



City of Westminster

Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Wednesday 10th July, 2019**

Time: **6.30 pm**

Venue: **Room 18.02, 18th Floor, Westminster City Hall,
64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**
Melvyn Caplan (Chairman)
Nafsika Butler-Thalassis
Tony Devenish
Jonathan Glanz
Adam Hug
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 Andrew Palmer, Senior Committee and Governance Officer.

**Email: apalmer@westminster.gov.uk Tel: 020 7641 2802
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Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Legal & Democratic Services in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve the minutes of the meeting held on 25 April 2019.

(Pages 3 - 8)

4. THE LEADER OF THE COUNCIL

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

(Pages 9 - 12)

5. ENGAGEMENT WITH PARTNERS

To consider the key relationships necessary for effective partnership working between Westminster City Council and other organisations in the successful delivery of the City for All corporate strategy.

(Pages 13 - 20)

6. 2019/20 WORK PROGRAMMES

To consider the Policy and Scrutiny work programmes for 2019/20.

(Pages 21 - 44)

7. ANY OTHER BUSINESS

**Stuart Love
Chief Executive
2 July 2019**



CITY OF WESTMINSTER

MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Thursday 25 April, 2019**, Westminster City Council, Room 18.02, 18th Floor, City Hall, 64 Victoria Street, SW1E 6QP.

Members Present: Councillors Melvyn Caplan (Chairman), Nafsika Butler-Thalassis, Tony Devenish, Jonathan Glanz, Adam Hug and Karen Scarborough.

Also Present: Stuart Love (Chief Executive), Lee Witham (Director of People's Services), Aruj Haider (Head of Organisational Development), Artemis Kassi (Scrutiny Officer) and Andrew Palmer (Committee & Governance Services).

1 MEMBERSHIP

1.1 There were no changes to Membership.

2 DECLARATIONS OF INTEREST

2.1 No declarations were made.

3 MINUTES

3.1 **RESOLVED:** That the Minutes of the meeting held on 11 December 2018 were approved as a correct record.

4 CHIEF EXECUTIVE'S UPDATE

4.1 Stuart Love (Chief Executive) provided an update on current and forthcoming key issues of corporate interest, which included the impact of Brexit; the transition of CityWest Homes to an in-house service; and the Place Strategy and Delivery Plan for the Oxford Street District. The update also included the transfer of managed services to the Hampshire Partnership; and pay gaps at the City Council.

4.2 Westminster had continued to play a key role in London's preparedness and response to Brexit, and had been working closely with London Councils and national partners to manage and mitigate risks where possible. In addition to the risk of the potential economic impact to business and on the City Council's

budgets, key issues under consideration included the impact of Brexit on the workforce, particularly within adult social care, highways maintenance and construction; the loss of workers in key industries such as construction and hospitality. The City Council had also continued to play a significant role in managing protests and demonstrations taking place in Westminster, including hate crime. Following the delay to Brexit and the flexible extension to 31 October 2019, the Council had been instructed to prepare for the European Elections on 23 May, with any cost incurred being reimbursed if the election did not go ahead.

- 4.3 The Chief Executive confirmed that an appointment had been made for the Director of Housing, who would take overall responsibility for the newly created housing services function in the Council. Senior posts in CityWest Homes covering areas such as Human Resources, Finance and Communications which already existed in the City Council would not need to be replaced, and would be assimilated by Westminster's existing Directors. One of the new Director of Housing's key roles would be to review the structure of the housing service to ensure that the current arrangements were effective. The Chief Executive agreed that an initial area of focus should be the re-introduction of ground staff.
- 4.4 The Commission highlighted the need for clarity in providing contact details for inquiries relating to issues such as major works, and commented on the recently adopted system where tenants were sent bills in their April statements for works that had not been fully costed. Although the bills were being sent out in good intention, the discussion on the project may have taken place six months earlier, with residents not knowing who to contact in the housing service following the transition. The Chief Executive confirmed that this would be revisited, and that bills would provide more detail. Members also highlighted the need for consistency in the schedule of visits to estates, and the Chief Executive confirmed that the arrangements for visits would be reviewed as part of the improvement process.
- 4.5 The Commission discussed the funding strategy for the Oxford Street District, together with the approach to carrying out repairs and upgrades in view of planned major schemes. Members noted that some of the paving stones in Oxford Street were being replaced as they had become unsafe. The Chief Executive confirmed that it had always been intended to carry out the works in two phases, with the first phase being the most urgent remedial works which included the paving. A list of long-standing defects had been made and a sum of money allocated from the Highways Capital Programme to address the most urgent issues, avoiding carrying out works which would be dug up as part of the major scheme. The Cabinet report on Oxford Street had provided for the creation of a funding strategy as part of the next phase, which would be looking to secure funding from the private sector. The Commission noted that Crossrail still had no defined opening date.
- 4.6 Members highlighted that the need continued for pedicabs to be regulated. The Chief Executive confirmed there was an acceptance that there would need to be more focus on the responsibility for enforcement, as well as maintenance, once the Oxford Street area had been transformed. The City Council would also consider changing some of its policies, and would be consulting on busking and street entertainment. The Chief Executive acknowledged that Westminster's powers of enforcement were limited, and confirmed that the Council would continue to lobby central government for a change in legislation.

- 4.7 The Chief Executive reported that work on fair funding and the spending review was ongoing, and that discussions were taking place with the Department of Housing, Communities & Local Government and Treasury. It was anticipated that the budget envelope for the next three years would not be known before the end of the calendar year. In the meantime, the Chief Executive would continue to work with the Cabinet to determine what the future of the organisation might look like in delivering the priorities under City for All.
- 4.8 The Commission commented on the recent climate change protests that had taken place in Westminster. The Chief Executive confirmed that he had discussed the disruption with the Cabinet Member for Public Protection & Licensing, and had been in constant communication with residents, Ward Members and businesses to ensure that any impact they were experiencing was passed on to the police. The Chief Executive believed that the City Council had done all that it could, as the police were responsible for any enforcement that needed to be taken in response to the protests. Members noted that while very few residents had contacted the City Council, impact statements had been received from businesses.
- 4.9 In view of the disruption caused by the climate protests, the Commission asked the Chief Executive whether similar action could be taken in connection with the proposed state visit by President Trump in June 2020, and whether support could be obtained from London Councils. The Chief Executive confirmed that preliminary discussions with the most senior Police Officer responsible for the Trump visit had taken place, and that more detail of the itinerary would be known nearer June 2020. It was anticipated that the visit would have a greater impact than the previous visit in 2018, and that the police would be much more forceful in removing people from the street if protesters used similar tactics to the climate change activists.
- 4.10 Members commented on the ongoing asset degradation of **some of** the bridges that served Westminster, and highlighted concerns that the level of disrepair could lead to closures. There was particular concern for those that were not the responsibility of the Council. In particular there was concern for those bridges that were the responsibility of Network Rail. They did not appear to accept their responsibility for the bridges, and had not provided funding for maintenance as they considered that the bridges were safe and did not need any repairs. The Commission agreed that upward pressure was needed, as the bridges did not look structurally sound and it would only be a matter of time before they were closed. Members also agreed Network Rail should be asked to provide engineering reports that demonstrated their bridges were safe.
- 4.11 The Commission sought clarification of the action being taken by the City Council to address the pay gap with black, Asian, and minority ethnic (BAME) staff. The Chief Executive acknowledged that the gender and BAME pay gaps and level of representation in middle and senior management were unacceptable, and confirmed that action was being taken to deal with the problem. Programmes of work put in place to address this shortfall included ensuring diversity on job interview panels; reverse mentoring; and talent monitoring as staff progressed through the organisation. It was recognised that in addition to good business reasons, there was an overwhelming and overriding moral responsibility for the problem to be addressed. Members noted that Westminster had been one of the

few organisations to have published details of its pay gap, which had not been a requirement.

- 4.12 The Chief Executive also confirmed that the City Council continued to work with the NHS towards integration; and was taking part in ongoing discussions with Clinical Commissioning Groups on funding reductions that could impact on Westminster's residents.
- 4.13 The Commission commended the successful transition from BT Managed Services to the Hampshire Integrated Business Centre, which had achieved 99.9% accuracy on payroll.

5 OUR VOICE STAFF ENGAGEMENT SURVEY

- 5.1 The Commission received a summary of the results of the 'Our Voice' survey 2018 from Lee Witham (Director of People Services) and Aruj Haider (Head of Organisational Development). Members noted that staff engagement had been 70%, which had been an increase of 4% from the previous year and the highest score that had ever been achieved. The result was also 4% above the local government average. The Director of People Services commented that the survey had not sought to measure staff satisfaction, but how engaged staff were in delivering their work and in endorsing the direction of the Council. The survey illustrated a moment in time which could highlight behavior which was good or needed to change. Although 30% of staff had not engaged in the survey, it was difficult to compel staff to take part, and 70% was considered to be a good response.
- 5.2 Although the findings on gender and ethnicity pay gaps were important, it had been clear from the survey that there had not been any gender or ethnicity difference in employee engagement. This had been a key element of Westminster being an 'employer of choice' for everyone in the organisation, regardless of background.
- 5.3 Aspects of the survey that had shown the biggest increase since 2017 had included staff believing that their work helped deliver City for All and was important to the organisation, residents and the community (+10%); recommending the Council as great place to work (+8%); and having belief and confidence that action would be taken on the findings of the survey (+8%). In addition to issues around diversity and inclusion, elements with the biggest decrease that needed to be focused on included staff believing they had the equipment and resources needed to do their job (-7%); that the physical working environment allowed them to deliver their work (-5%); and that they were satisfied with their overall benefits package (-3%).
- 5.4 Although diversity and inclusion were areas that still needed to improve, concerns regarding the working environment had reduced following the refurbishment of City Hall. Problems in payroll that would have contributed to staff becoming disengaged would also have reduced through the recent transfer of managed services. CityWest Homes had not provided data for the 2018 survey, as it had been carried out before the transition to an in-house service. The Commission noted that the pay gap issues at CityWest Homes had been worse than those at Westminster.

- 5.5 The Commission discussed staff engagement, and noted that the increased visibility and accessibility of senior managers had made a positive impact. Further improvement had also been gained from investment in the staff conference; and by creating disability, BAME and women's networks that enabled staff to challenge the organisation. It was acknowledged that to further improve, the City Council would need to continue to focus on local action and programmes that increased staff involvement.
- 5.6 The Chief Executive commented that although 28% of staff were BME, this figure dropped into single figures when looking at middle and senior management, which emphasised the importance of employees being able to move through the organisation. The City Council's approach to performance management had been radically changed, and was now more focused on staff development and how staff could grow. Westminster was also seeking to be progressive, with the new maternity policy for staff being one of the best in the country.
- 5.7 The Commission discussed recruitment and staff retention, and the Chief Executive highlighted the need to change employment agents' perception of the type of person Westminster wanted to recruit. Staff turnover across the country was rising in line with falling unemployment, with the cross-London average being 15%. Although Westminster's figure for staff turnover was slightly above this, the City Council was above average in retaining senior staff and leaders. Members suggested that the workplace had changed, and that people no longer planned to stay in a job for 25 years. The Chief Executive agreed that the organisation should not be concerned that staff came to Westminster to gain experience; and accepted that the Council exported talent, as good people were already employed and the jobs that would retain them were not available. The Chief Executive similarly considered that it was not a bad thing if someone left the City Council, and then returned with experience from another organisation.
- 5.8 The Commission highlighted the value of staging 'pulse surveys' at other times during the year, that could focus on specific issues and departments and identify problems that could be addressed quickly. The Director of People Services confirmed that similar surveys had been carried out when staff moved to Portland House and the Strand.
- 5.9 The Commission also discussed how services could be improved by obtaining information from contractors.

6. 2019-20 WORK PROGRAMME

- 6.1 The Commission discussed its future Work Programme, and noted that the agenda for the next meeting on 27 June would include an update from the Leader of the City Council and question and answer session.
- 6.2 The Commission asked to receive a report on Westminster's lobbying agenda and how the Council engaged with London Councils and the Local Government Association. Members highlighted the value of attending the Local Government Association Conference to share best practice, and the Chief Executive acknowledged the need for Westminster to become a more outward looking organisation.

6.3 The Commission also discussed bringing the start-time of future meetings forward to 6.30pm.

6.4 **RESOLVED that:**

- (1) The next meeting on 27 June 2019 would focus on a question and answer session with the Leader of the City Council, and on a report that considers Westminster's lobbying agenda and relationship with outside bodies; and
- (2) Consideration would be given to future meetings starting at 6.30pm.

The Meeting ended at 8.10pm

CHAIRMAN: _____

DATE _____



City of Westminster Westminster Scrutiny Commission

Meeting:	Westminster Scrutiny Commission
Date:	10 July 2019
Classification:	General Release
Title:	Leader's Update
Wards Affected:	All

1. Introduction

- 1.1. I last updated the Commission on 11th December 2018. Since then, there have been a number of changes across the Council with the establishment of Westminster Housing Services on 1st April 2019 and the introduction of public speaking at Planning committees. All such changes have been reported to the relevant Policy & Scrutiny Committee in recent weeks by the lead Cabinet Member and this report therefore focuses on those areas which are my responsibility as Leader of the Council.

2. Fair funding review

- 2.1. The Government is currently reviewing the formula by which funding is distributed to local authorities. The Fair Funding Review is looking at the formula introduced over ten years ago and which has not been updated since funding baselines were set at the start of the 50 per cent business rates retention scheme in 2013/14.
- 2.2. The current methodology involves 15 relative need formulas and several tailored distributions for services previously supported by specific grants. These formulas involve over 120 indicators of 'need', reflecting factors previously identified as driving the costs of service delivery. The funding structure is therefore extremely complex and there is a compelling case for review.
- 2.3. The Government intends to the needs formula and set new funding baselines for the start of the new 75 per cent business rates retention scheme, from April 2020.

- 2.4. The Fair Funding Review and Government Spending Review may have an adverse impact on the Council's resources. The outcome of this is still uncertain, but Council officers are proactively working with Central Government to ensure that the needs of Westminster and London are considered as part of both reviews.
- 2.5. I have publicly advocated for a delay to both the Fair Funding Review and the Spending Review in light of the uncertain national political context and to allow more time for a proper assessment of local needs.
- 2.6. I also continue to advocate for the introduction of additional fiscal freedoms and flexibilities for local government, including Council Tax reform and an introduction of an overnight stay levy, as part of these reviews in order to allow innovative Councils such as Westminster to better manage their own finances.

3. Inclusion and diversity

- 3.1. In my last update, I provided a briefing on the work the Council was doing to close our gender pay gap and support new parents through revised parental leave policies. In the last six months, we have accelerated our wider inclusion and diversity programme.
- 3.2. The Chief Executive has taken a lead in driving forward the inclusion and diversity agenda amongst staff, supported by the Director People Services. I am also pleased to report that I have agreed to act as the Member-level champion for inclusion and diversity.
- 3.3. As the Chief Executive reported to the last meeting of the Scrutiny Commission, last year, the Council published its first Gender Pay Gap report which showed that we had a mean pay gap of 9.8%. This has reduced to 8.6%, and yet the median gender pay gap increased from 5.4% in 2017 to 8.5% in 2018.
- 3.4. The mean decreased due to some high paid positions being taken on by women. In 2017, two in 10 of the highest paid employees were female and in 2018, five in 10 were female. The main reason for the increase in the median pay gap is that more women than men were hired in the lower pay bands, whilst at the same time there was a higher rate of staff turnover for senior woman than senior men.
- 3.5. So whilst there are grounds for optimism, there remains a great deal of work still to be done to make the Council an equal gender pay organisation.
- 3.6. Whilst the publication of our gender pay data is a statutory requirement, we are not obliged to publish the same information on BAME pay. We have however, chosen to publish this information as part of our commitment to being a genuinely inclusive and diverse organisation. I am the Cabinet representative for BAME and have already had one constructive meeting with the BAME Steering Group with more planned.
- 3.7. Again, as reported to the Commission earlier in the year by the Chief Executive, the council has a mean BAME pay gap of 17.7% and a median gap of 17.6%. I support the Chief Executive's assessment that this is completely unacceptable.

- 3.8. We are however taking action to tackle this situation. From April. All roles at Band 4 and above will be subject to new recruitment rules. We will ask candidates to self-declare if they are from a BAME background on our applications forms in a desire to have at least one candidate from a BAME background on every shortlist for middle and senior manager roles. And all interview panels for roles at Band 4 and above must be gender diverse and include panellists from a BAME background. This is an important step to making interviewees both feel welcome and feel that Westminster is the type of organisation that people from all backgrounds can work for.
- 3.9. Although, no formal monitoring has yet been completed on the impact of these changes and this is a long-term project which will take some years to get right, reports from recruiting managers have been positive.
- 3.10. One manager has reported that “having a diverse interview panel was extremely helpful, adding a different perspective to the interview process and providing challenge to the usual way of doing things. I am confident that we tested candidates more and in different areas, and as a result we were able to take a better decision on who to offer the job to”.
- 3.11. Work is also ongoing to strengthen our support to LGBT+ staff members. The LGBT+ network now meets regularly to discuss and provide feedback how the organisation can become a more open and welcoming place for LGBT+ members of staff. I met with the network during June and we talked about a number of issues where we can jointly take action to improve the working environment for LGBT+ staff.
- 3.12. An early achievement of the network has been to support the development and launch of the transitioning and intersex at work policy as part of the International Day Against Homophobia, Transphobia and Biphobia.
- 3.13. Finally I am also incredibly proud of the support that the Council has given as part of Pride month. We have flown the Pride flag outside City Hall for the entire month, we have held events for staff and we entered our float in the Pride parade for the second year in a row.

4. Westminster BIDs

- 4.1. I have taken responsibility for the strategic relationship with Westminster’s BIDs. Individual Cabinet Members will continue to engage with BIDs on individual projects or operational issues where they cut across different portfolios within the strategic framework I have set.
- 4.2. I will chair a bi-annual meeting with BID Chairmen and Chief Executives, which will also be attended by Westminster’s Chief Executive and supported by senior officers. The purpose of this meeting will be to discuss the strategic partnership between the Council and the BIDs and agree

5. Westminster Amenity Society Forum (WASF)

- 5.1. Last month I met with the Westminster Amenity Society Forum (WASF) for one of our bi-annual meetings. We discussed CIL, with a focus on the

neighbourhood portion, Oxford Street and enforcement. In light of this meeting I have asked the Cabinet Member and Chief Executive to undertake a full review of our CIL strategy.

- 5.2. We have also agreed new terms of reference for the WASF, which is supported and administered by the Council.
- 5.3. The WASF will:
 - Focus on strategic matters common to all, or most amenity societies.
 - Address technical, location specific concerns affecting individual societies to relevant council officers on a day-to-day basis.
- 5.4. The Council will:
 - Provide and maintain a programme of regular forum meetings
 - Provide appropriate responses and updates to all agreed agenda items
 - Escalate any matters members of the forum do not feel they have received adequate response
- 5.5. This revised approach is designed to enable a focus on the big, cross-cutting issues which affect all areas of the city and where a partnership approach with the Council would help resolve such issues. It also makes clear the Council's commitment to engage with and feedback to amenity societies on operational issues or areas of concern outside of a regular cycle of meetings.

6. West End LIVE

- 6.1. On the 22/23 June, the Council once again produced West End LIVE in Trafalgar Square.
- 6.2. Hundreds of thousands of people attended the event over the course of the weekend to enjoy over 40 performances from the West End's most famous musicals.
- 6.3. This event has grown to become an annual highlight in London's event calendar. This popularity shows no sign of waning as on the Saturday there were two queues over 1km long full of people waiting to get into the event, despite Trafalgar Square already being at capacity.
- 6.4. The event offers a unique opportunity for people to experience London theatre for free at a time when the price of theatre tickets is prohibitive, providing access to the arts and a key element of London's cultural offer for those who ordinarily find themselves priced out of a trip to see a play or a musical.
- 6.5. Over 40 of our looked after children and their carers attended the event, with a number of our City Lions also coming down to Trafalgar Square over the course of the weekend.
- 6.6. I was delighted that the Lord Mayor was able to come down on Sunday and that a number of other Cllrs made the effort to come and witness this hugely important event.



Westminster Scrutiny Commission

Date:	Wednesday 10 th July 2019
Classification:	General Release
Title:	Engagement with Partners
Report of:	Executive Director of Policy, Performance and Communications
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Lucy Hoyte x8532 lhoyte@westminster.gov.uk

1. Executive Summary

- 1.1 Effective partnership working between Westminster City Council and other organisations is critical to the successful delivery of *City for All*, our corporate strategy.
- 1.2 This report outlines some of the key relationships necessary to deliver that strategy. It highlights some of the benefits and challenges of effective partnership working, and how we are attempting to mitigate some of those challenges.

2. Key Matters for the Committee's Consideration

- Is the Council engaging with partners successfully to deliver *City for All*?
- Could the Council engage with partners differently to deliver better outcomes for residents?
- Are there any partners the council should be engaging with more?

3. Background

3.1 Westminster City Council believes in creating a City for All where people are:

- born into a supportive and safe environment;
- grow and learn throughout their lives;
- build fantastic careers in world-leading industries;
- have access to high quality, affordable homes;
- enjoy retirement with dignity and pride.

3.2 Our approach to realising these ambitions is based on achieving success in five distinct areas. We want Westminster to be a:

- City of opportunity
- City that offers excellent local services
- Caring and fairer city
- Healthier and greener city
- City that celebrate its communities

3.3 However, the Council recognises that it cannot deliver a City for All alone. Other organisations, particularly those operating in the Voluntary and Community Sector, often have better 'reach' into specific communities, with a high degree of trust and a highly developed understanding of specific priorities and concerns. Other organisations have levers (e.g. central Government) and powers (e.g. the Metropolitan Police) that we need to consider as we deliver our *City for All* pledges.

3.4 That is why the overarching theme of City for All is working jointly with partners and residents to deliver the vision. These partners operate at national, regional and local levels: central Government; the GLA; other London Boroughs; housing associations; local businesses; voluntary and community organisations. All have a role to play.

How we engage varies. For example:

- We directly commission services (from providers within adult social care, public health and children's services).
- We liaise and strategically plan (with the Met Police through the Community Safety Partnership and Serious Violence Task Group)
- We fund and employ service level agreements (for example, with the Abbey Community Centre)
- Engagement structures and networks, such as London Councils, are also key; as is,
- Engagement with residents, whether that be through Ward Councillors, amenity societies, the Open Forum or other means; all are essential to deliver a City for All.

4. Introduction

- 4.1 This report outlines the Council's approach to partnership working and how we are delivering on our priorities. The report highlights several key *City for All* pledges, with case studies showing how we are working with partners to achieve them.
- 4.2 This report then also draws out overarching themes of partnership working and acknowledges the benefits and challenges of this approach for our residents and stakeholders.
- 4.3 'Lobbying' or deciding who are the influential and important stakeholders that we need to engage with in pursuit of the objectives detailed in City For All, should be a pre-requisite in any project initiation document.
- 4.4 Inevitably the focus of stakeholder engagement may change as more information comes to light. For example, in our work on fair funding, it became clear after initial officer discussions with Ministry of Housing, Communities and Local Government (MHCLG) officials, that we should be directing the majority of our efforts at HM Treasury Officials, who, through fiscal event planning and development, would ultimately be key to the success or otherwise of our proposals in this area.
- 4.5 This approach doesn't mean that we neglect engagement with MHCLG Officials. Treasury Officials will want to know their views on our proposals so it is important that we keep them informed, on-side and supportive.

5. Working with our partners to deliver a City for All

5.1 City of opportunity

- 5.1.1 To deliver our ambitious house building programme the council works with partners from across the housebuilding sector, including developers. These partners contribute to the Council's target of 1,850 homes by bringing investment in to the city. They also provide 'housing plus' services such as employment support.
- 5.1.2 We engage with these partners through formal means such as nominations agreements with housing associations. We also convene informal groups such as the Housing Association Chief Executives Group which we use to discuss challenges across the city. The connections have helped us deliver successful schemes for our residents such as the mortgage accelerator scheme developed with Dolphin Living.
- 5.1.3 Several public sector organisations are responsible for delivering services in Westminster that meet *City for All* priorities. The GLA, for example, are the devolved body for adult skills funding. They are also co-commissioners (with Central London Forward and London Boroughs) of employment and skills provision. To deliver the City Skills Framework, we are engaging with the GLA on their work developing the London Local Industrial Strategy and Skills and

Employment Vision. This is to ensure it serves Westminster's residents. We co-ordinate this with our engagement through London Councils to ensure Westminster's voice is heard.

5.2 Caring and fairer city

5.2.1 One of the key forums that the Council convenes is the Safer Westminster Partnership¹. The partnership has several statutory duties, including:

- producing yearly Strategic Assessments and partnership plans
- sharing information via the Information Sharing Protocol
- annual progress reports
- implementing a strategy to reduce reoffending
- conducting Domestic Homicide Reviews

5.2.2 The Council has also put in place other arrangements to make sure we are working closely with these partners, such as:

- Partners regularly attend meetings including our Serious Violence Task group and Cabinet Member briefings
- The Met Police provide dedicated officers within the Council's Integrated Street Engagement Unit

5.3 Healthier and greener city

5.3.1 Clinical Commissioning Groups (CCGs) within the NHS are our partner in delivering our holistic Dementia Strategy. As a commissioner of community care, CCGs are in a strong position to support our work to transform the lives of people with dementia, their carers, families and friends. And because CCGs commission health services, they are critical to our work to better integrate the health and care system.

5.4 City that celebrates its communities

5.4.1 The Voluntary and Community Sector (VCS) plays an important role in delivering *City for All* priorities. One way we enable this is by directly commissioning VCS services. For example, One Westminster, Groundwork and Tempo are our volunteering-services providers, responsible for recruiting volunteers, organising and coordinating volunteering activities, promoting volunteering and rewarding volunteers through time-credits scheme.

5.4.2 We also work with other leaders in the VCS field that operate in the city (e.g. Cardinal Hulme Centre). These are partners that we do not directly commission, but they help deliver *City for All* priorities through joint work, and we facilitate their activities by helping them access funding opportunities and involving them in the communications activity and community engagement.

¹ The Partnership includes the Metropolitan Police Service; Mayor's Office for Policing & Crime (MOPAC); London Fire Brigade; Central London Commissioning Group; National Probation Service and the London Community Rehabilitation Company (MTC Novo)

6. Challenges

6.1 The key challenge to effective partnership working is resources within the public sector. But this also means we need to redouble our efforts in relation to engaging with partners because, in a world of constrained resource, working together to achieve shared goals is critical.

6.2 But effective partnership working to achieve goals through others also demands effective information sharing. Achieving this has been another challenge.

6.3 Resources

6.3.1 Within the Metropolitan Police, the decision to turn the 32 policing boroughs, (aligned to individual London Boroughs), into 12 Basic Command Units (BCU), resulted in a reduction of 243 officers across the WCC, RBKC, LBHF areas, and neighbourhood policing would have seen 225 fewer officers. However, successful engagement from WCC has resulted in this resource being increased. But there continues to be a significant shortage - meaning a Police focus on higher harm/criminal activity, and activity addressing key issues for our residents - such as ASB - is not prioritised.

6.3.2 Clinical Commissioning Groups in the NHS are also facing significant resource pressures – this has impacted on our ability to progress the integration agenda.

6.3.3 Similarly, we here at WCC are subject to resource constraints. Commissioning procedures and relationships have necessarily become stringent and more outcome-focused.

6.4 Understanding each other's priorities

6.4.1 Working with developers to help meet our affordable housing targets within the aspirations of our City Plan takes open and transparent understanding of each other's priorities at an early stage through an effective planning process.

6.4.2 Understanding business needs and managing growth that is appropriate to the City and our residents requires effective engagement at many different levels.

6.4.3 Information sharing between WCC, the Met and other Police Services could be better. It hampers our ability to effectively tackle issues such as Modern Slavery and County Lines, and effectively safeguard those being exploited when they are moved into/out of our borough.

6.5 Engagement 'fatigue'

6.5.1 There may be an issue of over engagement with businesses and cultural organisations. An individual business within London may be approached by a number of public sector organisations and for a number of reasons. And a single organisation may even have multiple approaches from the same public sector body – including WCC. The Zoological Society of London for example

has multiple contacts with, and requests from, different teams within the Council.

7. How are we overcoming those challenges?

7.1 Ultimately our strategic aspiration should be the development of a comprehensive stakeholder engagement strategy, identifying key partners and their level of interest and influence; allocating stakeholder relationship managers and bringing more rigour and uniformity to our current ad-hoc engagement.

7.2 In the interim, we are addressing these challenges in the following ways:

7.2.1 Coordinating our message

7.2.3 For example, CLF requested examples of good practice to support the development of the London Industrial Strategy. WCC co-ordinated across departments to collect examples of 'good growth' – these were all published as part of CLF's response to the GLA. This type of approach could be usefully expanded to address the issue of engagement fatigue amongst our partners.

7.3 Making the most of our resources

7.3.1 For example, our work on the development of the Strategic Investment Pot, through upping our engagement with CLF, providing more input and structure to the relationship, meant we managed to put together a draft bid team of six boroughs – this will provide us with much more traction than the last SIP bidding round. Building similar 'coalitions of the willing' needs to be considered more extensively in the future to help deliver on our objectives.

7.3.2 Although the CCGs have been clear there is no additional funding for Dementia/Autism initiatives, there is good partnership working ongoing to develop and deliver the dementia and autism strategies.

7.4 Improving our engagement

7.4.1 Regular engagement is key. It helps each organisation understand the priorities and challenges of others and is critical to the creation and maintenance of effective working relationships. Engagement at the right level is also important – for example with Members and the Chief Executive.

7.4.2 By way of a practical example, markets was a challenging policy area for WCC a couple of years ago, with complaints from traders and a consequent risk to the council's reputation. We worked with traders to develop a markets strategy, to understand what they want our role to be, and what markets should look like in the future. The strategy and consultation process were successful and has de-risked the area of markets for the council, and turned it into positive engagement.

- 7.4.3 Similarly, we engage effectively with the Westminster Property Association. Formally through consultation on the City Plan, but also supported by regular meetings outside of such events. For example, we underwent an extensive engagement exercise to reach a common ground on the revision to the mixed-use policy on the Plan.
- 7.4.4 With specific reference to the issue of ‘engagement fatigue’ referred to above, Officers working with specific stakeholders will need to be aware through engagement with colleagues within WCC of any other teams with an interest in engaging with specific stakeholder organisations. And cross-cutting WCC functions, like Communications, are well placed to identify and highlight any synergies or overlaps between WCC departments and stakeholders. Again this may be a function of any project initiation document – identifying other areas within the Council that have a need to engage with a specific organisation.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Lucy Hoyte x8532

lhoyte@westminster.gov.uk

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Westminster Scrutiny Commission

Date:	10 th July 2019
Classification:	General Release
Title:	2019/20 Work Programmes
Report of:	Executive Director of Policy, Performance & Communications
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Aaron Hardy x 2894 Ahardy1@westminster.gov.uk

1. Executive Summary

1. This report presents the Policy and Scrutiny work programmes for 2019/20.

2. Key Matters for the Commission's Consideration

2.1 The Commission is asked to:

- Review and approve the draft work programme (appendix 1) and prioritise where required
- Note the work programmes of the Policy and Scrutiny Committees (appendices 2-6)

3. Changes to the work programme following the last meeting

3.1 This is the commission's first meeting of the municipal year. The work programme has been produced taking into account the commission's role scrutinising the Leader of the Council and the Chief Executive and their portfolios, as well as cross-cutting issues where appropriate.

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

ahardy1@westminster.gov.uk

APPENDICES:

Appendix 1 – Westminster Scrutiny Commission work programme

Appendix 2 – City Management and Public Protection Policy and Scrutiny Committee work programme

Appendix 3 – Communities and Customer Services Policy and Scrutiny Committee work programme

Appendix 4 – Economic Development, Education, and Place Shaping Policy and Scrutiny Committee work programme

Appendix 5 – Family and People Services Policy and Scrutiny Committee work programme

Appendix 6 – Housing, Finance and Regeneration Services Policy and Scrutiny Committee work programme

WORK PROGRAMME 2019/2020
Westminster Scrutiny Commission

ROUND ONE 27 JUNE 2019		
Agenda Item	Reasons & objective for item	Represented by
Leader Q&A	To receive an update	Councillor Nickie Aiken – Leader of the Council
Public affairs and partner engagement	A review of the council’s public affairs priorities and approach to partner engagement	

ROUND TWO 29 NOVEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Chief Executive Q&A	To receive an update	Stuart Love – Chief Executive
Emergency Preparedness	To review Emergency Planning and Business Continuity in Westminster.	Sara Sutton, Executive Director of City Management and Communities

ROUND THREE 28 MARCH 2020		
Agenda Item	Reasons & objective for item	Represented by
Leader Q&A	To receive an update	Councillor Nickie Aiken – Leader of the Council
Staff Survey	To consider the results of the staff survey and the council’s approach to responding to concerns raised.	Lee Witham – Director of Human Resources

**ROUND FOUR
TBC**

Agenda Item	Reasons & objective for item	Represented by
Chief Executive Q&A	To receive an update	Stuart Love – Chief Executive

**ROUND FIVE
TBC**

Agenda Item	Reasons & objective for item	Represented by
Leader Q&A	To update the committee on key areas of work within its remit and the Cabinet Member’s priorities	Councillor Nickie Aiken – Leader of the Council
Emergency Preparedness	To review Emergency Planning and Business Continuity in Westminster.	Sara Sutton, Executive Director of City Management and Communities

WORK PROGRAMME 2019/2020
City Management and Public Protection Policy and Scrutiny Committee

ROUND TWO 10 SEPTEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Ian Adams Cabinet Member for Public Protection and Licensing
Serious violence	To review the work in Westminster, including an overview of work aimed at tackling county lines gangs	Sara Sutton

ROUND THREE 20 NOVEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Tim Mitchell Cabinet Member for Environment and City Management
Energy Strategy	Review the approach to developing a council wide energy strategy	

ROUND FOUR 29 JANUARY 2020		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Ian Adams Cabinet Member for Public Protection and Licensing
Safer Westminster Partnership/Community Safety Partnership	Annual report	Sara Sutton

Basic Command Unit	Review of the first year of basic command units	Metropolitan Police
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ROUND FIVE 16 MARCH 2020		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Tim Mitchell Cabinet Member for Environment and City Management
tbc		

ROUND SIX 28 APRIL 2020		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Ian Adams Cabinet Member for Public Protection and Licensing
Hate Crime Commission/Strategy	To review hate crime within the city and the initiatives aimed at tackling it. To feed into the development of a hate crime strategy	

ROUND SEVEN TBC		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member’s priorities	Councillor Tim Mitchell Cabinet Member for Environment and City Management
Noise Pollution	To review the problems associated with noise pollution and ways of tackling it.	Sara Sutton

**ROUND EIGHT
September 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Ian Adams Cabinet Member for Public Protection and Licensing

UNALLOCATED ITEMS		
Agenda Item	Reasons & objective for item	Represented by
Sexual Exploitation	Review of sexual exploitation in Westminster	
Gambling Policy	Review proposals and comment	
Utilities Update	An investigation into the practices of utility companies	
Probation Service		
Green Infrastructure Strategy		

TASK GROUPS AND STUDIES		
Subject	Reasons & objective	Type
Inclusion in the ENTE	Report on inclusion within, access to and diversity in Westminster’s dance entertainment venues (nightclubs) which operate within the evening and night-time economy, identifying areas of best practice and making recommendations aimed at further improving standards	Task Group

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WORK PROGRAMME 2019/2020
Communities and Customer Services Policy and Scrutiny Committee

ROUND TWO 23 OCTOBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Paul Swaddle Cabinet Member for Customer Services and Digital
Call Centres	To review the council’s use of call centres and their performance	

ROUND THREE 11 DECEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Iain Bott Cabinet Member for Sports, Culture and Communities
Cultural Vision	To feed into the development of a Cultural Vision/Strategy	

ROUND FOUR 12 FEBRUARY 2020		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Paul Swaddle Cabinet Member for Customer Services and Digital
Green Plaques	To contribute towards the development of a green plaque policy	

**ROUND FIVE
1 APRIL 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Iain Bott Cabinet Member for Sports, Culture and Communities
Create Church Street	To review this project, supporting and encouraging arts and culture in a local community and identify lessons that can be learnt	

**ROUND SIX
TBC**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member’s priorities	Councillor Paul Swaddle Cabinet Member for Customer Services and Digital
Digital contracts	Review the council’s approach to procuring digital services	

**ROUND SEVEN
TBC**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Iain Bott Cabinet Member for Sports, Culture and Communities
Voluntary and Community Sector Contracts	Review the Council’s approach to VCS Commissioning	

UNALLOCATED ITEMS

Item	Reasons & objective for item	Represented by
Youth Strategy	Review the council's approach to youth engagement, including the work of Westminster City Lions and Westminster Youth Foundation	
Made in Libraries/Fun Palaces	To evaluate key areas of success of the Made in Libraries pilot project and where lessons learnt are applicable to the Fun Palaces national scheme pilot	Mike Clarke

TASK GROUPS AND STUDIES

Subject	Reasons & objective	Type
Digital Strategy	To identify what is best practice in digital services with input from the public and private sector	Task Group
Volunteering in Westminster	Scope of volunteering in Westminster. Evaluate the cost of volunteering to individuals and organisations. What value does volunteering add to those who receive volunteering and volunteers themselves? Long-term impacts of volunteering. Investigate whether the council should do more to direct volunteering towards priorities	Task Group
Access to culture	To review how Westminster families, particularly those on low-incomes, can access culture within the City	Task Group

WORK PROGRAMME

Economic Development, Education and Place Shaping Policy and Scrutiny Committee **2019/2020**

ROUND TWO 16 SEPTEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Skills
School Exclusions	To investigate why exclusions are rising in Westminster, how that can be addressed and what provisions are in place for excluded pupils	Ian Heggs
School Organisation Strategy	Annual report	Ian Heggs

ROUND THREE 11 NOVEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Richard Beddoe Cabinet Member for Place Shaping and Planning
Westminster Adult Education Service	To review the WAES against City for All and earlier scrutiny recommendations	Arinola Edeh
City Skills Strategy		

ROUND FOUR 3 FEBRUARY 2020		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Skills

Planning review	To review implementation of recommendations of planning review	
School Performance Report	Annual Review	Ian Heggs

**ROUND FIVE
23 MARCH 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Richard Beddoe Cabinet Member for Place Shaping and Planning
BIDs	To review the work of BIDs and their impact on Westminster	Greg Ward

**ROUND SIX
29 APRIL 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Skills

**ROUND SEVEN
JUNE 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member’s priorities	Councillor Richard Beddoe Cabinet Member for Place Shaping and Planning

ROUND EIGHT

SEPTEMBER 2020

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Skills
School Organisation Strategy	Annual report	Ian Heggs
Place Shaping (Oxford Street)	To review Phase I of implementation and planning for Phase II	

UNALLOCATED ITEMS

Agenda Item	Reasons & objective for item	Represented by
Strand Aldwych	To review consultation	
Regeneration and Economic Development Strategy	To review and contribute to the draft strategy.	Greg Ward, Director Regeneration and Economic Development

TASK GROUPS AND STUDIES

Subject	Subject	Subject
Under review		

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WORK PROGRAMME 2019/2020
Family and People Service Policy and Scrutiny Committee

ROUND TWO 17 October 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Heather Acton, Cabinet Member for Family Services and Public Health
Youth Crime	What is youth crime picture in Westminster? What is being done to address youth crime?	
Local Safeguarding Adults Board	Review of the annual report	Independent LSAB Chair
West London CCG Update		
HealthWatch Update	To receive an update on the work of the local HealthWatch	Olivia Clymer, Chief Executive, HealthWatch Central West London

ROUND THREE 25 NOVEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member’s priorities	Councillor Heather Acton, Cabinet Member for Family Services and Public Health
Health and Social Care Integration	How is integration of health and social progressing Westminster and how is it improving outcomes for residents?	
Local Safeguarding Children Board	Review of the annual report	Independent LSCB Chair

**ROUND FOUR
27 January 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Heather Acton, Cabinet Member for Family Services and Public Health
Support for young carers	What support does the council offer to young carers? Can we do more to help them and those they care for?	

**ROUND FIVE
5 MARCH 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Heather Acton, Cabinet Member for Family Services and Public Health
Integrated Care Systems	Investigate the impact of NW London ICS work on Westminster	Mark Easton, NW London CCG

**ROUND SIX
20 APRIL 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Heather Acton, Cabinet Member for Family Services and Public Health
Westminster Family Hubs	Review the implementation of the family hubs model in Westminster	

**ROUND SEVEN
TBC**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Heather Acton, Cabinet Member for Family Services and Public Health
Supported Families	Review of the troubled/supported families programme following the council securing autonomy over the scheme	
Looked after Children and Unaccompanied Asylum-Seeking Children	Review of the annual report of the independent reviewing officer	

**ROUND EIGHT
TBC**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To receive an update and provide “critical friend” challenge	Councillor Heather Acton, Cabinet Member for Family Services and Public Health
Sexual and Relationship Education	Review of the implementation of SRE across Westminster after a year of it being a statutory part of the curriculum	

UNALLOCATED ITEMS

Agenda Item	Reasons & objective for item	Represented by
Adult Social Care Account Group		
Imperial College Healthcare NHS Trust	Review of ICHNT estates program. Especially focusing on maintenance backlog and effect on services	
Suicide	Review of approach to suicide prevention	

Public Health	Review of the annual report of the Director of Public Health	Director of Public Health
Fostering and adoption	Review of the annual report	
Social Prescribing	Examine the approach to social prescribing across Westminster and its outcomes	

TASK GROUPS AND STUDIES

Subject	Reasons & objective	Type
Young People's Mental Health and Technology	Investigate the effect of technology on young people	Task Group

WORK PROGRAMME 2019/2020

Housing, Finance and Regeneration Policy and Scrutiny Committee

ROUND TWO 12 SEPTEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration
Regeneration	To review the Council's regeneration schemes	Greg Ward, Director Regeneration and Economic Development

ROUND THREE 18 NOVEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration
Housing Management Services	Update on housing management services following transition in house	Director of Housing

ROUND FOUR 30 JANUARY 2020

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration
Corporate Property	Review the council's approach to corporate property. Possible focus in use of property by third parties at discounted rates	

**ROUND FIVE
11 MARCH 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration
Development	Investigate the council's development and delivery of the capital program. Item should include a site visit to Dudley House or Beachcroft.	

**ROUND SIX
23 APRIL 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration

ROUND SEVEN TBC		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration

ROUND EIGHT TBC		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration

UNALLOCATED ITEMS		
Agenda Item	Reasons & objective for item	Represented by
Universal Credit Rollout	Review the impact on Residents of the rollout of universal credit (link with Family and People Services Policy and Scrutiny Committee)	
Housing strategy	Review the approach to developing/updating a housing strategy	
Domestic Abuse	Review of women's refuge provision. How have changes in funding been implemented and how will it affect services?	

Empty Properties	Review the approach to developing an empty properties policy or strategy	
Business rates	Review the impact of business rates changes on local businesses and the Council's finances	

TASK GROUPS AND STUDIES		
Subject	Reasons & objective	Type
Budget Task Group	Annual review of budget setting	Task Group
Anti Social Behaviour	Review of ASB on housing estates and integration of former CWH ASB team in to the Council.	Task Group