more detailed service commentary on the challenges around the removal of Category 1 hazards from residential dwellings which pose a serious and immediate threat to people's health or safety.	This information was circulated in a briefing note on the 29 May	
3. <u>City Survey</u> - Provide the committee with a note on the City Survey's objectives, what it does and does not cover and how it is compiled including the methodology and sample base;	This information was circulated in a briefing note on the 29 May	
4. <u>Managed Services</u> - The committee would like a summary of the services to be provided by the Hampshire Partnership and any additional arrangements that the City Council is putting in place for services not included, an update on the transition arrangements from BT Managed Services and details about the implementation including training to be provided to staff.	This information was circulated in a briefing note on the 29 May	
5. <u>Adult Services and Public Health</u> - Members would like further information about the implications of the Clinical Commissioning Group partners' decision to give notice on continuity of funding for older people's hub services.	This information was circulated in a briefing note on the 29 May	

ACTION	OUTCOME	LEAD OFFICER
<p>6. <u>Responsible Procurement Briefing</u> - Provide the committee with a note on the monitoring arrangements to ensure that the added value set out in contracts is being delivered.</p>	<p>This information was circulated in a briefing note on the 29 May</p>	