



City of Westminster

# Committee Agenda

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

Meeting Date: **Tuesday 19th October, 2021**

Time: **6.30 pm**

Venue: **Hybrid – MS Teams and Rooms 18.01-03 City Hall, 64 Victoria Street, SW1E 6QP**

Members: **Councillors:**

<b>Ian Adams</b>	<b>Pancho Lewis</b>
<b>Lorraine Dean</b>	<b>Gotz Mohindra (Chairman)</b>
<b>Paul Dimoldenberg</b>	<b>Eoghain Murphy</b>
<b>Adam Hug</b>	<b>Emily Payne</b>

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

[Link to Live Meeting](#)

**If you require any further information, please contact the Committee Officer, Lewis Aaltonen (Policy and Scrutiny Co-ordinator).**

**Laalton@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 Governance and Councillor Liaison 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 Committee's meeting held on Wednesday 30 June 2021.

**(Pages 5 - 8)**

#### **4. UPDATE FROM THE CABINET MEMBER FOR CITY MANAGEMENT**

The Cabinet Member for City Management, Councillor James Spencer, to provide an update to the Committee on current and forthcoming issues in his portfolio and to answer questions from Members.

**(Pages 9 - 16)**

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

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

**(Pages 17 - 20)**

#### **6. REPORT ON PROCUREMENT**

To receive a report on the procurement strategy of Westminster City Council.

**(Pages 21 - 42)**

#### **7. WORK PROGRAMME**

To consider the Committee's work programme for the remainder

**(Pages 43 - 48)**

of the municipal year 2021 – 2022.

**Stuart Love**  
**Chief Executive**  
**11<sup>th</sup> October 2021**

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CITY OF WESTMINSTER

## MINUTES

**FINANCE, SMART CITY AND CITY MANAGEMENT  
POLICY and SCRUTINY COMMITTEE  
30 JUNE 2021  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Finance, Smart City and City Management Policy and Scrutiny Committee** held virtually on 30<sup>th</sup> June 2021 at 6.30pm **via Microsoft Teams**.

**Members Present:** Councillors Gotz Mohindra (Chairman), Susie Burbridge, Nafsika Butler-Thalassis, Danny Chalkley, Lorraine Dean, Paul Dimoldenberg, Adam Hug, and Emily Payne.

**Also present:** Councillor Melvyn Caplan (Cabinet Member for City Management), Councillor Paul Swaddle (Cabinet Member Finance and Smart City), Councillor James Spencer (Deputy Cabinet Member for City Management), Lewis Aaltonen (Policy and Scrutiny Co-ordinator), Gerald Almeroth (Executive Director of Finance & Resources), Mark Banks (Head of Service (Waste and Parks)), Veronica Christopher (Portfolio Adviser), Tony Galloway (Interim Director of Environment at Westminster City Council), Amy Just (Leader's Senior Adviser), Artemis Kassi (Lead Scrutiny Adviser/Statutory Officer), and Raj Mistry (Executive Director of Environment and City Management).

### 1. MEMBERSHIP

- 1.1 The Committee received apologies from Councillor Pancho Lewis. Councillor Nafsika Butler-Thalassis replaced Cllr Pancho Lewis for this meeting.

### 2. DECLARATIONS OF INTEREST

- 2.1 There were no declarations of interest.

### 3. MINUTES

- 3.1 **RESOLVED:** That the minutes of the meetings held on 19 May 2021 were approved as a correct record of proceedings.

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

4.1 The Committee received a written update from the Cabinet Member, who responded to questions on the report and his wider portfolio, which included:

- The Cleaner and Greener 12-month project. The project's initial works would commence in July, but the Committee requested more detail around de-carbonisation, works, and impact on target areas.
- The Agilisys contact centre, including a discrepancy in its Key Performance Indicator (KPI) data included in the written report, staff number and turnover at the contact centre, and the performance of the centre in the recent period.
- The performance and effective response rate of the Agilisys contact centre was being closely monitored, and that measures were being explored to take pressure off the call centre in the longer term.
- Council Tax collection rates, which were lower at present than normal – and whether this reflected the performance of the organisation, or was due to the circumstances of the pandemic and a change in willingness to pay.
- The Responsible Procurement Strategy – particularly that there were paid positions guaranteed for people with Special Educational Needs or Disabilities (SEND), ex-offenders, and the homeless.
- Full-fibre connectivity in Westminster housing stock. The Committee heard that on the Brunel Estate, there were three separate providers putting up fibre connection infrastructure, with a rumoured fourth provider soon to join them and that it was possible that the Telecommunications Act 2003 would frustrate council efforts to simplify commercial activity on estates.
- The Maida Hill Arts and Crafts pop-up, organised by Westminster Employment Service, and whether similar initiatives could help revive other markets in Westminster, particularly Berwick Street.
- The Digital Card trial, which had arisen from a scrutiny task group and which was currently underway, whilst being monitored and adjusted for performance.
- The Report It function, and whether residents would be better directed to use the function online, which might lead to less pressure on the Agilisys Call Centre.
- The Corporate Property Strategy, and whether changes in acquiring and disposing of council property could be expected in the coming year.
- Digital Exclusion, particularly for minority ethnic groups, and whether measures could be taken to improve accessibility for these groups, including for non-English speakers.

#### **4.3 ACTIONS:**

1. The Committee requested that an update be given at the next meeting of the Committee regarding progress on the Cleaner and Greener 12-month project.
2. The Committee asked that the Cabinet Member for Finance and Smart City provide clarity on a potential discrepancy in Key Performance Indicator (KPI) data for the Agilisys contact centre.

3. The Committee requested further detail on paid roles for people with SEND, ex-offenders and the homeless to be provided at the Committee meeting in September.

## **5. UPDATE FROM THE CABINET MEMBER FOR CITY MANAGEMENT**

5.1 The Committee received a written update from the Cabinet Member who responded to questions on the following topics:

- The Marble Arch Mound, its 200,000 estimated capacity figure, the price of admission, and whether the Mound demonstrated value for money and return on investment.
- The accessibility of the Marble Arch Mound, and whether preferential access to the attraction would be offered to children and groups of people with disabilities at specific times.
- Electric vehicle rapid charging points, the investment they represented, and their impact on parking spaces in Westminster.
- The importance of green spaces such as Paddington Recreation Ground.
- Access to sports and leisure facilities for residents at Paddington Recreation Ground.
- The Westminster electric scooter trial and what measures the Council could take if E-Scooters were used irresponsibly, and whether monitoring of enforcement was arranged to encourage good behaviour of trial participants.
- The Al Fresco dining scheme, and whether pavement licenses would still apply to licence holders after current COVID-19 restrictions lifted on 19 July.
- The Oxford Street District project, and whether the proposals were adequately communicated to residents, as well as the cost of the project.
- Additional waste cleansing and public toilet provision in the West End, and whether these measures were necessary given reduced footfall in the area.

### **5.2 ACTIONS:**

1. The Committee requested that an update on Solar Power Bins be provided for review before the next meeting of the Committee.

## **6. REPORT ON WASTE AND RECYCLING IN WESTMINSTER**

6.1 The Committee received a written report on Waste and Recycling in Westminster. Raj Mistry presented the report and Cllr James Spencer (Cabinet Member for City Management) answered questions. Questions on the report on Waste and Recycling included:

- What Measures had been implemented to minimise waste, encourage effective recycling and penalise irresponsible waste disposal and dumping.

- The Westminster Food Waste collection trial, which had been broadly successful in the trialled areas.
- The issue of disposable coffee cups, many of which were not recyclable and few of which were recycled in Westminster.
- Clear wrapping and visual design of bins and recycling points, to minimise the mixing of disposed waste.
- The proportion of people employed by Veolia who had disabilities.
- What actions could be taken by the Council to enforce against dumping, fly tipping and irresponsible waste disposal on Westminster streets.
- Data gathering of waste collection, and the issue of litter and waste dumped on the street being collected and counted as household waste.
- The promotion of re-using recyclable waste, particularly cardboard boxes and packages, rather than solely focusing on recycling it.
- The end destination of recycling and waste collected in Westminster, some of which was sent to India and Turkey.

## 6.2 ACTIONS

1. The Committee requested that further detail on the end destination of waste and recycling collected in Westminster was submitted for review by the Committee.

## 7. COMMITTEE WORK PROGRAMME

7.1 The Committee discussed its work programme for the remainder of the municipal year and was advised by Artemis Kassi that the Policy and Scrutiny team would be canvassing over the summer months, in order to submit additional suggestions for the work programme in advance of the next Committee meeting in September.

## 8. TERMINATION OF MEETING

- 8.1 The meeting ended at 8.40pm.

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_

<b>Date:</b>	19 October 2021
<b>Report of:</b>	Councillor James Spencer
<b>Cabinet Member Portfolio</b>	Cabinet Member for City Management
<b>Report Author and Contact Details:</b>	Veronica Christopher, Portfolio Advisor (vchristopher@westminster.gov.uk or 07929 664101)

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

- **Flood**

On Monday 12 July, more than 100mm (4 inches) of rain fell in areas of north Westminster and elsewhere in London, equivalent to a month's worth of rain in less than a day. This resulted in severe flooding affecting residents and businesses across approximately 230 properties and 64 roads. Further heavy rainfall occurred on Sunday 25 July. Westminster City Council and emergency response services pulled together to support those affected and to address issues such as safety, security, waste disposal and emergency accommodation. A Rest and Information Centre was set-up by Westminster at Porchester Hall on the night, followed by a dedicated 'one-stop shop' support centre on Kilburn Park Road the next day.

#### **Support for individuals and businesses**

We updated a dedicated flooding page on our website with the latest information and advice available and used social media to inform residents about the increased support available and responded to individual messages. We also distributed leaflets to residents affected by the flood informing them of the support available to them.

#### **Statutory Responsibility**

Westminster has a role as Lead Local Flood Authority. Section 19 (S19) of the Flood and Water Management Act (FWMA) 2010 places a statutory duty on Westminster City Council, as Lead Local Flood Authority (LLFA) for the area, to investigate flooding incidents in Westminster. The purpose of the investigation is to understand how the incident occurred and what functions were exercised by Risk Management Authorities (RMAs) in response to the flood.

#### **Public Meetings**

Westminster hosted a special public meeting on Friday 30 July for residents affected by the floods, with representatives from Thames Water, Octavia Housing and Notting Hill Genesis in attendance. A further special Policy and Scrutiny Meeting was held at the Porchester Hall on 30 September with Thames Water, London Fire Brigade, The Metropolitan Police Service, The Environment Agency and Westminster City Council Officers all in attendance.

- **Thriving Economy**

#### **Alfresco Update**

There is currently support across 45 plus streets to provide additional space for businesses to allow outdoor dining. The list can be found in the [Supporting Westminster's Hospitality Sector](#) final appendix.

The third and final phase of support to businesses finished on 30 September when pavement licences expired. Barriers and road closures have now all been removed. There are 6 locations where permanent schemes are being developed and consultation has taken place to understand support for a permanent scheme and if so, support for the temporary schemes to remain in place.

Following a month-long consultation, the council has received feedback from residents and businesses in Covent Garden, St John's Wood, Pimlico, North Audley Street, Churton Street, Elizabeth Street and Eccleston Street. In all cases well over 80% of respondents voted in favour of permanent alfresco measures remaining.

A works notification letter was sent to all premises, stating the barriers/road closures will be removed. Each letter was tailored to the scheme being removed. Distribution of letters began on 17 September, giving two weeks' notice of the works.

The Council is also exploring the possibility of introducing longer term al fresco schemes in other areas, including Soho and the Opera Quarter in Covent Garden. These schemes are being mapped out in partnership with local communities and will only go ahead with the support of residents.

We are committed to supporting our local communities bounce back from the pandemic. Al fresco has been and continues to be a lifeline for businesses in the West End. This summer, we created more than 16,000 additional covers across the city, the highest number in London, helping to save countless businesses and jobs in Covent Garden and across Westminster.

Businesses who wish to continue to provide al fresco dining must submit a new application. This will be valid for six months from 1 October 2021. We are still receiving business as usual table and chairs licenses which are all being processed within the statutory timescales.

Please refer to appendix 1 for details on the outcome of the consultations.

### Safe movement across Westminster

The temporary School Streets programme, implemented as a response to the pandemic, has been extended until the October half term of this new academic year. The wider programme implemented has begun with monitoring being undertaken across all sites until October. After half term the agreed programme of school street will be implemented, which will involve timed closures enforced by signs and lines.

Monitoring and review will continue throughout. A review of accessibility across the al fresco streets has been carried out in partnership with Transport for All and an additional 20 dropped kerbs have been installed across Soho. The council is committed to continuing to improve accessibility for all users across the city and work is continuing to develop a programme of accessibility improvements focused in Soho and across the city.

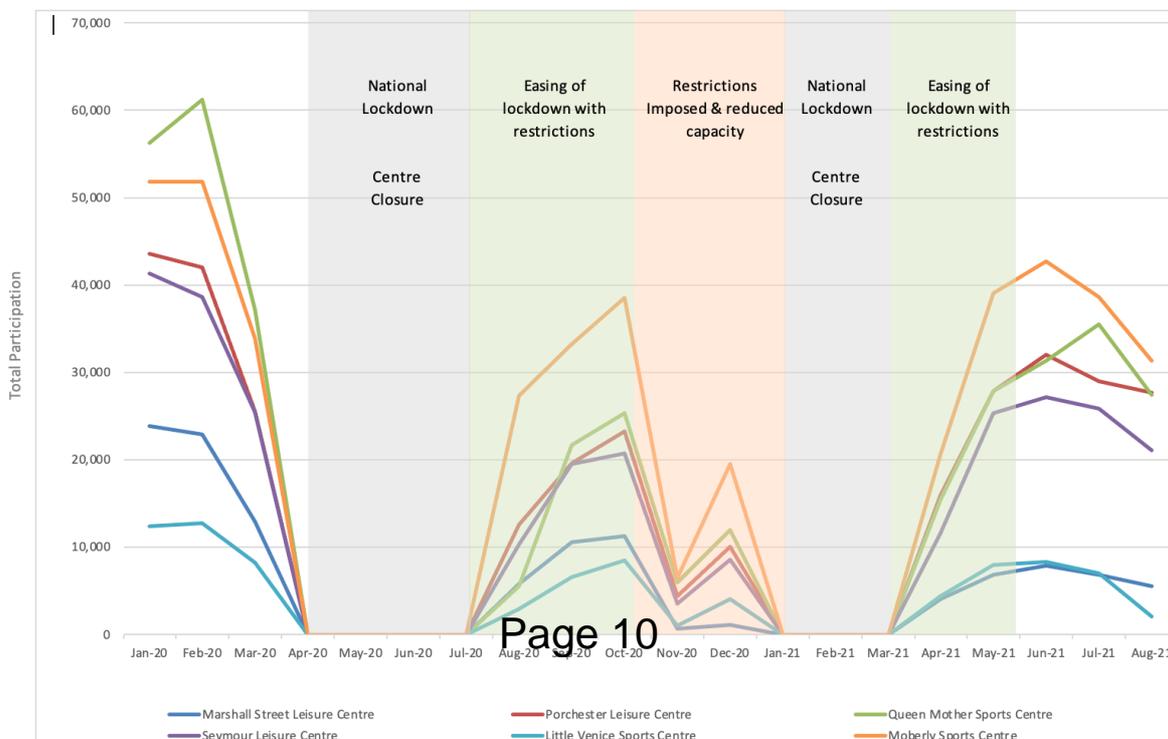
- **Vibrant Communities**

### Leisure Centres

Based on usage figures for gym, swimming, and classes between April 2021 – July 2021, we are at 75% (1,002,134) of the Q1 quarterly target and 20% of the annual target. Q3 usage has seen a slight reduction across centres, however the average difference in 2019 and 2021 usage statistics has remained largely consistent between June-August on average reporting a 12,621 average difference per month across all centres when compared to 2019, as industry leisure centre usage declines as people go away and return to school/work. Usage is therefore expected to grow in Q3/Q4. Since centres re-opened in April 2021, the general number of people visiting them continues to increase, with May 2021 showing 99% return when compared with the number of people visiting the centres in May 2019.

We have secured the financial position and the continuity of the leisure service provision following the re-opening of leisure centres post-COVID through to January 2023. This will give residents certainty and continuity of using our high-quality leisure centres and continuing to benefit from the Active Westminster Card discounts and benefits. We will make a decision on the future delivery model of the leisure service beyond January 2023 in November 2021.

**COVID-19 pandemic: Westminster Leisure and Sport Centre total participation January 2020 – August 2021 with periods of closure/restriction identified**



- **Greener and Cleaner**

### **Reduce energy consumption - Light-emitting diode (LED) streetlights**

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 August, we have switched 10,749 of our street lamps to LED, with a further 3,498 to be switched by November 2021 as part of our accelerated programme. Once complete, it is projected that 1,335 tonnes of CO<sub>2</sub>e emissions will be saved per annum.

### **EV Charging Infrastructure Update**

The City Council's EV Strategy has set targets for the increase in the provision of charging infrastructure to both keep pace with the growing numbers of electric vehicles on the City's streets and to further encourage the transition from Internal Combustion Engine (ICE) vehicles.

The Strategy recognises that this market is still in its infancy so recommends the use of an annual review, or action plan, to determine the extent of the roll-outs required to both satisfy demand and acknowledge the latest technological developments. For the current year (21/22), through the action plan the Council has set a target of installing a further 500 charge points.

The roll out of identified locations is represented in the table below and also in the map available at the following link - [WCC City Highways: EV Charge Points \(jhumb1.github.io\)](https://www.wcc.gov.uk/infrastructure/ev-charging-points/)

<b>WARDS</b>	<b>EXISTING EV CHARGING POINTS</b>	<b>PRPOSED NEW CHARGING POINTS</b>
Abbey Road	100	23
Bayswater	65	2
Bryanston and Dorset Square	39	50
Church Street	23	38
Churchill	17	28
Harrow Road	82	1
Hyde Park	33	45
Knightsbridge and Belgravia	51	32
Lancaster Gate	55	17
Little Venice	85	16
Maida Vale	82	1
Marylebone High Street	42	41
Queen's Park	87	0
Regent's Park	59	27
St. James's	36	22
Tachbrook	14	23
Vincent Square	25	32
Warwick	32	24
West End	32	49
Westbourne	46	8

### Temporary Cycle Schemes

11 temporary cycle schemes were implemented in early summer 2020 as a response to the pandemic to support active travel. All of these schemes are currently being monitored and reviewed and a report will be presented to the Cabinet Member in the autumn to recommend making the cycle lanes permanent (with any adjustments required) or removing them. Funding has been secured from Transport for London for this review process.

The table below illustrates the locations of the temporary cycle lanes across the borough:

WARDS	LOCATION OF TEMPORARY CYCLE LANES
Queen's Park, Harrow Road, Westbourne, Little Venice	Harrow Road
Bayswater	Paddington – Royal Oak
Bayswater, Lancaster Gate	Queensway / Inverness Terrace
Bayswater, Hyde Park	Westbourne Terrace
Lancaster Gate, Knightsbridge & Belgravia	Bayswater Road
Hyde Park	Paddington Area
Marylebone High Street	Portland Place
St James	Northumberland Avenue
St James	Abingdon Street
Churchill, Warwick	Buckingham Palace Road
Churchill, Warwick	Lupus Street

### Cycle Hangers

The cycle storage demand study continues, with outputs expected in early October 2021 to inform new storage locations. Members & Amenity Societies have provided suggestions to inform the new locations. Proposed new locations will be consulted on in Autumn 2021, with installation expected to start November 2021.

The table below illustrates the locations of the cycle hangers across the borough:

WARDS	NUMBER OF CYCLE HANGER STORAGE LOCATIONS
Abbey Road	7
Bayswater	4
Bryanston and Dorset	2
Church Street	5
Churchill	19
Harrow Road	6
Hyde Park	2
Lancaster Gate	2
Little Venice	10
Maida Vale	19
Marylebone High Street	8
Queen's Park	13
Regent's Park	3
St James Park	10
Tachbrook	5
Vincent Square	6
Warwick	6
West End	1
Westbourne	9

Pending successful roll-out of the pilot, new management processes will be rolled out across the City of Westminster to secure cycle storage currently managed by third party suppliers in house.

### E-Scooter Trials

The City Council's entry on 2 August into the London E-Scooter trial has been a success thus far. The wider participation of London boroughs included Ealing, Hammersmith & Fulham, Kensington & Chelsea, Richmond Upon Thames, Tower Hamlets. The City of London, Southwark and Lambeth and Camden are in the process of joining the trial.

We consulted on 71 trial sites and currently have 68 in operation which represents a good coverage. Two of the three sites not continuing in the trial are being reviewed and the third is suspended in the short term due to a planned resurfacing scheme.

Following feedback received from scheme user experiences, the Council has agreed to a request to remove the 'Go Slow' zones, on the understanding that the maximum speed of all three operator scooters remains to be set to 12.5mph. For more information about the scheme please refer to:

<https://www.westminster.gov.uk/news/westminster-join-tfl-e-scooter-rental-trial-august>

Please refer to appendix 2 for further details on the locations of the trial sites and the current consultation.

### **Public Conveniences**

The Council permanently closed 9 public toilet sites in May 2021. These closures followed a detailed review of usage levels, crime and anti-social behaviour, the availability of alternative facilities and the financial viability of public toilets in tourist/visitor areas.

We are bucking the national trend by retaining 20 public toilet facilities and have committed £4m for the modernisation of these facilities which will include enhanced security and cleaning and contactless payment barriers at tourist/visitor facilities. We will be retaining and modernising free entry public toilets in predominantly residential areas. Concept designs for the modernization of public toilets are currently being prepared with the objective of tendering and undertaking construction works during 2022.

### **Veolia Contract**

Following extensive negotiations, the Council will be extending its waste and cleansing contract with Veolia by three years (to Sept. 2024.) Waste collections and street cleaning are consistently ranked by residents as being amongst the most important services provided by the Council and also those with the highest satisfaction ratings.

As well as continuing these important services, a new food waste collection service will be introduced to all households over the next 12 months at no extra cost to the Council. There will also be significant improvements to the bulky waste collection service to reduce waiting times – the new service will operate 7 days per week. Once again, this is at no extra cost to the Council.

Comparison with neighbouring borough waste contract values:

<b>Borough</b>	<b>Annual Waste &amp; Cleansing Contract Value</b>
Brent	£15.8m
Camden	£21.1m
Kensington & Chelsea	£13.5m
Southwark	£26.7m - waste collection only (not street cleansing)
Westminster	£46.8m

The principal reasons for the difference between Westminster and neighbouring borough contract values are the scale of street cleansing services and the inclusion of a large commercial waste collection service in the Westminster contract which generates an annual income of £18m.

### **Waste and Recycling Review**

A waste consultancy firm, Eunomia Ltd, has been appointed to review the Council's waste strategy, to recommend how we can improve services for our residents and businesses and to deliver our climate emergency commitments. The review is due for completion by November 2021 although an extension maybe required.

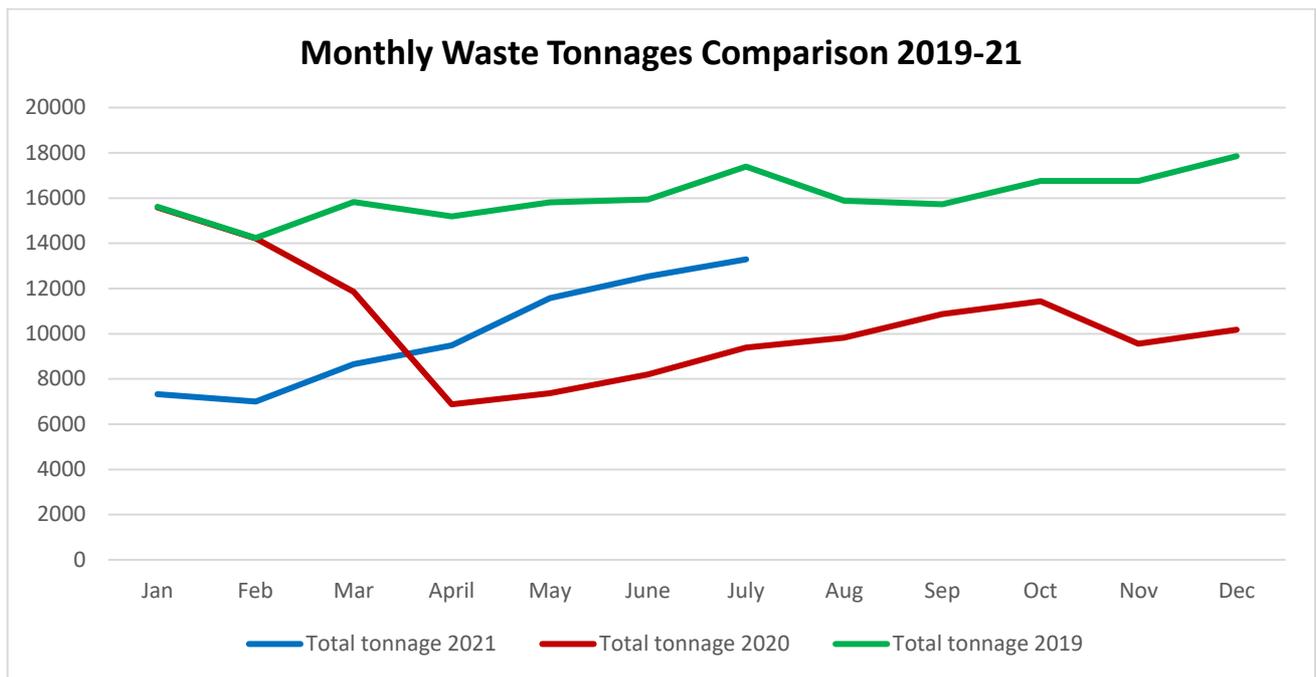
### **Cabinet Member Decisions**

Since the last report, as Cabinet Member for City Management the following decisions have been made:

- Extension of the Waste Collection & Street Cleansing Contract and Food Waste Recycling
- Villers Street Public Realm

### Key Performance Indicators

The below graph gives an overview of waste tonnages handled by the City Council before, during and after the Covid-19 pandemic lockdown.



Waste tonnage decreased by nearly 55% during the pandemic due to business closures and lockdown restrictions. Since the end of lockdown and the re-opening of businesses, waste levels have recovered, but still remain 20% below pre-Covid-19 levels.

## Appendix 1

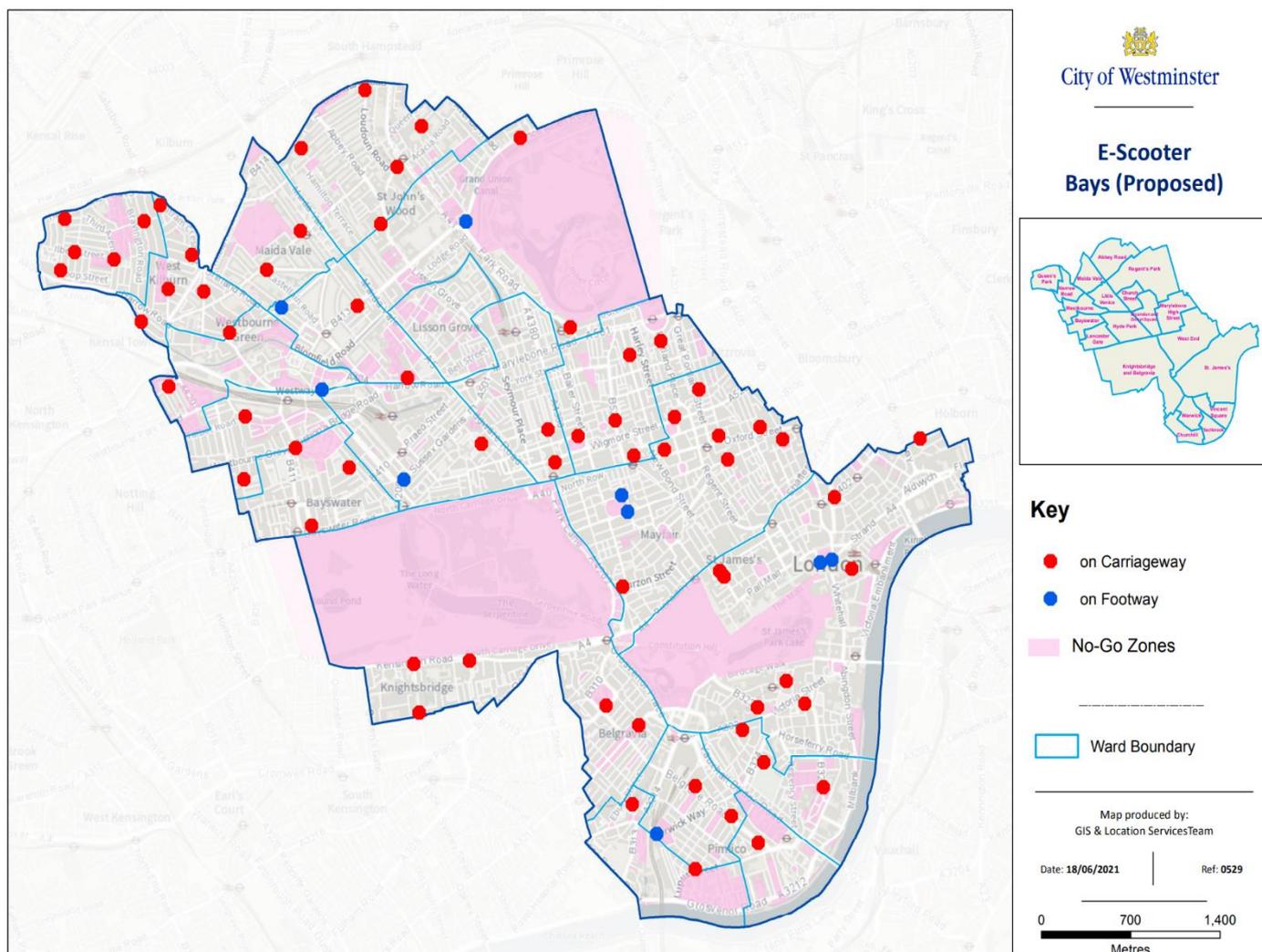
This appendix sets out the outcome of the Alfresco Consultation.

WARD	LOCATION	OUTCOME OF CONSULTATION
Regent's Park	St Johns Wood High Street	The consultation closed on 12th September.  <b>The results show:</b> <ul style="list-style-type: none"> <li>• 86% supporting the development of a permanent scheme</li> <li>• 84% in favour of keeping the temporary scheme in place until the permanent scheme is implemented.</li> </ul>
St James's	Covent Garden	The consultations in Covent Garden closed on 12th / 13th September.  <b>The results show:</b> <ul style="list-style-type: none"> <li>• 81% support the continuation of al fresco dining on Henrietta Street, King Street, Maiden Lane and parts of Southampton Street.</li> <li>• 78% of residents who responded told us they supported continued alfresco.</li> </ul>
Warwick and Tachbrook	Pimlico	The consultation closed on 26th September.  <b>The results show:</b> <ul style="list-style-type: none"> <li>• 84% supporting the development of a permanent scheme</li> <li>• 83% are in favour of keeping the temporary scheme in place until the permanent scheme is implemented.</li> </ul>
Warwick	Churton Street	This will remain in place while a permanent scheme is developed.
Knightsbridge and Belgravia	Elizabeth Street	The consultation closed on 26th September.  <b>The results show:</b> <ul style="list-style-type: none"> <li>• 94% support the development of a permanent scheme</li> <li>• 93% are in favour of keeping the temporary scheme in place until the permanent scheme is implemented.</li> </ul>
Knightsbridge and Belgravia	Eccleston Street	The consultation closed on 26th September.  <b>The results show:</b> <ul style="list-style-type: none"> <li>• 96% supporting the development of a permanent scheme</li> <li>• 96% in favour of keeping the temporary scheme in place until the permanent scheme is implemented.</li> </ul>
West End	North Audley Street	The consultation closed on 26th September.  <b>The results show:</b> <ul style="list-style-type: none"> <li>• 94% support keeping the temporary scheme until the permanent scheme is implemented.</li> </ul>

## Appendix 2

This appendix provides an overview of the E-Scooter trial consultation.

The map below illustrates the locations of the sites that are currently included within the City Council's trial. It also shows the distribution of sites according to Ward boundaries and which ones are on the carriageway and which are on sections of 'dead' footway, i.e. on sections that are not typical pedestrian routes e.g. on traffic islands.



The trial sites have been implemented under the powers of an experimental traffic order which means that the sites are first implemented on the street and we then open up communication channels for residents, businesses, key stakeholders and interest groups to advise us with comments of support, objection or requested amendments to the suitability of the sites, or otherwise. A prior milestone to this launch was consultation with affected Ward Members and this engagement with our colleagues will continue.

For those raising comments to the City of Westminster on-street E-Scooter rental sites, enquirers are encouraged to access the following webpage:

[Westminster to join TfL e-scooter rental trial in August | Westminster City Council](https://www.westminster.gov.uk/news/2021/06/18/westminster-to-join-tfl-e-scooter-rental-trial-in-august)

And for general scheme operation comments, enquirers are encouraged to access the following TfL website:

<https://haveyoursay.tfl.gov.uk/e-scooter-trial> Page 16

<b>Date:</b>	19 October 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>	Veronica Christopher, Portfolio Advisor (vchristopher@westminster.gov.uk or 07929 664101)

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### **CITY FOR ALL VISION AND STRATEGY (2021 – 2022) – FINANCE AND SMART CITY PRIORITIES**

#### **Thriving Economy**

##### ***Inside Out***

The inaugural Inside Out Festival has flourished as part of the Council's wider Westminster Reveals campaign. Working alongside cultural partners, the Council has curated a series of activities over the summer months that have attracted footfall back into central London as well as providing new opportunities for residents and visitors to engage with some of our cultural institutions and venues in a new way.

A key highlight for the Council was West End LIVE, which saw over 54,000 people descend on Trafalgar Square over the event weekend to see the biggest line up to date. Feedback from the shows has been hugely positive both in terms of how the event was operated and in terms of interest/ticket sales. The Inside Out festival is due to conclude on 31 October 2021.

##### ***Financial Support for Businesses (COVID-19)***

In total, we have distributed £215m in mandatory grants to some 8,500 businesses. The mandatory grant schemes have all now closed.

Westminster has allocated 100% Expanded Retail Relief totalling just under £1 billion in rates liabilities for our eligible businesses in the 2020/21 financial year. The Council has also applied the new levels of Expanded Retail relief for the 2021/22 financial year (100% for the period between 1 April 2021 to 30 June 2021, and then 66% for the period between 1 July 2021 to 31 March 2022).

We made 492 Discretionary Grant Fund awards of £10,000 from our allocation of £4.92m for the first round of discretionary grants from Central Government.

Through the second round of discretionary funding (ARG) we have approved and made 888 grant awards to businesses and supported 10 Business Improvement Districts with their Q1 operating costs. This includes 45 eligible businesses receiving mandatory grants paid through ARG who missed the previous deadlines. Total spend thus far totals £9.9m.

The City Council's original allocation for ARG was £7.5m. Following the successful exhaustion of this first funding envelope by the 31 July 2021 deadline, we secured a further £9.1m in additional discretionary funding.

We have until 31 March 2022 to spend this additional funding and have just commenced the next phase of the scheme, which will offer direct grant funding to businesses impacted by the 4-week extension of the Government's roadmap to reopening.

##### **Vibrant Communities**

On 6 September 2021, a survey was launched within the community to seek input from local residents to help shape the future proposals for Seymour Leisure Centre. This survey was promoted across the Council's owned channels including the website, social media and our resident and business newsletters. The survey is now due to close on 17 October 2021 following a short extension due to the low level of responses received. Following the findings from the survey, the next step will be to procure a professional team with the intention to commence Pre-Application Planning consultation before Christmas. The new space will be designed flexibly for the community and incorporate the relocated Marylebone Library.

### **Smart City**

The council set an exciting and distinctive Smart City for All vision this Spring, outlining four priority themes to guide delivery:

- **Empowering People** (focused on enabling and empowering using digital);
- **Clean Tech City** (leveraging tech to enhance our environment and resilience, whilst driving net zero and behaviour change);
- **Innovative Ecosystem** (nurturing a culture of innovation and collaboration);
- **Extraordinary Experiences** (employing emerging solutions to showcase local culture and talent for an incredible visitor destination).

### **Connectivity**

The signatories of the Citywide Wayleave are continuing to deploy full-fibre broadband to WCC housing stock, as at the end of July 2021 90% had been connected.

The tariffs offered by suppliers are as follows:

<b>Community Fibre</b>	<b>G. Network</b>
50Mbps = £20pm 300Mbps = £25pm (double speed offer) 800Mbps = £35pm (double speed offer) 1Gbps = £49pm 3Gbps = £99pm	150Mbps = £24pm 300Mbps = £30pm 600Mbps = £38pm 900Mbps = £50pm
<b>Hyperoptic</b>	
50Mbps = £25pm 150Mbps = £35pm 500Mbps = £50pm 1Gbps = £60pm	

The providers are also developing affordable packages for those on benefits. Hyperoptic has a basic 50Mbps package for £15pm and Community Fibre have a 10Mbps package for £10pm. During the pandemic all providers also provided a free service to properties they serve where families were struggling with home schooling.

Applications to the Connect Westminster Business voucher scheme are now closed and it's due to end at the end of 2021. So far 917 vouchers have been allocated to businesses to connect them to a gigabit-capable service. The residential voucher scheme is due to launch in October, and the Open Market Review (OMR) is currently being analysed by Point Topic. Berwick Street and Maida Hill markets have been connected under Digital Street Markets, with the other street markets set to be connected by the end of October.

### **Westminster Innovation Challenge**

The Westminster Innovation Challenge is due to be launched by the end of October, focused on empowering our public and amplifying the ideas of our residents, visitors, and businesses online, with an emphasis on engaging our hard-to-reach groups offline. This is a cross-council effort with support from our community partners, Google, Microsoft, and innovation experts to aimed to support the delivery of our City for All objectives. Its ambition is to draw inspiration and innovation from our public and ensure their experience and participation is at the heart of the Smart programme.

### **Tech Lions Apprenticeship Programme**

In September, we launched our innovative flagship initiative in building world class talent and breaking down barriers to entry for our young residents. The initiative is designed at building key future skill capabilities for our young people to enter leading employment spaces. The programme is delivered in partnership with Microsoft, Fujitsu, Unilever and Multiverse and will train the apprentices in the three fastest growing areas: Software Engineering, Data Analytics, and Digital Marketing. During the programme, the apprentices will have the opportunity to secure placements or work experience days with our big technology partners and experience the best of work. The new apprentices will join Westminster in October.

## **ADDITIONAL PORTFOLIO UPDATES**

### **Period Four Budget Monitor Forecast**

The Council forecasts at period four a gross variance of £5.6m against the budget (£4.4m in period three) before taking into account the Government's sales, fees and charges (SFC) compensation scheme. This SFC scheme was put in place to compensate local authorities for up to 75% of sales, fees and charges income during the pandemic. This scheme was in place for quarter 1 of 2021/22 but has now been discontinued by central

government (as of 30 June 2021). After considering the compensation up to Q1, the net overspend reduces from £5.6m to £3.3m.

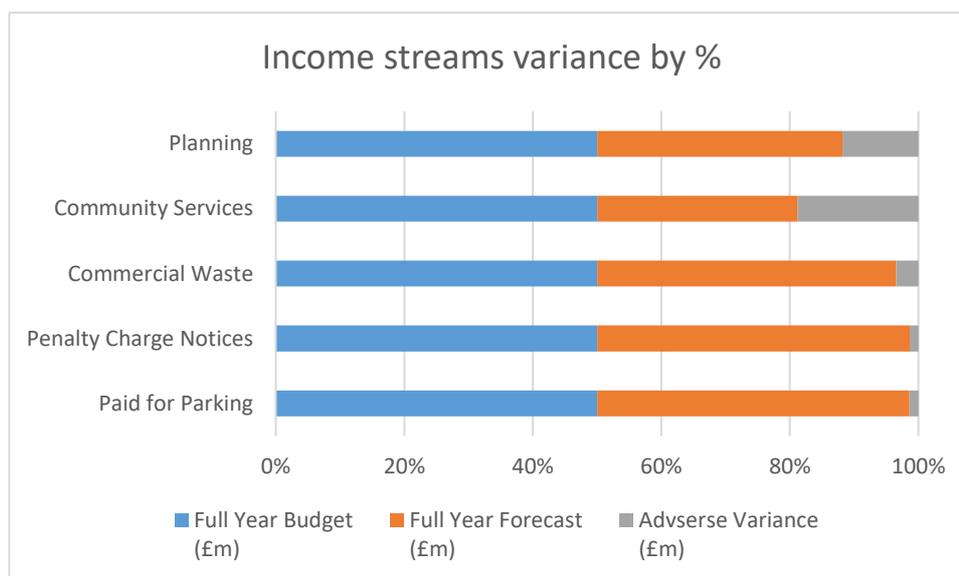
Income continues to play a major factor in the overall forecast pressures. Despite making adjustments to income activity when the budget was set (adjustments that were based on Office for Budget Responsibility assumptions on economic performance), there are still pressures across our major income streams.

The major income streams are projecting adverse variances, with paid for parking, penalty charge notices, commercial waste, community services and planning all forecasting at lower than pre-Covid levels.

The period 4 forecast variance across the major income streams is outlined in the table below:

	Full Year Budget (£m)	Full Year Forecast (£m)	Adverse Variance (£m)
<b>Paid for Parking</b>	40.346	39.246	1.100
<b>Penalty Charge Notices</b>	19.012	18.512	0.500
<b>Commercial Waste</b>	13.720	12.770	0.950
<b>Community Services</b>	1.374	0.858	0.516
<b>Planning</b>	7.086	5.411	1.675
<b>TOTAL</b>	<b>81.538</b>	<b>76.797</b>	<b>4.741</b>

Variances can also be seen as a percentage of the total budget in the graph below:



It should be noted that while the in-year variance across these streams is £4.741m for 2021/22, the true variance against pre-pandemic levels is greater as £20m of income loss was forecast for the current year and is built into the budget. This year's MTFP continues to review income activity against the wider economy.

#### **Disaggregation Of Bi-Borough IT Shared Services**

As part of the review of Bi-Borough Shared Services, PwC have recently completed their review into the Shared IT Service.

The review undertaken recognised both councils' commitment to delivering significant change agendas over the next three years. It found that the current model is unable to deliver to strategic ambitions, deliver transformational capability and provide value for money in performance:

- IT's role across both councils is narrow and is focused mainly on infrastructure, networks and existing application software. It has a limited role with regard to business applications strategy, enabling transformation and supporting in public-facing delivery, with duplication of activity, applications and resource in other directorates;
- Effective programme and project prioritisation is not in place and services find it hard to understand where and how their technology requirements are considered and factored into a plan and roadmap;

- Multiple approaches to resourcing are in evidence and are contributing to cost and complexity. The same resource is called upon for both 'run' and 'change' activities.

The PwC review assessed three options for change to address the issues identified by the review and concluded that disaggregation offers the clearest route to support changing and differing strategic ambitions.

The Council does not get the maximum value for its investment in IT. Every year the Council currently spends approximately £12.7m of revenue operating the IT service and applications with an additional £4.6m of capital investment in 2021/22. For this level of investment, the council should be getting sector-leading IT capabilities.

The recommendation to disaggregate was made and agreed at Cabinet on 20 September 2021.

### **Cabinet Member Decisions**

Since the last report, as Cabinet Member for Finance and Smart City the following decisions have been made:

- Infill Development Programme
- Transfer of School Land
- Additional Restrictions Grant (ARG) – Tranche 3 proposal
- 10 Orange Street lease Renewal
- Ebury Bridge Estate (Phase 1) Final Business Case
- Huguenot House - Delivery Route
- Rating Advisory Panel
- Reverend Dr John Clifford Green Plaque
- Westminster Community Homes- funding requirements for revised development programme
- Balmoral Castle & Darwin House project development proposals
- Virtual Discretionary Housing Payment Review
- Rating Advisory Panel
- Intermediate Rent Homes at Farm Street

### **Key Performance Indicators - quarter 1 (April 2021 – June 2021)**

- Percentage of Council Tax collected - 35.8%
- Percentage of Business Rates collected – 25.52%
- Incident attracting fines under the new GDPR legislation – 0



# Policy and Scrutiny Committee

<b>Date:</b>	19 <sup>th</sup> October 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Procurement Update
<b>Report of:</b>	Ed Humphreys & Nicole Repetto, Interim Director of Commercial Partnerships (Job share) - Procurement & Commercial Services
<b>Cabinet Member Portfolio</b>	Finance & Smart City
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	Procurement activity at the Council is governed by the Procurement Code.
<b>Report Author and Contact Details:</b>	Caron Smith, Head of Procurement - Policy, Performance & Systems <a href="mailto:csmith@westminster.gov.uk">csmith@westminster.gov.uk</a>

## 1. Executive Summary

- 1.1 A review of Procurement Services at Westminster in 2018 identified the need for change and improvement across five areas: Target Operating Model, Strategy and Governance, Systems and Processes, Structure and Capabilities, and Engagement, Development and Culture. In April 2020, the new model was launched, with the intention of transforming the procurement function and driving improvement to the service. It replaced the historic category-focused approach with a business partnership model, which offers improved alignment to directorates and increased focus on business outcomes. It also incorporated procurement activity for Adults and Children's Services, previously managed in the respective directorates. The service, which leads on procurements over £100,000, is now structured around four specialisms:
- Business Partners – work closely with their respective business areas to provide commercial support and develop robust forward pipelines
  - Tendering Services – manage tendering activity for high value and more complex procurements in line with plans and priorities agreed with the Business Partners

- Contract and Supplier Management – providing dedicated support and capability building for contract managers, monitoring corporate supplier/ supply chain risk and leading cross cutting supply chain development
  - Policy, Performance and Systems – providing critical systems infrastructure, policies, and performance monitoring for the team and the effectiveness of the policy and governance framework overall.
- 1.2 The new model was designed to enable a greater emphasis on the whole commercial lifecycle. Procurement is now working with departments to create strategic forward plans, supporting them to find additional in-life contract savings and supporting them in commercial negotiations.
- 1.3 A new team has been recruited into the transformed function, bringing extensive and diverse experience of best practice from a range of industries and sectors.
- 1.4 A new procurement reporting framework, including key performance indicators and a view of the forward plan, has also been developed to give the Audit & performance Committee oversight of procurement and contract activity across the Council. The first report was delivered to the committee in July 2021.
- 1.5 This report includes an update on progress in implementing the new operating model for the Procurement & Commercial Service, information about the drafting of the Responsible Procurement Strategy which will be going to Cabinet in December (more detail in [Appendix 1](#)) and provides information on four upcoming procurements projects ([Appendix 2](#)).

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

It is recommended that the Committee note the contents of this report and provide feedback on whether it meets their needs, as well as suggesting any changes or additional content they would like to see in future reports. Committee members are also asked comment on the development of the Responsible Procurement Strategy.

## **3. Background**

- 3.1 The following sections provide more detail on three key areas of current procurement activity:
- Progress in the Procurement Transformation
  - Development of the Council’s Responsible Procurement Strategy
  - Deep dives into four upcoming procurement projects

## **4. Progress in the Procurement Transformation**

### **4.1 Procurement & Commercial Service Operating Model**

4.1.1 A new operating model for the service was implemented in April 2020, is a composite of good practice from other areas. The model has aim of:

- creating an integrated 'Centre of Excellence' incorporating procurement activity previously undertaken within the adults and children's services;
- recruiting and retaining a team of high-quality professional practitioners, including a new Director of Commercial Partnerships and procurement leadership team;
- establishing procurement 'Business Partners' for each Service Area; and
- providing professional practice leadership for contract and supplier relationship management, including implementation of the Council's new Contract Management Framework.

4.1.2 Building a strong permanent team is a critical part of delivering the desired outcomes above, and excellent progress has been made in recruiting the new team, including an entirely new leadership team. Recruitment is almost complete, with only small number of junior roles left to fill in the team. The team has moved from being made up mainly of temporary workers (having only 36% permanent staff in November 2020) to over 80% of the team being permanent members of staff today. Due the specialist nature and risk profile of regeneration and capital works, the team now includes several specialist CapEx and construction procurement professionals. This recruitment progress has been a critical milestone for driving forward the transformation and improvement.

4.1.3 In 2019-20, Procurement had one of the worst performing 'Our Voice' responses with an engagement score of 38% (30% less than F&R Directorate). This year after significant staff engagement and involvement, the engagement score increased significantly to 77% (a 39% positive shift and only 5% less than the F&R Directorate). The leadership team has a set-up a Staff Reference Group, a representative group of staff across the Procurement and Commercial Services meeting every six weeks, to support the development of the service. They have led the development of a People's Plan 2021/22, which aims to build on Westminster Way and the F&R Business Plan to create our own service level plan.

### **4.2 Procurement Code and Governance**

4.2.1 The Procurement Code provides the legal and procedural framework for the procurement of works, goods and services. It forms part of the Westminster City Councils Constitution and serves as a guide to Officers, giving practical effect to Council priorities whilst at the same time mitigating against commercial and compliance risk. Over the last year, the Procurement Code has been updated and the new version was published in March 2021, superseding the previous version dated September 2017.

4.2.2 The updates reflect the changes to the department's operating model and governance procedures, as well as reflecting wider Council priorities such as City for All and the Climate Change agenda. The structure of the Procurement Code is also now much easier for stakeholders to follow and understand. Training on the new Code has been conducted with the Legal and Finance teams, and via education sessions across the Council.

#### 4.3 Systems and Data

4.3.1 Successful commissioning, procurement and contract management at Westminster relies on having procurement and contract management systems that are fit for purpose, and robust contract and spend data. This area has historically presented some challenges for the Council, with the tendering system lacking sufficient contract management functionality, and contract data and spend data not being easily linked. This has impacted the ability to provide meaningful reporting such as on spend against contract or contract performance.

4.3.2 To improve future performance in this area, a procurement process has been conducted choosing a cloud-based eSourcing procurement and contract management system to replace the existing CapitalESourcing system. Three successful providers have been appointed to a Framework Agreement owned by the Council, which will commence in October 2021. The new system will be implemented from December 2021 with full go-live of all modules by Spring 2022. Benefits of the new system to the Council will include more efficient delivery of procurement processes, vastly improved reporting and data analysis, and improved governance and transparency. It will include contract and supplier management functionality not supported by the current system, as well as allowing better integration to the Council's IBC ERP/finance system.

#### 4.4 Stakeholder Engagement

4.4.1 A core element of the new Procurement operating model is the introduction of a Business Partnering model. All four Business Partners are now in post covering GPH, ECM, Adults & Children's, and Corporate. They have worked with stakeholders across the Council to establish strong working relationships, jointly developing commercial pipelines setting out a forward plan of all upcoming commercial activity. This pipeline will enable earlier engagement and a more planned and pro-active approach to procurement activity which should reduce the number of direct awards and waivers requested and encourage more innovation. Strategic Procurement Boards have also been set up monthly with each Executive Director's SLT to improve forward planning, collaboration and oversight of procurement activity.

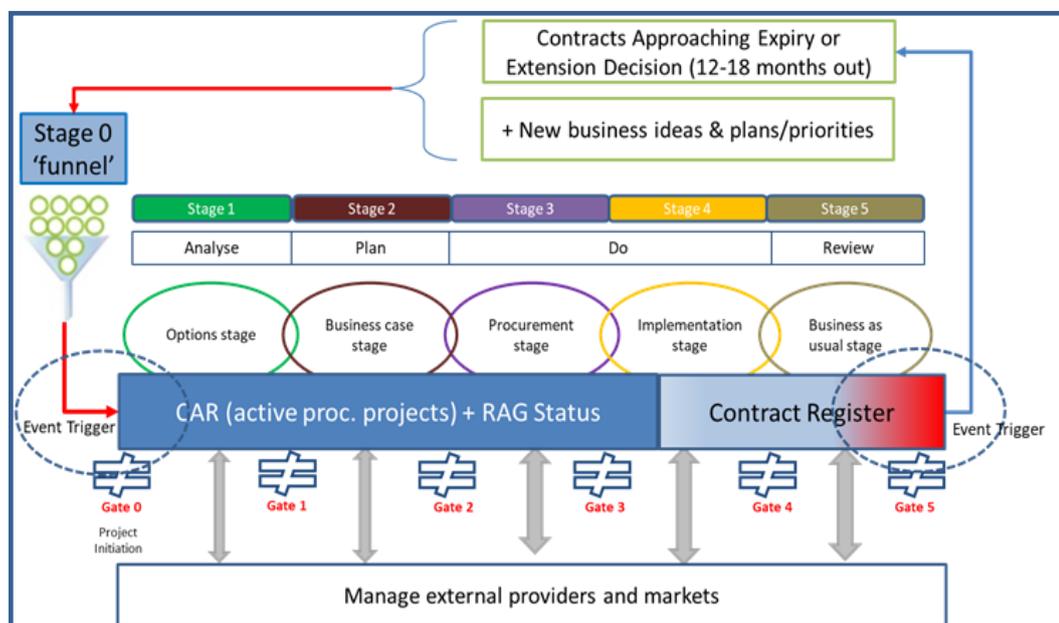
4.4.2 As part of improving procurement support to stakeholders and enabling the development of improved commercial skills and knowledge across the Council, Procurement's stakeholder-facing internal website has been completely rewritten and was relaunched across the Council in June 2021. The site provides information on our new service offer and the team, as well as access to key documents, information and guidance.

#### 4.5 Overview of current tendering activity & risks

4.5.1 The role of procurement starts from conception with pre-tender activity involving market engagement, developing new and innovative service models, procurement strategies, commercial modelling, contract development, supplier relationships, KPI alignment and stakeholder relationship building. Once the initial strategy stage has been approved, the team lead and deliver complex procurement processes including negotiated procedures, commercial negotiations with suppliers, framework delivery, evaluation and moderation processes and overall governance control. The team then support the contract sign off stage, following which the contract management is handed over to the respective services supported by the new Supplier Relationship function.

4.5.2 There are typically 300 live projects at any one time, at different stages on the Commercial Activity Register. This includes on average of 100 projects at strategy stage, 100 at procurement process and award stage and 70 projects in final contract stage. The remaining are at project initiation phase. Each project is managed with a formal assessment of risk at key decision points (Gates). This assurance is provided to the project sponsor by a Commercial Gateway Review Board comprising representatives from legal, finance and procurement.

4.5.3 The diagram below illustrates the project flows and decision points at a high level:



4.5.4 Important decision points are at 'Gate 2' – the decision to proceed to go to market with a tender and 'Gate 3' - the decision to proceed to award a contract. Gate 4 represents the end of the tendering process and the point of handover to the service for ongoing contract management.

#### 4.6 Key Milestones for Procurement Service in 2021-22

- Approval and implementation of the Council's 'Responsible Procurement Strategy' (see section 5)
- Implementation of the core systems refresh including e-procurement, Contract Management and wider P2P integration
- Launch of Procurement & Contract management eLearning module
- The Contract Management Framework is drafted and going through a process of consultation with the service areas and contract managers. This will include introduction of tools, templates, and training for contract managers, to drive consistency and improved contract performance.
- Establish a Risk Management forum, to actively monitor and mitigate supplier and contract risks.

### **5. Responsible Procurement & Commissioning Strategy**

5.1 The council spends over £500 million each year on third party services and contracts. It has significant potential to drive positive action on important issues such as tackling the climate emergency, contributing to local and national recovery, ensuring human and labour rights and driving forward greater diversity and inclusion in our supply chain.

5.2 Since March of this year, the Procurement and Commercial Service has been working with colleagues across the Council to develop a new Responsible Procurement & Commissioning (RPC) Strategy (please see an overview on page 1 of [Appendix 1](#)). This RPC Strategy aims to ensure that our commercial activities are fully aligned with City for All and deliver maximum value for Westminster and its residents and partners. The team is also collaborating with counterparts at the Royal Borough of Kensington and Chelsea to ensure alignment of our approach and with external subject matter experts on areas of national and global significance to ensure that our ambitions are set within the context of the United Nations Sustainable Development Goals (UN SDGs).

5.3 The RPC Strategy is structured around four themes, each with a local and a wider (inter)national focus, which recognises our responsibility as a local authority and the make-up and impact of our global supply chains. Each of the themes below are detailed in table 1 to 3 of Appendix 1:

1. Environmental sustainability
2. Community and business partnerships
3. Build back better
4. Inclusive, high-quality work

5.4 At a strategic level, the implementation of the RPC Strategy will involve setting clear policy commitments, standards and/or thresholds according to each category of spend, based on internal engagement and market intelligence. One key tool created will be the 'RPC directory', which will provide templates for procurement/design standards, supplier selection and evaluation criteria and

associated KPIs. This will be used alongside a Supplier Code of Conduct, which will be a set of requirements, tiered according to the value and strategic importance of the contract.

- 5.5 At an operational level, implementation will involve co-working between the Procurement and Commercial Service and service departments. For higher value or high risk/ opportunity contracts, this involves identifying the most relevant City for All commitments and supplier market engagement, which would allow appropriate tailoring of the parameters and focus areas to be embedded in the procurement and contract management. The key objectives are highlighted in table 4 of Appendix 1.
- 5.6 UK local authorities leading on this agenda are now attributing 20-30% of total supplier evaluation weighting to responsible procurement and 10% is now considered standard. WCC's draft RPS is considering supplier evaluation dedicated to responsible procurement or commissioning at WCC is increased from 5% to between 10-20%. The four areas of supplier evaluation below which could each be attributed a 5% weighting are described in more detail in table 5 of Appendix 1:
- Environmental
  - Diversity, inclusion and representation
  - Employment and skills
  - Social value
- 5.7 Alongside the strategic and contract specific implementation work, four standalone action plans are being developed for areas of particular importance, which merit a priority focus:
- **Climate Emergency** – sets out the steps our service and departments need to take to reduce carbon emissions associated with our third party spend and are working closely with I&C's Climate Emergency leads.
  - **Diversity, Inclusion and Representation** – covers action needed to improve the diversity of enterprises that we contract with, alongside the diversity, inclusion and representation of our contractors' workforces.
  - **Social Value** – Building on existing work, this action plan sets out the implementation of a new approach to increasing employment, skills and training, leveraging community benefit and creating impactful legacy projects. It is being developed through collaboration between Procurement, Legal and Finance teams and GPH's Responsible Economy and Regeneration teams.
  - **Modern Slavery** – this will become the Council's new Modern Slavery Statement, which public authorities are now required by law to produce annually. This work is being supported by the bi-Borough Modern Slavery and Exploitation Group and is underpinned by the bi-Borough Modern Slavery Strategy.

- 5.8 A comprehensive engagement programme involving staff across the council has already begun to inform and shape the RPC Strategy approach. It has been consulted on as part of the Senior Procurement Boards for all Directorates, as well as the management teams across various Directorates. It featured on Loop Live with follow up information on five two-hour staff workshops taking place throughout September, tailored for different directorates.
- 5.9 Supplier engagement and consultation has included a presentation to the Responsible Business Network and has a business engagement and supplier consultation event held in October (working jointly with the City of London), to be followed by a launch event in late January 2022 following Cabinet sign off. The full implementation plan is included in table 6 of Appendix 1.

## 6. Planned Procurement Activity – Deep Dives

- 6.1 In Appendix 2 are four ‘deep-dives’ agreed with the committee chair covering planned procurement projects over the next one to two years. The deep dives include the current service, contractual model and the recommissioning intentions. The projects detailed are:
- **Electric vehicle charging infrastructure** – Commissioning vehicle charge points and lamp column chargers across the borough.
  - **Car Clubs and Car Sharing** – Planning commissioning of flexible, fixed point and geo-fenced car sharing.
  - **Transformation of Home Care** – Commissioning a new bi-borough home service with improved outcomes.
  - **Church Street Site A Delivery Partner** – Seeking a delivery partner for to lead this flagship regeneration project.

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

### APPENDICES:

1. Responsible Procurement Strategy – overview
2. Planned Procurement Activity: Deep Dives

### BACKGROUND PAPERS:

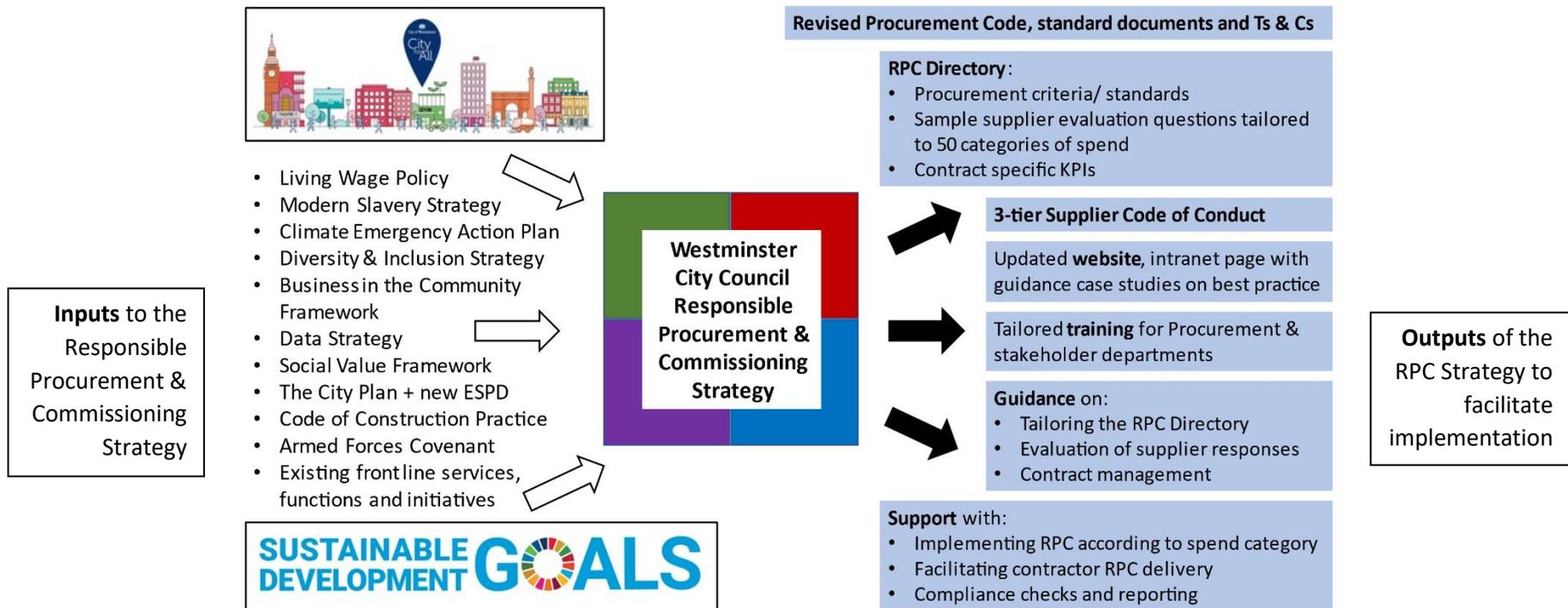
Procurement internal website & Procurement Code:

[WCC Procurement and Commercial Services - Home \(sharepoint.com\)](#)

## APPENDIX 1 - Responsible Procurement and Commissioning Strategy: Working with our supply chains to deliver a City for All

This overview highlights some of the key themes for our Responsible Procurement Strategy. Following Policy and Scrutiny Committee the strategy will be going Cabinet in December. Responsible procurement and commissioning address a broad range of issues that we can work with our supply chain to tackle and an equally broad range of opportunities we can create. It aims to minimise risks of harm to workers, public health and the environment and maximise opportunities for our residents, business community and wider society by working in partnership with our contractors to deliver more innovative, better value goods, services and works, which align with responsible business principles.

### Overview



## RPC Strategy Themes

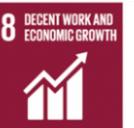
**Local impact and social value: Benefits that the RPC Strategy will derive for Westminster’s residents, workers, visitors and business community (Table 1)**

1. Environmental Sustainability	2. Community & Business Partnerships	3. Build Back Better	4. Inclusive, High Quality Work
<p>Our local environment is where we live, work, learn and recreate, so the quality of our natural surroundings, the air we breathe, our acoustic environment and the safety of our roads matters. By requiring supply chain partners to minimise air and noise pollution, mitigate road danger and enhance urban greening and biodiversity, we can help improve public health and wellbeing for our Westminster community. Procurement activities and projects that impact on our built environment and public realm must also be designed in a way that offers resilience to the impacts of climate change; an increase in severe weather events, flash flooding and heatwaves.</p>	<p>Activities that derive community benefit, such as digital inclusion and other targeted outreach work can be delivered by contractors as part of their social value offer. Those suppliers we have strategic relationships with can be part of delivering projects that will create a legacy within areas of community regeneration, such as communal gardens or play areas. Partnerships with our supply chain can be leveraged to create skills support and commercial opportunities for Westminster-based SMEs, minority-led organisations, social enterprises and community groups.</p>	<p>Recovery from the impact of COVID-19 on our local economy can be contributed to by increasing the number of employment, skills and training offered by contractors, by effectively channelling these opportunities towards Westminster residents and by requiring suppliers to focus these opportunities to roles where skills gaps currently exist and/or will form part of the green economy in the longer term.</p>	<p>Aspects of real importance to the working community include the pay, culture and conditions associated with their employment, alongside professional development opportunities, and a diverse and inclusive workplace that is representative of its community. A living wage and the opportunity to learn and progress within the workplace is important for staff motivation, retention and wellbeing and is also key to facilitating social mobility.</p>

**Responsible Business and Sustainable Development: Addressing regional, national, global and societal supply chain issues (Table 2)**

1. Environmental Sustainability	2. Community & Business Partnerships	3. Build Back Better	4. Inclusive, High Quality Work
<p>Many of our activities involve the transport of goods across global supply chains and the use of fuel and energy by vehicles and within buildings, all of which cause carbon emissions that drive climate change. It is our responsibility to minimise these emissions to help meet Westminster’s climate emergency targets by improving the way that we require our contracts to be delivered. Other impacts such as waste generation, pollution and loss of biodiversity can also be minimised by enhancing supplier environmental performance.</p>	<p>Understanding the industries and markets we source from and increasing the number of targeted trials and pilots we undertake through our contracts improves our ability to be an intelligent and agile client, which is able to exploit new, clean and smart technology and solutions. Partnership working with strategic contractors to understand and respond to industry landscapes can also be used as a way of cascading requirements and raising awareness of our responsible business objectives across supply chain tiers.</p>	<p>As a society through the pandemic, we have learned about the potential to think and work in radically new ways when it is required of us. We can harness this momentum to do things differently as we emerge from the crisis and use circular economy principles to drive resource and financial efficiencies through demand management, standardisation, flexible design and future proofing.</p>	<p>Responsible procurement and supply chain due diligence can be used to ensure legal and fair employment and to combat modern slavery and other labour rights abuses that occur not only within global supply chains but also in the UK. We can use our purchasing power to ensure that everyone has the right to proper pay and conditions and a safe working environment, free from bullying and harassment, with appropriate complaints procedures in place.</p>

RPC alignment with City for All Strategic outcomes and United Nations Sustainable Development Goals (Table 3)

	1. Environmental Sustainability	2. Community & Business Partnerships	3. Build Back Better	4. Inclusive, High Quality Work
City for All Strategic Outcomes that the RPC Strategy will help deliver	<ul style="list-style-type: none"> <li>• People are safe wherever they live in Westminster</li> <li>• The city is prepared for the extreme weather effects of climate change</li> <li>• Our streets, parks and open spaces are cleaner, more sociable places that improve mental and physical health</li> <li>• Cleaner air supports our communities health &amp; wellbeing</li> <li>• Westminster is Net Zero by 2030 and a net zero carbon city by 2040</li> </ul>	<ul style="list-style-type: none"> <li>• Westminster remains a popular destination, welcoming high numbers of visitors and supporting jobs &amp; businesses</li> <li>• Digital inclusion for residents who have limited tech skills and access is improved</li> <li>• Residents share in the benefit of regeneration and can access opportunities that arise from it</li> <li>• Our communities get on well together and are actively involved in service design and decision making</li> <li>• Technology enables people to live healthier and more independent lives</li> </ul>	<ul style="list-style-type: none"> <li>• Children and young people have the best start in life, are well cared for and attend excellent schools that promote achievement</li> <li>• Residents are accessing the range of education, training and employment opportunities offered by the council</li> </ul>	<ul style="list-style-type: none"> <li>• Levels of deprivation and inequality have fallen</li> <li>• Vulnerable children and adults receive care designed for their specific needs</li> <li>• (Implementation of the Bi-Borough Modern Slavery Strategy)</li> </ul>
UN SDGs	     	  	   	   

Setting the direction of travel: The 32 objectives that form our Responsible Procurement & Commissioning Strategy (Table 4)

	1. Environmental Sustainability		2. Community & Business Partnerships		3. Build Back Better		4. Inclusive, high quality work
Local Impact/ Social Value	a) Reduce the number of people injured on our roads	Cleaner and Greener	a) Increase skills support for smaller organisations	Vibrant Communities	a) Increase careers inspiration and preparation	Thriving Economy	a) Increase workforce diversity, inclusion and representation
	b) Increase interventions to aid climate resilience		b) Increase spend with diverse, local enterprises		b) Increase no. of skills and work-related opportunities		b) Reduce pay gaps between genders and ethnicities
	c) Increase urban greening & biodiversity		c) Increase projects providing community benefit		c) Increase no. roles for Westminster residents		c) Ensure payment of the London Living Wage
	d) Reduce air & noise pollution		d) Increase impact of legacy projects		d) Increase green jobs, skills and contracts		d) Increase professional development
Responsible Business/ Sustainable Development	e) Reduce direct carbon emissions: Buildings & vehicles		e) Increase efficiency and outcomes by data-led innovation		e) Increase future proofing		e) Increase due diligence to combat modern slavery
	f) Reduce carbon associated with our electricity		<b>Smart City</b>		f) Increase % of sustainable, low carbon goods		f) Increase interventions on ethical global sourcing
	g) Reduce indirect carbon: supply chains		g) Increase contractor and industry collaboration		g) Increase implementation of the waste hierarchy		g) Increase monitoring of legal & fair employment and treatment
	h) Increase environmental performance		h) Improve supply chain sustainable development		h) Reduce quantity, volume and range of goods		h) Increase adherence to the Equality Act and whistleblowing

## Procurement – Evaluating tenders

Manchester City Council are recognised by peers as a UK leader in the field of responsible procurement and they use a 30% total weighting within supplier evaluation comprised of 20% social value and 10% climate action (if relevant). Good practice is recognised as attributing a 20% RPC weighting within tenders and 10% is considered standard practice. It is therefore proposed that Westminster increase its current 5% weighting to between 10-20% depending on the nature of the contract and based on the four themes set out in Table 6 below.

### Proposed content of the four themes for supplier evaluation (Table 5)

<p style="text-align: center;"><b>Environmental Sustainability (5%)</b></p>	<p style="text-align: center;"><b>Diversity, Inclusion, Representation and Social Mobility (5%)</b></p>
<ul style="list-style-type: none"> <li>• Continuous reduction of carbon emissions associated with operations</li> <li>• Data transparency and continuous reduction of indirect carbon emissions associated with supply chains, materials production, logistics, waste etc.</li> <li>• Use of environmental management systems to monitor and improve performance, staff training, mitigate incidents etc.</li> <li>• Continuous reduction in emissions of local pollutants of Particulate Matter (PM) and NOx from generators, plant, NRMM, vehicles etc.</li> <li>• Measures to increase and improve urban greening and biodiversity</li> <li>• Measures to contribute towards climate resilience</li> <li>• Use of sustainable procurement policies and criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Action to narrow pay gaps between workers of different genders or ethnicities, or to share learning on progress in this area</li> <li>• Action to ensure that workers delivering front line services are representative of our community</li> <li>• Action to ensure project teams designing and delivering community infrastructure and services are representative</li> <li>• Programmes to ensure people with protected characteristics are proportionally represented at each tier of contractor workforce</li> <li>• Targeted professional development, management fast track schemes, mentoring and job shadowing to address imbalances</li> <li>• Contractor sub-contracting and spend with minority led firms, local entrepreneurs, small businesses and mission led organisations</li> </ul>
<p style="text-align: center;"><b>Employment, Skills and Professional Development (5%)</b></p>	<p style="text-align: center;"><b>Social Value (5%)</b></p>
<ul style="list-style-type: none"> <li>• Career inspiration - events and workshops</li> <li>• Career preparation – CV writing, interview skills</li> <li>• Work experience placements</li> <li>• Job ready schemes and traineeships</li> <li>• Apprenticeships and internships</li> <li>• New job roles</li> <li>• In-post training and progression</li> <li>• Channelling roles to Westminster residents</li> <li>• Prioritising skills and roles to plug industry skills gaps</li> <li>• Prioritising skills and roles to support the green economy</li> </ul>	<ul style="list-style-type: none"> <li>• Projects that provide targeted community benefit such as digital skills to promote digital inclusion, volunteering to impart skills to community groups, donation of physical resources and materials and sponsorship of community projects</li> <li>• Legacy social value for regeneration areas including a longer-term commitment to regular volunteering, skilled volunteering to renovate or create community spaces, gardens etc. and financial contributions for legacy funding</li> <li>• Skills support such as mentoring, training places, advice or job shadowing opportunities for small local businesses, entrepreneurs, minority-led businesses, social enterprises and VCSEs</li> </ul>

**Strategic Implementation overview – the first 12 months (Table 6)**

<p><b>October – December 2021</b></p>	<ul style="list-style-type: none"> <li>• Development of Supplier Code of Conduct; a set of commitments suppliers wishing to bid for opportunities will be asked to sign up to in order to tender, tiered according to contract value to ensure proportionality.</li> <li>• Development and consultation of Responsible Procurement and Commissioning Directory; a set of sample supplier evaluation questions, model answers, evaluation guidance and associated KPIs based on ~50 categories</li> <li>• Development of RPC website content – internal and external</li> <li>• Prepare updated versions of all procurement documentation including tendering documents, procurement code, Ts and Cs etc.</li> <li>• Integration of RPC Strategy with Contract Management Framework and design of procurement, contract and wider measures</li> <li>• Gather data requirements to enable baseline to be set and assess RPC performance going forward</li> </ul>
<p><b>January – March 2022</b></p>	<ul style="list-style-type: none"> <li>• Internal and external launch of RPC Strategy, including roll out of extensive internal training programme</li> <li>• Operational support of service leads procuring/ commissioning high spend/ high risk/ high opportunity contracts</li> <li>• Supplier engagement and awareness raising</li> <li>• Integration of RPC Strategy with Contract Management dashboard and tools</li> <li>• Baseline performance <ul style="list-style-type: none"> <li>○ Internal performance e.g. % spend with SMEs, % Living Wage compliance, % contracts with due diligence integrated etc.</li> <li>○ Supplier Performance e.g. social value delivery, carbon reduction targets and performance, modern slavery due diligence</li> </ul> </li> <li>• Start delivery of priority action plans</li> </ul>
<p><b>April – June 2022</b></p>	<ul style="list-style-type: none"> <li>• Consultation with procurement and commercial staff, service leads and contract managers 3 months in – gather feedback on RPC implementation including Supplier Code of conduct, RPC Directory and increased RPC weighting.</li> <li>• Troubleshooting, reviews and amendments to operational implementation according to feedback</li> <li>• Focus on delivery of priority action plans</li> <li>• Establish mutually agreed action plans to improve performance of existing Platinum and Silver suppliers</li> </ul>
<p><b>July – September 2022</b></p>	<ul style="list-style-type: none"> <li>• Continued focus on delivery of priority action plans</li> <li>• Initiate responsible procurement and commissioning stand-alone projects</li> <li>• Start collating case studies of exemplar responsible procurement and commissioning</li> <li>• Detailed engagement and planning of Phase 2 implementation including involvement from internal leads across relevant departments and external subject matter experts and available guidance</li> </ul>

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## Appendix 2 – Planned Procurement Activity: Deep Dives

- 1 **Electric vehicle charging infrastructure** (Environment and City Management)
  - 1.1 **Contract Information** - The Council currently has in place 8 contracts across 6 suppliers for the delivery of Electric vehicle charging infrastructure in Westminster. The contracts include electric vehicle charge points and lamp column chargers which the majority expire between 2022 and 2024.
  - 1.2 **Current service model** - The first on-street electric vehicle charge point (EVCP) was installed in Westminster in 2004. The EV Strategy set an ambition in 2019 to install at least 200 new charge points each year to 2025. With the completion of the latest expansion in lamp column charge points, over 1000 have been installed to date, the most in any local authority in the UK. The pressure to assist with the ongoing transition to EV remains, however, and we have set a further commitment to this in the coming year with our proposal to install a further 500 charge points by the end of 21/22.
  - 1.3 Given the speed at which EV and EV charging technologies are advancing the Council has continued to let separate contracts for different requirements (rapid, In column etc.) on an ad hoc basis to deliver the required demand without committing the Council to one technology for the entire estate. Current contracts are being awarded based on best value to the customer to encourage the growth in the utilisation of charging infrastructure, which supports the Councils climate commitments and also has a positive impact on Council concession revenue.
  - 1.4 A major goal of the recent EVCP roll-outs has been to maximise the coverage and implement the most equitable distribution within resources. This ensures no part of Westminster is disproportionately supplied with infrastructure and the transition from internal combustion engines can be made as easy as possible for residents across the city.
  - 1.5 **Recommissioning intentions** - There is no sign of the annual growth in sales of plug-in vehicles slowing despite the dampening effects the global pandemic appears to have had on sales elsewhere in the motor industry. Plug-in vehicle sales had risen to an almost 14% share of all new car sales in March 2021, a sizable increase from the 7.9% recorded a year previously, and a clear sign of the accelerating switch to zero emission capable vehicles. The expectation is that rate of increase will experience a sharper rise in the years approaching 2030 when the sales of new petrol and diesel cars will end in the UK. So further charging infrastructure will be needed to manage the likely demand in Westminster.
  - 1.6 To date, contracts let have focused on a concession approach allowing the Council to meet targets on EV points without large expenditure and avoiding commercial risk. This approach does however restrict commercial gain. Over the next six months the Council will therefore review the possibility for direct asset ownership. This will require greater investment but potentially greater reward.

Any decision on this will need to be data led with clarity on demand and potential returns.

- 1.7 As historic agreements come to an end, the first of which will end in under 6 months' time, the Council can look to continue to utilise charging sites through new arrangements. In future the Council will aim to avoid numerous procurement exercises and will consider the creation of a single supplier framework for each the differing types of chargers in use. This will allow the contract to respond to new areas of demand and drive better commercial value more easily. It will also offer the customer more consistency. Current feedback from residents is there is a lot of suppliers with varying apps and usage models all of which is slightly confusing for a user/visitor. We would look to ensure that whatever contractual arrangement we look to introduce has the flexibility to adapt to technology changes.

## 2 Car Clubs and Car Sharing (Environment and City Management)

- 2.1 **Contract Information** - Car sharing was first introduced to Westminster in 2009 with the aim of providing residents with an alternative to private vehicle ownership. There are two car sharing services currently operating in the City, Fixed Point and Flexible Car Sharing, and both are provided by Zipcar (UK) Ltd through two separate contracts. These are concession contracts, as the supplier pays an annual fee for each vehicle operating in the City, and the contracts, which began in 2018, were for a period of two years with a provision to extend for a further two years. Currently both contracts are in the final year of extension so will be formally re-procured in 2022.
- 2.2 **Current service model** - Flexible car sharing allows vehicles the flexibility to park in any permitted parking bay, initially paid for and shared use parking bays, although more recently this has been extended to include resident bays. Two suppliers were procured to deliver the service at the start of the contract, Drive Now UK Ltd and Zipcar. Drive Now, who only operated Flexible car sharing, decided to leave the UK market in February 2020, on the grounds that it was no longer commercially sustainable for them to operate the service London. Zipcar's concession allows them to have a maximum 135 vehicles parked on the Westminster highway, although their anticipated average is 90 vehicles. The estimated annual supplier turnover is £136,705.20 assuming 60 vehicles operating on average.
- 2.3 Fixed Point car sharing operates from dedicated "car club only" bays, with each bay designated to a specific car club vehicle. Users start their hire from a specific bay and must return the vehicle to that bay at the end of their session. There are 185 'fixed point' locations throughout Westminster from which car club vehicles operate (including 44 electric vehicles). An annual income of £396,912.29 is anticipated in the final year of the contract. Overall contractual performance since inception has exceeded expectations. Utilisation levels have exceeded those achieved in the previous iteration of the contract and Zipcar membership has increased from approximately 12,000, at the start of the current contract, to 22,000 at the end of May 2021.

- 2.4 **Recommissioning intentions** - A broad procurement exercise for car sharing in three lots is the intended approach to take the service forward, with contracts planned to start when current contracts expire in mid-2022. Lots to be considered are as follows:
- Flexible
  - Fixed Point
  - Geo Fenced
- 2.5 The procurement will aim toward the service providing an increased vehicle representation in the City, a multi operator solution to ensure competition and a revenue position that aims to cover the expected income budget assigned to the car sharing service. Procurement will liaise with the stakeholders to benchmarking income and explore the potential for collaboration with other boroughs before a specific procurement approach is embarked upon.
- 2.6 Considering Zipcar's growth to date, both in Westminster and London, there is a commercial opportunity for expansion of Fixed point and flexible car sharing. The Council is also seeking to introduce Geo-fencing which is another model of car sharing to enable Westminster to account for the financial void that Drive Now left when they departed from the car sharing market. A Geo fenced approach is currently in trial with results informing the future procurement strategy. There are limited players in the on-street car club market with four potential companies potentially interested in one or all of the future lots suggested.

### 3 **Transformation of Home Care (Adult Social Care)**

- 3.1 **Contract information** - The current bi-borough home care framework has been in place since 2016 and was extended until the end of September 2022. Westminster City Council (WCC) has four 4 Lead Providers (Healthvision, Sage Care, London Care and VCP) covering four geographic patches. Each Lead Provider has approximately a quarter of the WCC market share, with a range of 22-30%. The framework in WCC has an annual spend of circa £10 million and the delivery of 40,000 hours of care in every four-week period, equivalent to over 60% of the WCC home care market.
- 3.2 **Current service model** - This model with a lead provider in each of the four areas has worked reasonably well over the last five years. It enables guaranteed capacity across a fixed location, offering efficiencies from reduced travelling time and the model also has established some links with GPs, pharmacists and Primary Care Networks (PCNs). Some residents are also choosing to employ their own personal assistants (PAs) via their personal budget. The intention is to encourage more residents to recruit their own PAs if they want to, offering support around employing carers safely and to offer greater ways for people to purchase care via a Direct Payment.
- 3.3 **Recommissioning intentions** - When recommissioning the new home care service during winter 2021, the service seeks to retain the strong elements of the area model but develop it further to better meet residents' aspirations. Changes

might include moving to delivery and monitoring based on outcomes to meet needs holistically and to address health inequalities; looking at ways to offer greater integration with health to support the service user and improve quality, safety and ensure personalised approaches are delivered.

- 3.4 This transformation is currently at market engagement stage, with engagement events arranged throughout September 2021. Commissioners have reviewed home care commissioning programmes in other London boroughs and across the country. The voice of service user will be central to the new service, with a series of 'I' statements included in the specification based on what is important to residents and their family. There is also a Member and Directors away day planned for 23 September and independently facilitated by Healthwatch. The purpose of this is for the service to share users' feedback with Members and how this has helped shaped proposals and to get Members views on proposed service design. Following sign off on the procurement strategy, when the tender commences in December 2021, continued resident involvement and responsible procurement will be key parts of the specification and tender evaluation. The new service will be in place from 1 October 2022.
- 3.5 To deliver this more joined-up and flexible service model, consideration is being given to future technology requirements which may underpin this. Feedback from service users has shown a need for clearer insight for families and support networks with regards to the details of provisioned services (for example, the ability to remotely monitor service delivery to a relative), which may mean a need for more sophisticated online tools than are currently available. A care coordination model is due to be piloted with a care agency acting as a coordination agency, via a technology platform, connecting self-employed care workers to service users. The aim is to deliver more bespoke, community-based interventions and potentially reduce costs associated with travelling, as care teams would operate on a hyper local level and offer local jobs for local people. Other partners on this project include Institute of Public Care (IPC) and Digital First.

#### **4 Church Street Site A Development Delivery Partner (Growth, Planning and Housing)**

- 4.1 **Background** - Church Street is a flagship regeneration project, located within the Church Street ward. The Council has ambitious plans and is committed to significant investment to regenerate Church Street sustainably and build on the distinctive character of the place and its people. The objectives of the project are set out in the "City for All" Masterplan Framework and Housing Renewal Strategy. The scheme is split into three parcels, Sites A, B & C together with the Church Street market. The Council has prepared designs ready for a planning application to be submitted later in autumn 2021.
- 4.2 An Outline Business Case (OBC) was presented to Capital Review Group on 27 May 2020 and was financially agreed. Key to the OBC was a partnership delivery structure that has the potential to reduce the estimated peak debt requirement for the Council from £250m under self-delivery, to £170m. On 21 August 2020

the Council's Cabinet Member for Finance, Property and Regeneration considered delivery options for the Church Street scheme and approved the adoption of a 'partnership style model' where the Council and a developer will share project risks, rewards and funding.

- 4.3 **Commissioning intentions and Procurement timetable** - In parallel with work to define the commercial structure, the format and timetable for the procurement exercise is progressing. WCC will deliver Site A through a joint venture structure and thus seeks to procure a delivery partner, bringing together the right mix of financial commitment and industry expertise to help realise the long-term legacy aspirations for the communities of Church Street. The recommended route is a 50:50 Limited Liability Partnership (LLP) which will go to cabinet for decision in December. Consideration is also being given to the counterparty with options including WCC, Westminster Housing Investments Limited or both.
- 4.4 Works will start on Site A in 2023 with a minimum of 400 new homes (with the aspiration of 50% of these to be affordable). A new street will be built, a new library and two courtyards for residents. 700 sqm of retail space is also included. Although the Council are focusing on securing a delivery partner for delivery of Site A, there may be benefits to the inclusion of future sites B & C. Site B will consist of 465 Units with an anticipated start on site: 2024-2026. Site C will have 227 units with anticipated start on site of 2028-2029.
- 4.5 The procurement of Site A has progressed with a Prior Information Notice (PIN) on 18 June 2021 invited potential interested organisations to express an interest. 21 suppliers, predominantly developers and contractors expressed an interest. The Soft Market Engagement (SME) launch was held at City Hall on the 20 July with representatives from nine organisations. The event proved successful, with organisations wanting individual feedback sessions. These sessions were informative and, on the whole, extremely positive with the scheme to date, including design and the proposed JV structure, as well as the process for procurement.
- 4.6 Feedback from the SME exercise was very positive. Savills, as our property consultant representatives have prepared a SME report. Officers are currently finalising the scope of parameters to be tendered and used as a basis for negotiation which in turn will influence the principles of the JV procurement strategy. The principles of the JV are to be endorsed by Cabinet Member. The procurement strategy shall be approved via Cabinet, following endorsement from CGRB and the Executive Director of Growth, Planning & Housing.
- 4.7 Next steps are as follows:

<b>Milestone</b>	<b>Date</b>
Approval of procurement strategy by Cabinet	Dec 2021
Publication of Contract Notice and procurement commencement	Jan 2022
Approval to enter into JV by Cabinet, prior to finalisation of tender documents	Feb 2022
Approval of Contract Award	Jan 2023

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## Business and Children's Policy & Scrutiny Committee

<b>Date:</b>	19 <sup>th</sup> October 2021
<b>Classification:</b>	General Release
<b>Title:</b>	<b>2020/21 Work Programme</b>
<b>Report of:</b>	Head of Governance and Councillor Liaison
<b>Cabinet Member Portfolio:</b>	Cabinet Member for City Management and Cabinet Member for Finance and Smart City
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Lewis Aaltonen</b> <a href="mailto:laaltonen@westminster.gov.uk">laaltonen@westminster.gov.uk</a>

### 1. Executive Summary

1. This report asks the committee members to consider items for the Committee's 2021/2022 work programme.

### 2. Meeting dates for the 2021/2022 year

- 2.1 The Committee is advised that the scheduled meeting dates for the 2021/2022 year are:
  - 24<sup>th</sup> November 2021
  - 20<sup>th</sup> January 2022
  - 29<sup>th</sup> March 2022

### 3. Suggested topics

- 3.1 The October meeting will cover the procurement activity of Westminster Council. The Committee is therefore asked to reflect on and discuss the suggested work programme for the remainder of the municipal year.
- 3.2 Committee members are participating in an extraordinary Policy and Scrutiny meeting on the North Westminster Floods on Thursday 30<sup>th</sup> September.

**If you have any queries about this report or wish to inspect any of the background papers, please contact Lewis Aaltonen on [laaltonen@westminster.gov.uk](mailto:laaltonen@westminster.gov.uk)**

Appendix 1 – Work Programme  
Appendix 2 – Terms of Reference

**Appendix 1. Draft Work Programme 2021/2022  
Finance, Smart City and City Management (FSCCM) Policy and Scrutiny Committee**

<b>ROUND ONE 19<sup>th</sup> May 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr Melvyn Caplan
Report on the Oxford Street District	To update the committee on the status of the Oxford Street District programme	Debbie Jackson, Executive Director for Growth, Planning and Housing, and Elad Eisenstein, Programme Director for the Oxford Street District

<b>ROUND TWO 30<sup>th</sup> June 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr Melvyn Caplan
Report on Waste and Recycling	To discuss waste management, recycling, and collections of waste and recycling within Westminster	Raj Mistry, Executive Director of Environment & City

<b>EXTRAORDINARY MEETING 30<sup>th</sup> September 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Flooding in north Westminster	To discuss the flooding in north Westminster on 12 July 2021, and provide clarity and answers to residents from affected areas	George Mayhew and Matt Rimmer (Thames Water), Commander Rodney Vitalis (London Fire Brigade)  Internal report from Westminster City Council

<b>ROUND THREE 19<sup>th</sup> October 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr James Spencer

Procurement and Project Management	To review the Council's current approach to Procurement, particularly given the update to the Council's Procurement Policy in March 2021	Ed Humphreys & Nicole Repetto, Director of Commercial Partnerships (Procurement & Commercial Services) Caron Smith MCIPS Head of Procurement – Policy, Performance & Systems
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ROUND FOUR 24 <sup>th</sup> November 2022		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr James Spencer
Resident focus and inclusivity in Smart City	To review the Smart City initiative and scrutinise its focus on delivering value and improved lives for residents, as well as interrogating the accessibility of service upgrades or new technologies	
<i>MyWestminster</i> Digital Card	To review and discuss the project management of the <i>MyWestminster</i> Digital Card concept, as well as its attached financial implications	

ROUND FIVE 20 <sup>th</sup> January 2022		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr James Spencer
Active Westminster Strategy	To review the new Active Westminster Strategy and its priorities before it launches in mid-2022	
Leisure Contract	To review the existing Leisure Contract the Council holds with Everyone Active, as well as the financial and management implications of recent changes	

ROUND SIX 29 <sup>th</sup> March 2022		
Agenda Item	Reasons & objective for item	Represented by

Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr James Spencer
Capital Strategy	To scrutinise the Council's Capital Strategy	Gerald Almeroth, Executive Director of Finance Resources, and Phil Triggs, Tri-Borough Director of Treasury and Pensions
WCC Website overhaul	Has the Website overhaul been worth the expenditure to the Council and the staff time and effort required? Is it fully accessible for differently abled users, as is required by law?	Jessica Jones, Head of Digital Communications (?)

<b>UNALLOCATED ITEMS FOR NEXT MUNICIPAL YEAR 2022/23</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Temporary Traffic Closures		Kevin Goad (?)
North Westminster Floods	To receive an update on the Thames Water Review of the North Westminster Floods.	Raj Mistry (?)
Biodiversity and ecology of Westminster	Are sufficient efforts being taken to conserve tree, plant and animal habitat in Westminster? Do we have policies in place to support the expansion of biodiversity?	
TfL E-Scooter Trial	To review the results and data garnered from Transport for London's E-Scooter trial in Westminster	Lewis Aaltonen to investigate
Air Quality Monitoring Sensors	To explore the planned rollout of air quality monitoring devices in engine idling hotspots in Westminster	Claire Parsons (Project Manager (CleanTech City Lead) Smart Cities Programme)
Post COVID-19 Financial Recovery	To discuss the financial recovery of the borough and the City Council's actions and roles in supporting it	

## Appendix 2. Terms of Reference

## **Finance, Smart City and City Management (FSCCM) Policy and Scrutiny Committee**

Terms of Reference (as per the Constitution, 15th February 2021)

Composition

Eight (8) Members of the Council (five Majority Party Members and three Minority Party Members,  
but shall not include a Member of the Cabinet.

### **TERMS OF REFERENCE**

- (a) To carry out the Policy and Scrutiny functions, as set out in Article 6 of the Constitution, in respect of matters relating to all those duties within the terms of reference of the Cabinet Member for Finance and Smart City and the Cabinet Member for City Management.
- (b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's non-executive Committees and Sub-Committees, which are within the broad remit of the Committee, in accordance with paragraph 13 (a) of the Policy and Scrutiny procedure rules.
- (c) Matters, within the broad remit of the Cabinet Members referred to in (a) above, which are the responsibility of external agencies.
- (d) Any other matter allocated by the Westminster Scrutiny Commission.
- (e) To have the power to establish ad hoc or Standing Sub-Committees as Task Groups to carry out the Scrutiny of functions within these terms of reference.
- (f) To scrutinise the duties of the Lead Members which fall within the remit of the Committee or as otherwise allocated by the Westminster Scrutiny Commission.
- (g) To scrutinise any Bi-borough proposals which impact on service areas that fall within the Committee's terms of reference.
- (h) To oversee any issues relating to Performance that fall within the Committee's terms of reference.
- (i) To have the power to scrutinise those partner organisations that are relevant to the remit of the Committee.
- (j) To consider any Councillor Calls for Action referred by a Ward Member to the Committee