



City of Westminster

# Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Thursday 28th June, 2018**

Time: **7.00 pm**

Venue: **Room 3.6 and 3.7, 3rd Floor, 5 Strand, London, WC2 5HR**

Members: **Councillors:**  
Nafsika Butler-Thalassis  
Adam Hug  
Melvyn Caplan  
Tony Devenish  
Jonathan Glanz  
Karen Scarborough

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

**Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.00pm. 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.**

**Email: [rsegal@westminster.gov.uk](mailto:rsegal@westminster.gov.uk) Tel: 020 7641 3160  
Corporate Website: [www.westminster.gov.uk](http://www.westminster.gov.uk)**

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

## **AGENDA**

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

#### **1. MEMBERSHIP**

To note any changes to the membership.

To elect a chairman.

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

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

#### **3. MINUTES**

To approve the minutes of the meeting held on 22 March 2018.

**(Pages 1 - 6)**

#### **4. CHIEF EXECUTIVE'S UPDATE**

Report of Stuart Love, Chief Executive.

**(Pages 7 - 10)**

#### **5. WORK PROGRAMME 2018/19**

Report of the Policy and Scrutiny Manager.

**(Pages 11 - 14)**

**Stuart Love  
Chief Executive  
20 June 2018**



**CITY OF WESTMINSTER**

# DRAFT MINUTES

## **Westminster Scrutiny Commission**

### **MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Thursday 22 March 2018** at 7.00pm in Room 23.1, 23<sup>rd</sup> Floor, Portland House, London SW1E 5RS

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

#### **1. MEMBERSHIP**

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

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

- 2.1 No declarations were received.

#### **3. MINUTES**

- 3.1 The Minutes of the meeting held on 30 November 2017 were approved.

#### **4 LEADER'S UPDATE**

- 4.1 Councillor Nickie Aiken (Leader of the City Council) provided an update on current and forthcoming issues within her portfolio, which included progress in the My Westminster Programme; City for All; the Don't Be Idle campaign; and the West End Partnership. In response to a request made at the last meeting of the Scrutiny Commission on 30 November 2017, the Leader also provided further information on the evidence that had been gathered by the Community Cohesion Commission to inform its report and recommendations.
- 4.2 The Leader commented that it had now been a year since the Westminster Bridge attack, and that the City Council had continued to liaise with the police who remained on alert. Council tax had been frozen and the Westminster Voluntary Contribution scheme for Band H properties introduced, with £15,000 having already been received from residents.

- 4.3 The Westminster City Lions Club had been successfully launched, and an initial group of 100 young people from the borough aged 13 to 16 were gaining work experience through organisations such as London Zoo. The City Council was working closely with the Westminster Youth Council to take the Lions forward, and the Commission noted that the term of office for the Westminster Youth MP had now been extended to two years.
- 4.4 The Task Force established to tackle irresponsible or unlawful nightly letting was also now in operation, with officers obtaining evidence to enable the City Council to prosecute rogue landlords who were breaking the government's clear 90-night limit on short-term letting.
- 4.5 The Leader also commented on the successful lobbying for increased police resources in Westminster; the need to educate young people about knife crime; and progress in the review of Oxford Street and the West End Partnership, which would be discussed in more detail later in the agenda (Minute 5).
- 4.6 Forthcoming issues highlighted by the Leader included the continued importance of affordable housing; air quality; and opportunities for young people to ensure a City for All.
- 4.7 Members discussed the role and effectiveness of the Community Cohesion Commission, and highlighted the need for the increased involvement of business and residential communities; with recommendations being implemented to encourage and maintain confidence. Members also commented on the value of events such as the annual Street Bake and community celebrations on My Westminster Day; and highlighted the need for the economic development team to work with isolated women.
- 4.8 The Commission discussed the changes that could take place in local government over the next five years. Stuart Love (Chief Executive) considered that Westminster would continue to become more digital, and that the City Council would continue to develop its role as a facilitator rather than a provider. Funding options would also be different, and changes could be made in policies for planning and the provision of housing.
- 4.9 Other issues discussed included the need for services inspected by the Care Quality Commission to target an 'outstanding' rating, rather than 'good'.

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

- 5.1 Deirdra Armsby (Director of Place Shaping) presented a report on recent activity undertaken by the West End Partnership (WEP), which included funding options following the unsuccessful bid to Government for a Tax Increment Financing (TIF).
- 5.2 The WEP Board had discussed the issues that were central to achieving the vision for 2030, and had agreed that individual Board members would lead Task and Finish Groups that could focus on particular programmes and projects. Five work streams had been established:

1. Good Growth in the West End - chaired by the representative from London First.
2. Promoting the Cultural Offer of the West End – chaired by the City Council’s Cabinet Member for Business, Culture & Heritage.
3. Management of the West End/Resident and Business Dividend – chaired by the representative from the West End Community Network.
4. Delivering increased income/charging/alternative financial models – chaired by the advisor to the WEP Board.
5. Lobbying and policy comment/communications and marketing – chaired by the City Council’s Director of Policy, Performance & Communications.

A further work stream, Digital West End, had been added in response to the importance of connectivity and resilience in the Broadband network.

- 5.3 The Commission discussed alternative funding for the WEP investment programme, which included utilising the City Council’s Capital Programme; together with possible packages from the GLA and Transport for London (TfL). The Leader highlighted the need for effective management to continue after the improvements to the West End had been completed, and for Westminster residents to be job-ready when employment opportunities became available. The Commission noted that the Oxford Street consultation had been extended until 6 April.
- 5.4 Stuart Love (Chief Executive) commented on the importance of promoting the cultural offer of the West End in response to changes in the retail market; and the Leader highlighted the need for the City Council to gain the trust of its partners in order to secure the long-term future.
- 5.5 RESOLVED: That the Commission receive a further report on funding options for the WEP after discussions had been developed.

## **6. POLICY & SCRUTINY INDUCTION**

- 6.1 Andrew Palmer (Senior Committee Officer) presented a report which proposed that the first meeting of Policy & Scrutiny Committees, following the local election, should include an induction on key issues within the relevant service areas and Cabinet Member portfolios.
- 6.2 A comprehensive induction programme for new Members was being prepared for implementation following the Council Elections in May. Within the programme, Scrutiny would be covered as part of two sessions. The first would be included the session on Governance, which would cover how Executive Decisions were made and how they could be called-in. The second session would consider the importance of scrutiny and best practice, and would include:
  - principles of good scrutiny
  - selecting topics and work programming
  - questioning skills, and
  - the importance of external witnesses
- 6.3 As the Governance and Scrutiny sessions would not cover details of the key issues within Cabinet Member Portfolios, it was proposed that in the first cycle

of meetings of 2018/19 each Committee would receive a report from Chief Officers and Cabinet Members detailing the service areas and key issues within their Terms of Reference. This could also assist the Committees in developing their Work Programmes for the year.

- 6.4 The Commission commented on the value of induction sessions being led by senior figures such as the Leader and Chief Executive; and highlighted the need for induction to be ongoing and refreshed, after new Members had gained an understanding of the City Council and its functions. The Commission also commented on the value of involving the Centre for Public Scrutiny (CfPS) in the induction process, and of sharing best practice with other local authorities.
- 6.5 The Commission also commented on the value of mentors for new Councillors, and of a skill audit of elected Members to identify areas of knowledge and expertise. It was also suggested that Members of the Commission should promote scrutiny, and engage in scrutiny conferences.
- 6.6 The Commission agreed that Policy & Scrutiny Committees should consider that the first cycle of meetings of 2018/19 focus on an induction detailing service areas, and on key issues within their Terms of Reference.

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

- 7.1 In response to the requirement set out in the City Council's Constitution, Andrew Palmer (Senior Committee Officer) presented a report that reviewed the operation of the 'call-in' and urgency procedures. The City Council's Constitution required that the operation of the procedures for call-in should be reported to the Commission on an Annual basis; together with details of the times when urgency had been used to exclude the provisions for call-in. The Commission noted that call-in and urgency had each been triggered three times over the last four years.
- 7.2 The Commission discussed the 'call-in' function, and agreed that notifications of Executive Decisions that were sent to Scrutiny Committees should be clearly titled, and should include a brief summary of the proposal together with details of an Officer contact should Members require further information.
- 7.3 The Commission also agreed that the urgency procedure should be reviewed, and provide for the Chief Executive to consult with the Chairman of the appropriate Scrutiny Committee before agreeing to exclude the provisions for call-in.

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

- 8.1 Councillor Barrie Taylor presented the report of the Health & Wellbeing Task Group, which sought to assist in the continuing development and shaping of integrated health care in Westminster. The report and recommendations had been formally launched on 19 March at an event attended by a variety of stakeholders.

8.2 Members agreed that the Commission should receive a regular update on the Task Groups that had been created by the Policy & Scrutiny Committees, and on progress in the implementation of recommendations. It was also suggested that the updates should include links to final reports

**9. CLOSE OF MEETING**

9.1 The Meeting ended at 8.50pm.

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

DATE \_\_\_\_\_

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## Westminster Scrutiny Commission

<b>Meeting:</b>	Westminster Scrutiny Commission
<b>Date:</b>	28 June 2018
<b>Classification:</b>	General Release
<b>Title:</b>	Chief Executive's Update
<b>Wards Affected:</b>	All
<b>Cabinet Member portfolio:</b>	Leader of the Council
<b>City for All Summary:</b>	
<b>Key Decision:</b>	N/A
<b>Financial Summary:</b>	N/A
<b>Report of:</b>	Stuart Love, Chief Executive

### 1. Executive Summary

This report provides an update for the WSC on the following items:-

- Oxford Street
- Planning Review
- CWH Review
- Tri-borough to Bi-borough
- Health / ASC Integration
- SAP - Transfer from BT to Hampshire

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

2.1 The Commission is asked to note the report and provide feedback on this recent activity.

## **3. Oxford Street**

3.1 The Council has made clear that the proposed scheme for the pedestrianisation of Oxford Street (the area known as Oxford Street West from Orchard Street to Oxford Circus) will not be supported as it failed to find support from Westminster residents and other stakeholders when consulted on.

3.2 A place-based approach will be used to guide the development of a solution for the entire district (from Marble Arch to Tottenham Court Road and side streets). Cabinet will receive a report on 9 July 2018 outlining how new solutions will be devised, with the benefit of continuous consultation and stakeholder engagement. The cabinet report will include a proposed timetable for decision making, consultation and implementation of a new scheme. The Council is committed to improving and transforming the Street and the district in order to support resident amenity, the ability of Oxford Street to be a world class outdoor shopping experience providing jobs, economic growth and resilience.

3.3 A separate Cabinet Member decision will be required in July 2018 in order to consider and address particular impacts of the arrival of Crossrail. This decision will focus on the measures needed to deal with safety concerns.

## **4. Planning Review**

4.1 Following discussion with the Leader, I have commissioned an audit of our planning service by the National Planning Advisory Service (PAS) <https://www.pas.org.uk/>. The review will focus on three areas of planning activity – the decision making process, stakeholder engagement and wider improvements to the service. The auditors have already visited the planning team during early June 2018 and have undertaken a series of interviews and workshops with internal staff to understand the current operating model. During July 2018, the auditors will focus on meeting with key stakeholders as well as reviewing the committee process with the aim of providing the chief executive with a final report and set of recommendations in August 2018. These will in turn be used to make recommendations to the Leader and Cabinet Member regarding the future of the service.

## **5. City West Homes Review**

5.1 The council has appointed Campbell Tickell to undertake a strategic review of housing management provided by the Council's ALMO, City West Homes, with the aim of:

- assuring the Council, residents and stakeholders that services delivered by City West Homes are being provided to the highest and most consistent standards
- that governance and risk arrangements are robust
- that services are being delivered in the most efficient way within available resources, whilst ensuring services are fully compliant with health and safety regulations

5.2 The key focus is to restore City West Homes' reputation and ensure excellent service delivery. Campbell Tickell's work will focus on four main areas:

- City West Homes management structure
- Governance arrangements
- The council's clienting arrangements
- Financial operations of City West Homes

5.3 A report is expected from Campbell Tickell later in the summer.

## **6. Tri-borough to Bi-borough**

6.1 Westminster and the Royal Borough of Kensington & Chelsea served 12 months' notice on Hammersmith and Fulham for the shared Adult Social Care, Children's and Public Health services in March 2017. Following a competitive assimilation process in late 2017, the new Bi-Borough staff structures were implemented ahead of the 1 April 2018 deadline. This included moving staff to Bi-Borough locations and ensuring the required legal agreements were in place.

6.2 A launch event took place in April to bring staff together and introduce the new Bi-Borough visions for these services, which had been developed through workshops with officers from across the departments.

## **7. Update on transfer from BT to Hampshire**

7.1 Preparation for transferring our managed finance, payroll and HR Services, currently provided by BT, to Hampshire Integrated Business Centre (IBC) remains largely on track with core system build and unit testing completed at the end of May and the first phase of System Integration Testing (SIT) starting on 4 June 2018 as planned.

7.2 The Agresso archive solution is now in place and tested and the development of both an Income Manager Solution and the Middleware Solution nearly complete. However, issues have been identified with the data load to support SIT which means that we are unlikely to be able to fully assure the veracity of the IBC solution before we have completed the second phase of SIT and begun User Acceptance Testing in August. Additionally, work continues with BT to ensure that the existing service remains fit for purpose pending the transfer to Hampshire and to ensure a smooth cutover and close down, including effective TUPE consultation.

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

Stuart Love, Chief Executive

email: [lwadkin@westminster.gov.uk](mailto:lwadkin@westminster.gov.uk)

Telephone: (020) 7641 2358

**BACKGROUND PAPERS: None**



## Westminster Scrutiny Commission

<b>Date:</b>	28 <sup>th</sup> June 2018
<b>Classification:</b>	General Release
<b>Title:</b>	<b>2018/19 Work Programme</b>
<b>Report of:</b>	Director of Policy, Performance & Communications
<b>Cabinet Member Portfolio</b>	Leader of the Council
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Aaron Hardy x 2894 ahardy1@westminster.gov.uk</b>

### 1. Executive Summary

1. This report presents suggested topics for the commission to consider when deciding its 2018/19 work programme.

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

- 2.1 The Committee is asked to:

- Review the list of suggested items (Appendix A) and decide which of these items or other topics it may wish to include on the 2018/19 work programme.

### 3. Topic Selection

- 3.1 The role of the Westminster Scrutiny Commission is to

- To be responsible for the management and co-ordination of the Policy and Scrutiny function;
- To scrutinise the work of the Leader of the Council including at public question and answer sessions; and
- To approve the Annual Report of Policy and Scrutiny activity.

- 3.2 As well as holding the Leader of the Council and Chief Executive to account through regular updates and question and answer the sessions, the commission from time to time considers reports and issues within the Leader's

portfolio, or crosscutting issues not being scrutinised elsewhere. In the past, the commission has considered reports on:

- The West End Partnership
- Learning from terrorist incidents and the Grenfell Fire during 2017
- Community Cohesion

3.3 When deciding which topics to include on the 2018/19 work programme, the committee is encouraged to consider:

- Which items can scrutiny add most value to;
- When would be the best time to consider an item;
- Which items would enable scrutiny to contribute most to the council's priorities;
- What is the most appropriate way to consider a topic (e.g. committee report, task group or another approach); and
- Which items would help the committee best reflect the voice and concerns of residents.

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

[ahardy1@westminster.gov.uk](mailto:ahardy1@westminster.gov.uk)

**Appendix A - Suggested topics**

## Policy and Scrutiny Topic Selection Campaign 2018/19

### Westminster Scrutiny Commission

#### **Emergency planning and preparedness**

- Review the Council's Emergency Planning and Preparedness following recommendations by the Westminster Scrutiny Commission.
- Committee meeting
- Early 2019

#### **Staff survey**

- Review the results of the staff survey. What are the changes since the 2017/18 survey? What are the actions that have been identified?
- Briefing note
- March 2019

#### **Arms length organisations**

- How do the council's various arm's length organisations (e.g. Westco/CityWest Homes) deliver value for residents and affect the council's priorities?
- Committee meeting

#### **No recourse to public funds**

- How many people in Westminster are in need and have no recourse to public funds?
- Committee meeting

#### **The impact of Brexit**

- To review the potential impacts of Brexit on the council , the City of Westminster and its residents.
- Committee meeting

#### **MyWestminster Programme**

- To monitor the impact of the MyWestminster programme
- Committee meetings via the Leader's update

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