



City of Westminster

# Committee Agenda

Title: **Finance, Smart City and City Management Policy and Scrutiny Committee**

Meeting Date: **Wednesday 24th March, 2021**

Time: **6.30 pm**

Venue: **This will be a virtual meeting**

Members: **Councillors:**

<b>Gotz Mohindra (Chairman)</b>	<b>Murad Gassanly</b>
<b>Susie Burbridge</b>	<b>Adam Hug</b>
<b>Lorraine Dean</b>	<b>Pancho Lewis</b>
<b>Paul Dimoldenberg</b>	<b>Emily Payne</b>

**This meeting will be live streamed and recorded. To access the recording after the meeting, please revisit the link.**

**If you require any further information, please contact the Committee Officer, Lizzie Barrett  
[ebarrett@westminster.gov.uk](mailto:ebarrett@westminster.gov.uk).**

**Email: [ebarrett@westminster.gov.uk](mailto:ebarrett@westminster.gov.uk)  
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 Committee and Governance 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 pecuniary interests or any other significant interest in matters on this agenda.

**3. MINUTES**

To approve the minutes of the meeting held on 3 February 2021.

**(Pages 5 - 8)**

**4. UPDATE FROM THE DEPUTY LEADER AND CABINET MEMBER FOR CITY MANAGEMENT**

Councillor Melvyn Caplan, the Deputy Leader and Cabinet Member for City Management, to provide a verbal update and outline of his portfolio to the Committee on current and forthcoming issues in his portfolio and to answer questions from Members.

**(Pages 9 - 10)**

**5. UPDATE FROM THE CABINET MEMBER FOR FINANCE AND SMART CITY**

Councillor Paul Swaddle, the Cabinet Member for Finance and Smart City, to provide a verbal update and outline of his portfolio to the Committee on current and forthcoming issues in his portfolio and to answer questions from Members.

**(Pages 11 - 12)**

**6. RATIONALISATION OF COUNCIL BUILDINGS**

To receive a report on the approach being taken by the council to facilitate multi service community focused spaces which in turn contribute to reducing the council's corporate property footprint.

**(Pages 13 - 22)**

**7. WORK PROGRAMME**

To discuss ideas for the committees remaining meeting for the 2020/21 year on 29 April 2021.

**Stuart Love  
Chief Executive  
24 March 2021**

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CITY OF WESTMINSTER

## MINUTES

**FINANCE, SMART CITY AND CITY MANAGEMENT POLICY & SCRUTINY  
COMMITTEE  
3 FEBRUARY 2021  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Finance, Smart City and City Management Policy & Scrutiny Committee** held virtually on 3 February 2021 at 7.00pm **on TEAMS**.

**Members Present:** Councillors Gotz Mohindra (Chairman), Paul Dimoldenberg (Deputy Chairman), Susie Burbridge, Lorraine Dean, Murad Gassanly, Adam Hug, Pancho Lewis, Emily Payne

**Also present:** Councillor Melvyn Caplan (Cabinet Member for City Management), Councillor Paul Swaddle (Cabinet Member Finance and Smart City)

### **1. ELECTION OF CHAIRMAN**

- 1.1 Nominations for the post of Chair were invited. One nomination was received and seconded for Councillor Gotz Mohindra. One nomination was received and seconded for Councillor Paul Dimoldenberg. There were no further nominations.
- 1.2 The committee officer put both nomination to the vote. Councillor Gotz Mohindra received five votes and Councillor Paul Dimoldenberg received two votes.
- 1.3 **RESOLVED:** That Councillor Gotz Mohindra be appointed Chairman of the Finance, Smart City and City Management Policy and Scrutiny Committee and Councillor Paul Dimoldenberg be appointed Deputy Chairman of the Finance, Smart City and City Management Policy and Scrutiny Committee for this meeting.

### **2. MEMBERSHIP**

- 2.1 There were no changes to the membership.

### **3. DECLARATION OF INTEREST**

- 3.1 Councillor Mohindra declared he owns an electric vehicle which is relevant to agenda item four (Councillor Caplan's Cabinet Member update).

#### **4. QUESTION AND ANSWER SESSION: CABINET MEMBER CITY MANAGEMENT**

- 4.1 The Committee received a written update from the Cabinet Member who responded to questions on the following topics:
- Members asked about ensuring electric vehicle charging points close to where people lived and also outside NHS facilities specifically for people with disabilities. The committee heard the council moving towards a situation where there will be more and also dedicated places available for people to park and charge their electric cars.
  - Members asked that the views of surrounding wards be taken into account if a LTN is proposed in future.
  - Members asked about the cost of works around the Oxford Street area. The Crown covered the entirety of the costs of works on Regent Street. The council is considering views on temporary works along Oxford Street and will be able to provide costs in due course. In relation to Oxford Circus, the council will be consulting on what to do in this area.
  - Members asked about temporary cycle lane schemes. The majority will continue but there are some schemes where it is obvious that they are not required.
  - Members heard there will be a review of leisure centres. It will be based on what we see happening when COVID-19 restrictions begin to be lifted. Members commented that some residents were concerned about potential restrictions on opening hours for leisure centres after COVID-19.
  - Members heard that the council is talking with people and groups about its ambition to open up hospitality safely once restrictions begin to be lifted.
  - Members suggested setting up a Westminster award to recognise those that have gone above and beyond, particularly in these challenging times.

#### **6. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR YOUNG PEOPLE AND LEARNING**

- 6.1 The Committee received a written update from the Cabinet Member who responded to questions on the following topics:
- Members asked about plans to attract domestic tourists into the City. They heard the council is looking at different types of festivals, including the inside out festival which was postponed last year. Members commented that there were many opportunities to promote the city to an international audience on platforms like Instagram.
  - Members commended Cllr Swaddle and officers on the successful delivery of the new website.
  - Members asked about procurement and contract management. The council has a new head of procurement and will be looking at new ideas and ways of doing things to ensure the council is an organisation that is easy to do business with.
  - Members asked about broadband connectivity and support the council was providing for people with way leave issues. The council has led by example and

given way leaves across all of its properties. Cllr Swaddle encouraged members to reach out to him if there are complicated cases in their wards.

- Members heard there have been schemes put in place to provide broadband for those with limited economic means, particularly aimed at school aged residents.
- Members asked about the call centre transformation. They heard that the focus was on delivering a high standard of service while amalgamating the centres.
- Members asked whether autism friendly meeting rooms would be past of new office spaces. Cllr Swaddle said he would welcome member engagement on ensuring meeting rooms are autism friendly.
- Members asked about how the council could maximise revenue from its corporate property. They heard the council has a significant portfolio which they want to deliver on while at the same time ensuring the council is not put at risk. Cllr Swaddle encourage members to come forward with ideas.
- Members heard there is provision in the capital budget to bring works on the Seymour Leisure Centre and the council is looking at options for this.

6.2 **ACTION:** That more information is provided on how new procurement policies will support the council's net zero goals.

## 7. COMMITTEE WORK PROGRAMME

7.1 The committee discussed ideas for its upcoming meetings including:

- Rationalisation of council buildings
- Waste management and freight consolidation
- Community contribution fund
- Oxford Street Programme
- Streetscape and revitalising the West End
- Customer service transformation
- Green footprint of digital offering

## 8. TERMINATION OF MEETING

8.1 The meeting ended at 8.35pm.

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_

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City of Westminster

## Finance, Smart City and City Management Policy and Scrutiny Committee

<b>Date:</b>	24 March 2021
<b>Report of:</b>	Councillor Melvyn Caplan
<b>Cabinet Member Portfolio</b>	Deputy Leader and Cabinet Member for City Management
<b>Report Author and Contact Details:</b>	Gemma Stanton, Cabinet Officer (gstanton@westminster.gov.uk)

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As per the new agreed Cabinet Member report structure, this update provides highlights on my City for All priorities, areas of current focus in the Deputy Leader and City Management Portfolio and pertinent performance information.

### **1. City for All Vision and Strategy (2021 – 2022)**

At the start of March, we launched our refreshed strategy for 2021 setting out how we will support communities to help them to recover from the pandemic and become stronger, healthier and greener.

#### **1.1 *Thriving Economy***

Following an unprecedented year, to get our city back on track, our refreshed City for All Strategy includes a programme of work to help build a dynamic post-pandemic economy that can respond flexibly to change and underpins our low carbon future.

##### **1.1.1 *Oxford Street Transformation***

In January we launched our Oxford Street District Framework setting out a road map for the District's transformation over the next ten years. Our continued investment in the Oxford Street District's revitalization will transform the heart of the West End and Westminster's retail, cultural and hospitality economy and to test low carbon economic growth and development.

On 10 March, we broke ground as we commence works on Oxford Street with our plans for temporary public realm improvements showcasing innovation, sustainability, culture and diversity. Our aim is to reinvigorate and reimagine the nation's high street for new patterns of use, safely welcoming people back to the district post-lockdown.

##### **1.1.2 *Al fresco hospitality***

On 23 February, we announced that al fresco schemes will be returning when restaurants, pubs and bars re-open in late Spring to support our vital hospitality sector across the city. These temporary measures will run until September 2021.

##### **1.1.3 *Safe movement across Westminster***

Following the success of the movement strategy in summer last year, work is underway to enable businesses and visitors to be greener whilst enjoying our city's varied offer as our city reopens after lockdown. We have extended our ActiveStreets offering across the city to provide clean and safe streets to access schools, and for our children to play.

#### **1.2 *Greener and Cleaner***

##### **1.2.1 *Reduce waste and transforming recycling facilities – Food Waste Trial***

In February, we won the Waste Performance of the Year Award from Keep Britain Tidy for the food waste trial launched in 2019. During the pilot more than 345 tonnes of food waste was collected from over 7,000 households. This food waste was diverted from landfill to produce heat, electricity and fertiliser. Following the success of the pilot, we will be extending the trial to more households within the city.

##### **1.2.2 *Sustainable transport – Electric Vehicle Charging***

As of 5 March, we have installed 953 on-street electric vehicle charging points across Westminster, with a further 47 on track to be installed by the end of March 2021 as part of our accelerated expansion programme.

### **1.2.3 Reduce energy consumption - Light-emitting diode (LED) street lights**

As the Committee will be aware, in 2019 the Council commenced a programme of installing LED street lights to improve lighting control and reduce energy consumption that was expected to conclude at the end of March 2022. As of the end of February, we have switched 8,200 of our street lamps to LED, with a further 5,000 to be switched by November 2021 as part of our accelerated programme. Equally a programme of LED lighting improvements continue within the leisure service and the main sports pitches have now been converted to energy efficient lighting.

## **1.3 Vibrant Communities**

### **1.3.1 Active environment - Leisure facilities**

Whilst our leisure facilities have been closed for recreational use, we have been able to use Moberly and Little Venice leisure centres for over 15,000 lateral flow tests and welcomed over 1.5million people to the open spaces on offer at Paddington Recreation Ground.

On 28 January, the Council received the 'Fit for Business' certification for all our leisure facilities becoming the second local authority in the country to receive this status. The Fit for Business accreditation is a stringent and fully independent review of all health and safety operational and strategic measures to certify that as an authority, our sites are COVID-secure.

Following the recent announcement from Prime Minister Boris Johnson on 22 February, work is underway to plan for the safe re-opening of our leisure facilities in line with government guidance. The council bid for and obtained for our leisure provider, Everyone Active £570,000 in National Leisure Recovery Funding and they have agreed to a return of normal opening hours as far as possible and feasible for all indoor sites from 12 April.

## **1.4 Smart City**

### **1.4.1 Smart Technology Trials**

Alongside the accelerated rollout of our electric vehicle charging points and LED street lights, we have trialled smart technologies with our partners to reduce carbon emissions. For example, our King Street trial with FM Conway reduced embedded carbon in the materials by 50% and reduced carbon emissions from the works by 79% through the exclusive use of electric vehicles, tools, welfare and recycled equipment. The learnings from the King Street trial has been fed back to other highways services and following the recent decision on our Planned Preventative Maintenance (PPM) Programme for the coming year, we will be steadily transitioning all schemes within this programme to the new carbon efficient operating model.

## **2. Cabinet Member Decisions (January 2021 – March 2021)**

Since the start of the year, as Deputy Leader and Cabinet Member for City Management, the following decisions have been made:

- Public Realm Improvements in Trafalgar Square;
- Planned Preventative Maintenance (PPM) programme for 2021/22 in respect of Highways, Public Lighting & Bridges and Structures;
- Highways Services Contract Arrangements; and
- Annual Review of Housing Revenue Account Rent and Associated HRA Charges 2021-22.

## **3. Key Performance Indicators**

Reduced business activity during lockdown continues to be reflected in reduced waste levels with 51% less waste being collected in February 2021 compared to the previous year (7006 tonnes in February 2021 compared to 14,238 tonnes in February 2020). Complaints about missed waste collections have also reduced by 55% in the same period.

As of 1 March, on the wider capital programme we had spent £37.3million and are on course to spend the profiled amount of £42million by the end of the financial year.

Around 90% of the PPM programme has now been delivered. We are due to complete the last two large resurfacing schemes in March with associated anti-skid to follow. Some resurfacing works in the West End have been delayed to ensure co-ordination with potential hospitality measures.

As of quarter three:

- 100% of urgent lighting defects made safe within an agreed timescale;
- 99% of carriageway and footway defects repaired or made safe within 24 hours;
- 85% of Resident parking bays available (based on number of bays and average of those suspended); and
- Latest bi-annual Parking compliance survey shows that 98% of motorists were parking in accordance with the regulations.



## Finance, Smart City and City Management Policy and Scrutiny Committee

<b>Date:</b>	24 March 2021
<b>Report of:</b>	Councillor Paul Swaddle OBE
<b>Cabinet Member Portfolio</b>	Cabinet Member for Finance and Smart City
<b>Report Author and Contact Details:</b>	Gemma Stanton, Cabinet Officer (gstanton@westminster.gov.uk)

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As per the new agreed Cabinet Member report structure, this update provides highlights on my City for All priorities, areas of current focus in the Finance and Smart City Portfolio and pertinent performance information.

### **1. Budget 2021 - 2022**

At Full Council on 3 March, the Council voted to support the Cabinet Report dated 15 February and corresponding appendices setting the Council's budget for the 2021 – 2022 offering a brighter future for our City.

The Chancellor of the Exchequer also presented the national budget on 3 March setting out how the Government will support the economy during the easing of lockdown measures. We expect a more comprehensive assessment of spending will follow in the Autumn Spending Review giving more financial certainty and plans on reducing the nation's deficit. Uniquely, there will also be a separate 'Tax Day' on 23 March where we expect to see some of the measures that were not addressed in the national budget on 3 March by the Chancellor of the Exchequer. The Council has already proactively considered what this means for the Council but it remains clear that public spending will remain under considerable pressure for some years to come.

### **2. City for All Vision and Strategy (2021 – 2022)**

At the start of March, we launched our refreshed strategy for 2021 setting out how we will support communities to help them to recover from the pandemic and become stronger, healthier and greener.

#### **2.1 *Thriving Economy***

As the city begins to re-open after lockdown, we will continue welcoming visitors from around the globe to experience the diversity and unparalleled culture and history Westminster has to offer.

##### **2.1.1 *Support for Cultural Institutions***

On 8 February, we launched our Cultural Strategy for 2021 – 2025 to empower the the culture and creative sectors to rise to the challenges that the global COVID-19 pandemic has unexpectedly placed at our door step and use arts and culture to leverage the creative expression, healing and sharing of common humanity that is so vital in these times.

##### **2.1.2 *West End Recovery – Animation Strategy***

We are working on an animation strategy to support the recovery of the West End, working alongside Business Improvement Districts (BIDs), Landowners and other external stakeholders, including London and Partners to curate a programme of temporary, cultural and artistic interventions to animate the local area.

#### **2.2 *Greener and Cleaner***

##### **2.2.1 *Reduce Carbon Emissions - Decarbonisation of operational estate***

At the end of February, we received notification that we have been successful in our bid for funding from the BEIS Public Sector Decarbonisation Scheme administered by Salix Finance. This grant will fund steps to decarbonise our operational estate and is payable through Section 31 of Local Government Act. At the start of March, the Cabinet Member Report entitled 'Energy Efficiency Programme - Retrofit Accelerator' confirmed our partnership approach in delivery with Salix and our new Re:Fit consultant to take this forward.

##### **2.2.2 *Environmental Performance – Procurement Code***

At the start of March, approval was granted to update the Procurement Code so that it reflects the transformational changes to the Procurement and Commercial Services operating model as well as new Council priorities and objectives, including City for All and our Climate Emergency commitments. The updated

Procurement Code sets out the expectation of officers ‘to embed innovative approaches to service design, specification and demand challenge in pre-procurement activity and to influence suppliers and supply chains through the tender process and post contract management’ as part of our commitment to be net carbon zero as a Council by 2030, and a City by 2040.

## **2.3 Vibrant Communities**

### **2.3.1 Re-purpose buildings – Property rationalisation**

At Full Council on 3 March, we reconfirmed our commitment to transform and enhance facilities at Seymour and Queen Mother Leisure Centres. By Summer 2021, we plan to share our accelerated renewal plans for both leisure centres for consultation within the community. Our accelerated renewal plans for both centres will be informed by the lessons learnt from the pandemic about how we can deliver services in different and better ways.

## **2.4 Smart City**

We have committed to become a smart city – a global centre of innovation, empowered by creative partnerships that work with residents and communities to deliver a better quality of life for all. For us, becoming a smart city is a process, not an end goal – therefore our approach matters. Smart in Westminster means being inclusive, innovative and participatory. We recognise the only certainty is change and by working with our local businesses, both big and small, we can adapt quickly while also inviting in new ideas to tackle our challenges and create opportunities. So, we are calling on trusted and innovative partners that share our ambitions to be part of this new era in Westminster’s history. On Wednesday 17 March, we will be hosting our ‘call for ideas’ event to hear from partners on their proposals on how we can collaborate together to deliver our City for All vision.

### **2.4.1 Facilitate Connectivity**

Throughout lockdown, the Council has continued to work with our partners to facilitate full-fibre broadband to our housing stock. As of the end of February, 70% of our housing stock has been connected to full-fibre capability.

We are also working with Ontix, our small cell concessionaire, to install small cells on Council-owned street furniture. Ontix have also secured a contract to deliver a free Wi-Fi network for the New West End Company (NVEC) covering Oxford Street, Regent Street and Bond Street. The main benefit of the technology that will be deployed is that it enables seamless roaming between other Passpoint/Hotspot 2.0 networks meaning residents, visitors and workers can seamlessly roam between council-operated Wi-Fi networks and those owned by NVEC, without the need to re-enter passwords. We expect the six street market areas to have access by end of May 2021.

### **2.4.2 Driving Digital Equality – Digital Inclusion programme**

Our areas of digital inclusion in the City are clustered around our most deprived wards with common factors such as age, disability and deprivation being associated with increased digital exclusion. The digital needs have been exacerbated by the pandemic. The Council is continuously working on aspects of this agenda in terms of providing connectivity and access to our residents. We will continue to coordinate and deliver our response under our Digital Inclusion programme and work with our partners and communities to develop and deliver these. Through our evidence-led collaborative approach, focused on need, we will be able to develop the digital skills, confidence and motivation of those digitally excluded to support them to make the most of opportunities of being online.

## **3. Cabinet Member Decisions (January 2021 – March 2021)**

Since the start of the year, as Cabinet Member for Finance and Smart City, the following decisions have been made:

- Additional Restrictions Grant Scheme - Proposed Revised Criteria and Top-up Roll-in;
- Nova Place, Victoria – Section 106 Agreement;
- Energy Efficiency Programme - Retrofit Accelerator; and
- Huguenot House – Conclusion of Consultation and Decision on Preferred Way Forward.

## **4. Key Performance Indicators**

As of period 9:

- 79.3% of Council Tax has been collected; and
- 74.87% of Business Rates has been collected.

As of quarter 3:

- 6.5% of calls to our Agilisys contact centre abandoned; and
- 0 incidents attracting fines under the new GDPR legislation.



## Finance, Smart City & City Management Policy Scrutiny Committee

<b>Date</b>	24 March 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Rationalisation of Council Buildings
<b>Report of:</b>	Gerald Almeroth
<b>Cabinet Member Portfolio:</b>	Councillor Swaddle, Executive Member for Finance & Smart City
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	Medium Term Financial Plan
<b>Report Author and</b>	Claire Barrett, Director of Corporate Property
<b>Contact Details:</b>	<a href="mailto:cbarrett@westminster.gov.uk">cbarrett@westminster.gov.uk</a>

### 1. Executive Summary

This report outlines the approach being taken to facilitate multi-service community focused spaces which in turn contribute to reducing the council's corporate property footprint. The Vibrant Spaces Framework seeks to enhance service delivery via the co-location of council services whilst delivering the required revenue savings needed for the future.

All services across the council have the opportunity to discuss and input into the approach – engagement sessions have been held throughout February and March to ensure that the thinking is well rounded and inclusive of viewpoints.

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

The Committee are asked to comment on the approach of synergistic council services delivered together from one location designed to meet the needs of the local community. The Committee are particularly asked to consider the following key question:

- How do we rationalise our operational estate whilst also enhancing service delivery?

**If you have any queries about this report, please contact Claire Barrett, Director of Corporate Property [cbarrett@westminster.gov.uk](mailto:cbarrett@westminster.gov.uk)**

**APPENDICES:**

APPENDIX 1: Vibrant Spaces Framework Process Map

APPENDIX 2: Summary of properties with rationalisation potential

**BACKGROUND PAPERS**

None

**1.0 Introduction**

**1.1** In July 2020, as part of the Medium-Term Financial Strategy, the Corporate Property team committed to reducing the corporate property footprint by 10% by cost by 2025. This is c. £2.1 million. This target relates to the Operational Estate, but the team are including some investment properties where those are empty with no secured future.

**2.0 Background**

**2.1** The council's operational estate comprises 191 operational assets including parks and gardens. The Corporate Property team does not manage any Housing Revenue Account assets or public toilets but all other assets including libraries, leisure centres, offices, family hubs and depots falls within the remit of Corporate Property. Up until 2020 the service cost just over £20 million p.a. to run.

**2.2** The council's office estate is not extensive with the majority of provision at 64 Victoria Street and at Lisson Grove/Orchardson Street. However, it is intended to review the extent of provision in the light of the impacts of COVID and the successful move to more agile/remote working.

**3.0 Progress to Date**

**3.1** A number of opportunities were identified where progress could be made quickly and thus activity has already been progressed over the last 6 months resulting in over £300,000 full year saving for the council.

Property Identified	Information Collection	Service Liaison	Identify Options	Option Appraisals	Decision	Implementation	Completion Date	Full Year Savings
Crompton Street (Children's Services Teams)	✓	✓	✓	✓	✓	✓	May 2021	121,885
Brunel Contact Centre (Children's Services)	✓	✓	✓	✓	✓	✓	May 2021	100,000
River Road, Barking (seized goods storage)	✓	✓	✓	✓	✓	✓	December 2020	86,000

**307,885**

**3.2** As well as managing the move of four separate Children's Services teams to their new base at Orchardson Street, proposals for the now vacant properties at Crompton Street and Brunel are progressing. The Residential Development Infills team have been progressing proposals for the Brunel site for some time and a Strategic Outline Case has been agreed which results in residential redevelopment of the site. This contributes to the council's housing priorities. Option appraisals for Crompton Street site are currently being developed and these options include:

1. Repurposing the property for alternative council usage.
2. Leasing the property in its current condition or leasing once improvement are made.
3. Sale.
4. Redevelopment.

**3.3** The Corporate Property team have worked with the Finance team to build a financial appraisal model to baseline each vacant asset and thus assess the merits of each option consistently against council aims. This tool is being used as an important lens to inform the option appraisal process. It should be noted it is not the only lens that assets need to be assessed through.

**3.4** There are a number of other properties which are subject to option appraisal work and these include the following assets.

Property Identified	Information Collection	Service Liaison	Identify Options	Option Appraisals	Decision	Implementation	Comments
1 St. Mary's Terrace	✓	✓	✓				Current Location for NSL Parking Services
Harwood Avenue	✓	N/A	✓				Former Sodhexo premises. Development options brief submitted
Lisson Cottages	✓	N/A	✓				Development options brief submitted
Sussex Street	✓	N/A	✓				Development options brief submitted
Bayswater Children's Centre	✓	✓	✓				Some temporary occupations currently. Development options brief submitted
Elgin Avenue	In progress	N/A					Basement premises in a block owned by a housing association
88 Bravington Road	✓	✓	✓				Development options brief submitted
133 Lupus Street	✓	✓	✓	✓	✓	✓	Decision taken to market

Further property details, commentary and estimated programme timeline is shown in the schedule in Appendix 2.

As can be seen, five properties/sites are currently being considered by the Development Team. Their analysis will help to inform the option appraisal work outlined above. The output of this work will be examined by officers at the Strategic Property Board ahead of formal consideration by the Cabinet Member for Finance & Smart City and other relevant Cabinet Members.

#### 4.0 Vibrant Spaces Framework

4.1 The council does not have a large office-based estate as previous workspace consolidations have released buildings and costs from this portfolio. The work therefore to rationalise council buildings will be enabled by how we work with services to redefine the physical space and place-based offer, so that individuals and communities can access more of the facilities and services that they need in one accessible location. This will create a suitable environment which aligns to our future delivery model. We have called this approach "Vibrant Spaces". It represents a unique opportunity to co-locate services and deliver enhanced and integrated provision for residents. The Framework sets out an area-based approach to enhance service provision in neighbourhoods to benefit communities. The Vibrant Spaces Framework will enable services



to look beyond immediate service needs and be flexible to change incorporating different models of working underpinned by co-operation and collaboration. Making the best use of public money to meet the needs of our Westminster communities fundamentally underpins this vision.

#### **4.2 Vibrant Spaces Vision**

*To enhance service provision through the co-delivery and co-location of services and by so doing, improve the offer to the community, creating a seamless delivery model and reducing annual revenue costs.*

#### **4.3 City for All**

The Vibrant Spaces Framework is underpinned by the council's City for All strategy.

##### **Greener & Cleaner**

This work will include a comprehensive analysis of the carbon footprint of our operational buildings and provide cost analysis for meeting the council's target of net zero carbon emissions by 2030. This analysis will sit alongside condition surveys and accessibility audits and provide data to inform the suitability and viability of our existing estate in meeting this target. All options will be explored to provide premises that meet all requirements including analysis of whether current plans for new buildings can be modified to deliver the approach.

##### **Vibrant Communities**

The co-location of services offers the opportunity to enhance community service provision via the ability to access more council services in one place/space. This work will integrate with the programme to ensure our spaces are accessible, as currently a significant number of operational buildings including half of all libraries, are not fully accessible.

##### **Smart City**

Covid has changed service delivery irrevocably, accelerating both remote working and remote access. This change has resulted in greater service accessibility and underscored for many service users that a different approach is better for them; providing flexibility and greater choice. The desire for remote service accessibility is unlikely to change and the council must adapt to these different demand and expectation patterns and build on the radical ways that we have continued to support communities. There has been a focus away from physical spaces and in some areas e-provision has seen an increase in uptake. For example, analysis of remote consultation events held last summer, shows that using online and other distanced consultation methods results in a far higher level of engagement and from a wider demographic compared to traditional physical events.

## Thriving Economy

We will exploit commercial opportunities arising from the co-location of more council services in fewer buildings. This will include but extend beyond traditional commercial opportunities such as catering. We will also examine in collaboration with service departments, whether different delivery routes can open up more commercial opportunities for local business and entrepreneurs. There is a clear relationship between the council's environmental goals and the creation of jobs and enhanced, transferrable skills.

### 4.4 Services in Scope

The following council services are within scope for this work.

DIRECTORATE	SERVICE AREA	NOTES
Adult Social Care & Public Health	Supported living/care homes	
	Adult day provision	Including Community Access Westminster
Finance & Resources	Corporate Offices	City Hall. Lisson Grove. Orchardson Street
	Surplus operational properties and storage	Including Harewood Avenue, Sussex Street and Elgin Ave
	Investment Properties	Vacant space, VCS properties etc
Growth, Planning & Housing	Carparks (HRA)	
	Housing Offices (HRA)	
	Community Centres (HRA)	
	WAES	Lisson Grove, Amberley Road and Pimlico current bases
Children's Services	Children's Centres	Including Bayswater
	Family Centres	
	Early years/nurseries	
	Schools	Identification of under-utilised space
	Registrar Service	
	Libraries	
Environment & City Management	Depots	
	PALS	Leisure Centres
	Parking Services	
	Markets	

- 4.5 The work will explore potential links to development/regeneration sites managed by the Development Team where, for example, ground floor uses of new developments could provide opportunities for council service provision. It will also consider opportunities within the non-residential HRA estate (e.g. housing offices, car parks/garages etc for depot use).

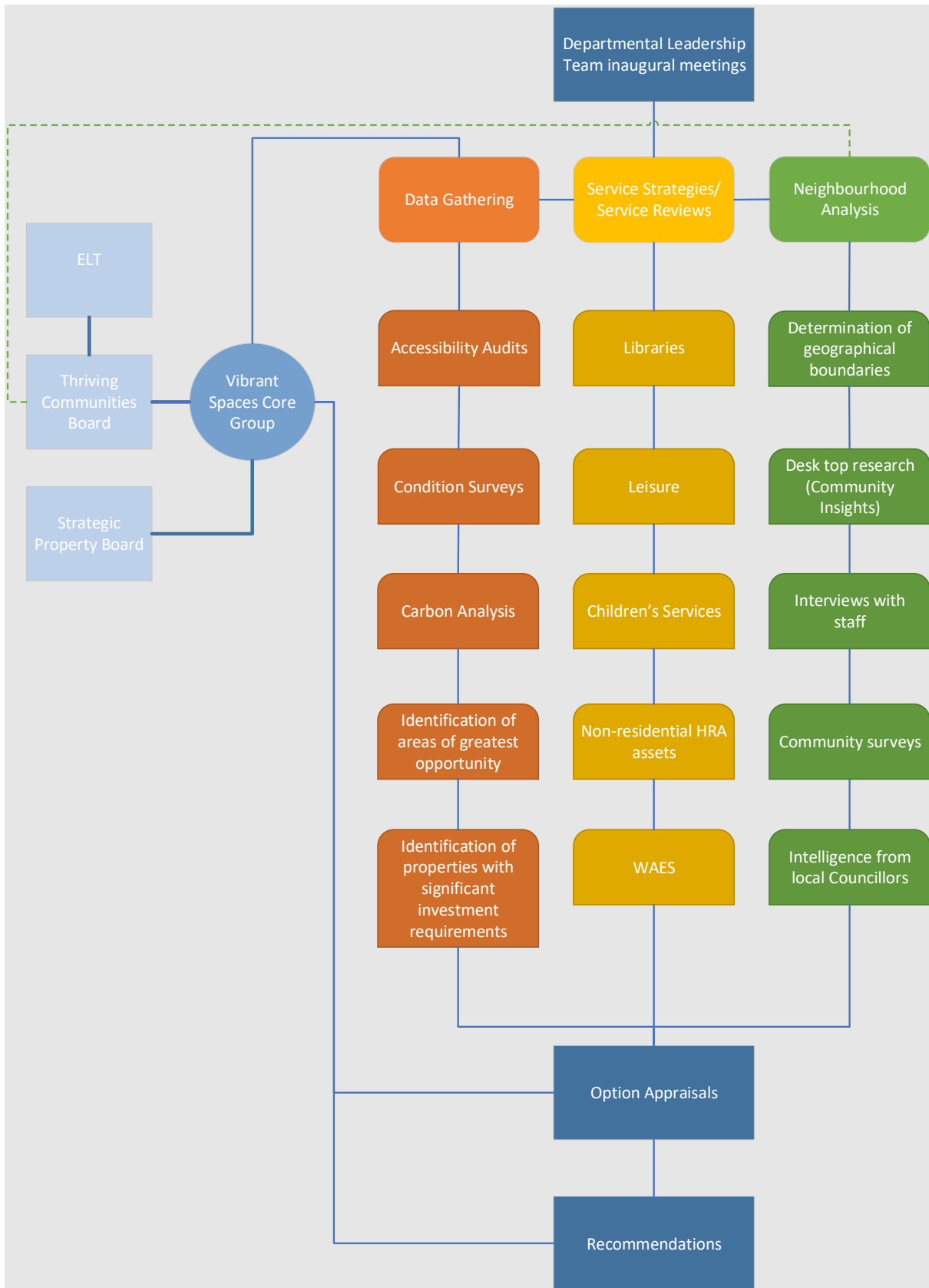
## **5.0 Approach**









The approach is based on the provision of council services across the borough, with services tailored to communities and what other offers are available in the neighbourhood or wider locality. Different spaces will provide different services and the analysis of what services are provided and in which neighbourhoods is absolutely pivotal to supporting the service reviews. How the approach seeks to capture these different strands is captured in the graph on Appendix 1.

## **6.0 Next Steps**

Baseline data including condition surveys, accessibility audits and decarbonisation estimates will be completed by the summer. This data will inform discussions with services about the optimum location of their services going forward. Engagement has commenced with individual management teams to communicate the principles set out in the Vibrant Spaces Framework and agree timescales for service reviews. The broad aim is to report on opportunities in Autumn 2021.

## APPENDIX 1: Vibrant Spaces Framework Process Map



APPENDIX 2 - SUMMARY of OPTIONS APPRAISAL PROPERTIES								
Site/RAG readiness	Address	Ward		Description	Status / Key Dependencies	Options Brief request	Options Report / Finance Model	Estimated SPB submission
1	1 St Mary's Terrace,	Little Venice		A large, attractive, end of terrace period building, neo-Georgian in style, comprising basement, ground, first and second floors, a large rear garden and outbuilding housing workshop. Currently occupied by business supporting Council service, but part formerly used as a childrens nursery (permitted use classification Use Class E encompassing offices, retail, nursery, creche and some medical services)	<b>Vacant possession.</b> Currently occupied by business, but identified for rationalisation of space.	Feb-21	Apr-21	TBC
2	Harewood Avenue	Bryanstone & Dorset Square		A single storey 1960's steel frame building formerly occupied by Sodexo to run food preparation service for Children's Services. The building comprising 342 sqm is currently used for temporary storage, and is on part of a larger WCC site.	<b>Vacant.</b> Assessment of optimal use/design.	Feb-21	Apr-21	TBC
3	Lisson Cottages	Church Street		Difficult access with no street frontage, in mixed commercial and residential area. Grade II listed building comprising 3 nro. C19th cottages, over basement, ground and first floor accommodation. Poor condition requiring capital expenditure to make habitable.	<b>Vacant.</b> Overlooked and shared pathway access. Major repair works required to make habitable.	Feb-21	Apr-21	Apr-21
4	3-13 Sussex Street	Pimlico		Site located at the end of residential terraces located in Pimlico Conservation Area, predominantly residential with some commercial uses. Site comprises 0.16 acre and currently occupied on flexible lease enabling VP on 6 months notice.	Subject to VP and planning potential development will improve footprint and efficient use of site.	Feb-21	Apr-21	TBC
5	Bayswater Children's Centre	Bayswater		15-20 year old Sure Start funded, purpose-built, "Kidney bean" shaped, former children's centre, which ceased operation some 4 years ago and the building has been occupied in part subsequently by Fit for Sport (LGF) and recent Sept 2020 letting of mezzanine floor to Chelsea Hospital School, on short term lease. Total of 470 sqm GIA (gross internal area).	Subject to vacant possession and conversion challenging due to unorthodox shape and aspect.	Feb-21	Apr-21	TBC
6	61-63, Elgin Avenue	Harrow Road		Leasehold interest in basement accommodation only of Housing Association residential block. Currently used for temporary storage. GIA 324 sqm.	Basement accommodation with separate access via ramp and through car park. Leasehold premises only 75 years unexpired. High costs of adaptation works and limited flexibility for alternative use.	N/A	N/A	TBC
7	88 Bravington Road	Queen's Park Road		A detached brick-built Victorian dwelling, with basement, ground and two upper floors providing 697 sqm GIA. Currently occupied as a Family Centre, pending relocation (business case approved).	Vacant possession in short/medium term.	Feb-21	Apr-21	TBC
8	133 Lupus Street	Churchill		70 sqm		N/A	N/A	TBC

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