



City of Westminster

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Committee Agenda

Title:

Business and Children's Policy and Scrutiny Committee

Meeting Date:

Wednesday 27th October, 2021

Time:

6.30 pm

Venue:

Rooms 18.01 - 18.03 - 18th Floor, 64 Victoria Street, London, SW1E 6QP

Members:

Councillors:

Karen Scarborough
(Chairman)
Geoff Barraclough
Susie Burbridge
Tony Devenish

Adam Hug
Aicha Less
Ian Rowley
Mark Shearer



Members of the public and press are welcome to attend the meeting and listen to the discussion of Part I of the Agenda. This meeting will be live streamed and recorded. To access the recording after the meeting, please revisit the link.

[Live link to first session](#)

[Live link to third session](#)

Admission to the public gallery is via the ground floor reception. If you have a disability and require any special assistance, please contact the Committee Officer (details listed below) in advance of the meeting.

Part II of the Agenda (Agenda Item 6) concerns matters under Section 100 (A) (4) and Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), as per paragraphs 1 and 3. The public and press will be excluded from the meeting for this item of business because it involves the likely disclosure of exempt information.

If you require any further information, please contact Artemis Kassi (Lead Scrutiny Advisor/Statutory Officer):

Email: akassi@westminster.gov.uk

Corporate Website: www.westminster.gov.uk

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to Agenda 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 I (IN PUBLIC)

1. MEMBERSHIP

To note any changes in the membership.

2. DECLARATIONS OF INTEREST

To receive any 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

There are no minutes for this Committee relating to the substantive item as this previously came under the remit of the Finance, Smart City and City Management Policy and Scrutiny Committee (19 May 2021 and 30 June 2021). The minutes of the Business and Committee's Policy and Scrutiny Committee meeting on 7 October 2021 will be reviewed at the Committee's next meeting on 29 November 2021.

4. WESTMINSTER CITY COUNCIL INTERNAL REVIEW REPORT PART 1

(Pages 5 - 16)

To receive and consider the internal review report Part 1 concerning the Marble Arch Mound and to receive any representations by Westminster ward councillors on behalf of residents.

5. WORK PROGRAMME

(Pages 17 - 24)

To consider the Committee's work programme.

PART II (IN PRIVATE)

6. WESTMINSTER CITY COUNCIL INTERNAL REVIEW REPORT PART 2

(Pages 25 - 26)

That under Section 100 (A) (4) and Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) at paragraphs 1 and 3, the public and press be excluded from the meeting for this item of business because it involves the likely disclosure of exempt information on the grounds shown below and it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

7. ANY OTHER BUSINESS

To consider any other business which the Chairman considers urgent.

PLEASE NOTE:

In a scrutiny meeting, questions are not taken from the Public Gallery during the meeting. However, at this extraordinary meeting, one ward councillor from each of the affected wards will be invited to make a deputation. Ward councillors have also been invited to make representations to the Committee on behalf of their residents. Audience members may not address the Committee directly during the meeting. Notes cannot be passed from the Public Gallery.

**Stuart Love
Chief Executive
19 October 2021**

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City of Westminster

Business and Children's Policy and Scrutiny Committee

Date:	27 October 2021
Classification:	General Release
Title:	Internal Review – Marble Arch Mound Report (Part 1)
Report of:	Stuart Love, Chief Executive
Cabinet Member Portfolio	Business, Licensing and Planning
Wards Involved:	All
Report Author and Contact Details:	Stuart Love, Chief Executive slove@westminster.gov.uk

Purpose and approach of this Review

Purpose

1. This Review (the Review) was commissioned by the Chief Executive of Westminster City Council (WCC) to establish the facts surrounding the Marble Arch Mound project. The reasons for the Review are:
 - The premature opening of the Marble Arch Mound (the Mound) leading to a negative experience for visitors,
 - Concerns over the high and escalating costs, and
 - The damage to the Council's reputation as a result of the mismanagement of this project.
2. The findings of the Review lead to the recommendations contained in this report. The recommendations are intended to ensure that valuable lessons are learnt and that the failings identified by the Review are not repeated.
3. Please see **Appendix A** for the detailed scope of the Review.

Approach

4. The Review commenced on 19 August 2021. The Review Team had full access to the information and people required to ensure the Review was a full and transparent assessment of the failures in the Marble Arch Mound project. This included access to email accounts, information provided by suppliers as well as a large amount of internal and external documentation.
5. Fact-finding interviews totalling approximately 40 hours were conducted with 35 individuals associated with the Marble Arch Mound project. Over 100 hours were spent on interview administration and collation of notes. The Review Team considered over 1,125 documents amounting to thousands of pages of information.
6. In order to provide those who wished to make a confidential disclosure to the Review Team the ability to do so, the option of using the Council's whistleblowing process was communicated to all council officers either directly involved in or on the periphery of the Marble Arch Mound project. Two officers came forward as a result.
7. The Review was conducted by a team of staff unconnected with the Mound project. The Review Team consisted of:
 - Sponsor - Bi-borough Executive Director of Adult Social Care and Health
 - Lead for Phase 1 of the Review – Director of Commercial Partnerships (Procurement)
 - Lead for Phase 2 of the Review – Principal Solicitor (Housing and General Litigation)

- Finance lead - Head of Corporate Finance
- Co-ordination and drafting – Head of Governance and Councillor Liaison, Cabinet Manager, and a Commercial and Procurement Specialist.

Executive Summary

8. The Mound opened before the project was completed because of insufficient rigour in managing the project. It ran significantly over the agreed budget for the project. The Review has found no evidence to suggest that the problems associated with the Mound have occurred or are occurring elsewhere in the Council.
9. The Council has the appropriate checks and balances in place that you would expect in an organisation of our size and complexity. In the case of the Marble Arch Mound project many of these checks and balances were circumvented to facilitate the timetable and in order to obscure the actual costs for delivering the Mound. It is also clear that, outside of these formal checks and balances, opportunities were missed for more informal challenge of the Marble Arch Mound project's deliverability and cost. The lack of appropriate oversight of the Marble Arch Mound project meant that costs escalated without the Council's knowledge.
10. Whilst the issues identified by the Review appear to be unique to the Marble Arch Mound project, action should be taken to avoid opportunities for this to happen again. The Council is committed to learning the lessons from the management of the Marble Arch Mound project as set out in the five recommendations of this report, as well as any which may follow from the Business and Children's Policy and Scrutiny Committee's consideration of the Review.

Summary of Key Findings

11. There are three key reasons why the Mound opened too early and has run significantly over budget. These can broadly be summarised as:
 - a) a failure of project management on the Marble Arch Mound project which meant risks were not effectively captured or escalated;
 - b) project finances were mismanaged and misrepresented by the senior officers responsible for the Marble Arch Mound project; and
 - c) a lack of effective governance, grip and oversight on the Marble Arch Mound project.

Background and reasons to build Marble Arch Mound

12. The Council was clear that, in preparing for the end of lockdown and considering the damage done by the Pandemic to the economy of the West End in particular, we had to act, as doing nothing was not an option. This meant that we would try new things, operate at a quicker pace than we had previously and be prepared to make mistakes and learn from those mistakes.

13. The Marble Arch Mound project was initiated with a brief to bring a renewed emphasis on delivery and to bring focus and ambition to the Oxford Street District (OSD) programme and specifically to bring much needed footfall back to the West End following the Pandemic.
14. The basic concept was a viewing platform at an iconic central London location. As lockdown restrictions began to ease the intention was to draw visitors to the West End who would begin to invigorate the local economy by visiting retail and hospitality venues.
15. It was clearly stated at the time that the *“proposed Marble Arch Hill temporary visitor attraction at Marble Arch signifies our ambitious approach to the District. It will be important for bringing in visitors to support the local economy. However, it will offer so much more. We hope it will give people an opportunity to look afresh and with wonder at this well known, but sadly increasingly overlooked, area to recognise its beauty and importance. We want visitors to appreciate the wider context of this iconic location and its close connections to Oxford Street and Hyde Park, as well as other key destinations in the West End and beyond.”*
16. Therefore, the failures highlighted in this report, which were avoidable, are particularly devastating.

Key Findings

17. There was a breakdown of project management of the Mound which, amongst other issues, led to confusion over roles and responsibilities, a lack of communication between staff and contractors working on different elements of the Marble Arch Mound project and a basic lack of project coordination and documentation.
18. This fundamental project failure meant that the Cabinet Members and other senior officers were unaware of project progress. This contributed to the mismanagement of costs and the lack of control over cost increases significantly beyond those approved.
19. It was known that there were significant additional costs associated with the build of the Mound. These costs were not covered by the May 2021 Cabinet Member Report and instead these were either reintroduced at a later date or disbursed across other budgets and not attributed to the cost of the Mound.
20. In order to meet the cost expectation, set by the responsible Cabinet Member, the Review Team found evidence that the senior officers responsible for the project descope and omitted critical elements of the Marble Arch Mound project. At the same time income estimates were revised upwards with no evidence provided to support these assumptions. These actions were taken in the run up to the publication of the May 2021 Cabinet Member Report.

21. Many of the descoped items were added back into the project scope after the May 2021 Cabinet Member Report had been approved thereby escalating the costs. This was done without the approval of the Cabinet Member and without further formal authorisation for the increased total project cost.
22. Decisions were also taken to fund various elements of the Marble Arch Mound project separate to the £150 million budget assigned to the OSD Programme. This was contrary to the instructions of the Executive Director of Finance and Resources and included “legacy” costs as well as contractor fees. The contractor fees were omitted from the May 2021 Cabinet Member Report and were to be charged to the main Highways contract.
23. Despite clear and repeated warnings around the likely cost of undertaking such a project from experienced officers and the suppliers tasked with building the Mound, overly optimistic financial updates were given to senior leaders.
24. The Marble Arch Mound project did not go to the Capital Review Group (CRG), which exists to prioritise capital spend, challenge project finances robustly and ensure investments are backed up with a rigorous and regularly updated business case. The Marble Arch Mound project did not go to CRG as it was classified as a Highways project; the Highways Capital programme is only reviewed as a collective due to the small-scale nature of many of its projects. The fact that the Marble Arch Mound project was not taken through the CRG process meant circumventing a key check and balance within the Council.
25. The lack of effective governance and oversight of the Marble Arch Mound project was caused in part by the breakdown of project management. The Executive Director of Growth, Planning and Housing was limited in their ability to intervene by a lack of accurate project information. However, the Executive Director of Growth, Planning and Housing did not proactively seek an appropriate level of assurance and therefore could not and did not brief upwards. This led to missed opportunities for robust challenge of the officers leading the Marble Arch Mound project to better understand deliverability and costs.
26. The intended approach to the governance was set out in reports on the OSD programme to Cabinet in April 2021 and the Finance, Smart City and City Management Policy and Scrutiny Committee in May 2021. This was in line with established governance processes within the Council. The Review has found that the agreed governance arrangements were not fully implemented and key project actions and decisions were not recorded. This led to a lack of transparency on progress, finances and risk. Decisions were also often made in informal settings and without adequate documentation.
27. Corporate Services were engaged in an inconsistent and sometimes late or chaotic manner. At times these services, whose role is to support and facilitate delivery

and to act as a critical check and balance on projects, were held at arm's length or brought in extremely late in the process.

28. Suppliers were appointed to deliver the Marble Arch Mound project in line with the Council's Procurement Code. However, the Council's Procurement Team was engaged late in the process missing the opportunity to explore alternative delivery options. Opportunities for an objective challenge of the way the Mound could be procured and the risks associated with the recommended option, were therefore extremely limited given the timetable associated with the Marble Arch Mound project.
29. There are several failings within the Marble Arch Mound project which are found to be strongly linked with one another. Many of the checks and balances which the Council has in place were circumvented in an attempt to deliver the Marble Arch Mound project at high speed and in order to obscure the actual costs.

Recommendations

30. Progress against these recommendations and related actions will be reviewed by the Council's Cabinet and the Executive Leadership Team and reported back to the relevant Scrutiny Committee within four months of the date of this report.
31. Westminster City Council's capital programme is significant, with a gross budget for the general fund of £2.86 billion over 15 years. Within that programme are a wide array of major projects, strategic investments, operational and maintenance projects and a range of smaller scale projects designed to produce revenue savings. In 2021/22 capital budgets for the Council are £493 million.
32. The Council delivers on average 15 construction and public realm schemes of this size in any given year. In the past five years, the Council has an excellent record of delivering to a high standard and within the agreed budget.

Recommendation 1

Enhance the oversight arrangements for high profile projects to minimise the risks identified in this report (i.e., significant project-overspend, circumvention of existing governance processes and lack of robust project management).

33. We propose to strengthen the Corporate Portfolio Management Office with business partners assigned to high-profile, high-risk projects. Business partners would ensure objectivity of reporting back to the Corporate Portfolio Management Office, the Council's Change Board, Executive Directors and the Executive Leadership Team as an independent check and balance.
34. Business partners will also assure project initiation and project plans, including adherence to governance structures.

Recommendation 2

Strengthen the terms of reference to the Capital Review Group and introduce a new commercial project assurance gateway.

35. The terms of reference of the Capital Review Group will be strengthened and where necessary clarified to avoid a project of this nature not being considered by the Capital Review Group in future. Clarification will include the fact that large projects which are temporary in nature and therefore revenue funded should still be considered by the Capital Review Group.
36. A new commercial project assurance gateway to be introduced which will review income assumptions. Cabinet Member Reports with new income streams proposed will in future require evidence of assurance given by appropriately skilled parts of the organisation on commercial assumptions.

Recommendation 3

Explore and recommend options for senior level resourcing (Director and above) to ensure appropriate capacity and capability.

37. The Chief Executive to review the Council's senior level structure (Director and above) to ensure appropriate levels of resourcing, skills and capability and make any appropriate recommendations on changes to the Leader and Cabinet within three months of the date of this report.

Recommendation 4

The Standards Committee prioritise the review of the Member/Officer Protocol. This should be with a view to strengthening the role of officers and members in giving and receiving clear and independent advice.

38. We want to retain the benefits of Members and officers working together to innovate.
39. While there is no evidence that there is a problem in all areas of the Council relating to cabinet member / senior officer relationships and governance, this Review represents a good opportunity to revisit the existing provisions in the member / officer protocol.
40. Annual Code of Conduct training for all elected members to include restatement of the protocol on member / officer relations. The Governance and Councillor Liaison Team, together with the Chief Executive, to provide 'how to work with Members' briefings to all senior officers, in particular new starters.

Recommendation 5

Undertake an audit of the Council's Highways contract management function in order to ensure that the contract management issues identified by the Review are not repeated.

41. Our Highways contracts are independently assessed to ensure value for money. There is no suggestion that there are issues with how the Council's Highways contracts are managed. However, it is prudent for the Council to consider its contract management arrangements in light of the findings of this Review.

Reporting

42. The Review Report (the Report) is in two parts. This is Part 1 and is a summary of the background, findings and recommendations.
43. Part 2 of the Report is confidential and includes more detailed information which could identify individuals and contractors. Part 2 of the Report needs to remain confidential on these grounds.
44. Both Parts 1 and 2 have been or will be shared with Members of the Scrutiny Panel, Leader of the Council and the Leader of the Opposition and key senior officers and legal advisers.

Stuart Love
Chief Executive
City of Westminster

Appendices

Appendix A: Scope of Marble Arch Mound Internal Review (August 2021)

Scope

The Chief Executive has commissioned an internal review into the Marble Arch Mound Project. This will include an end-to-end review of all stages of the project in line with a standard project assurance approach. This will include but not be limited to:

1. Planning and Preparation
2. Governance, Structure and Decision Making
3. Controls, Quality and Culture
4. Risk Management
5. Financial Management and Controls
6. Reporting and Communication
7. Implementation & Deliverables
8. Programme Closure

The review will include:

- An overview of the project, including establishing the facts and developing a chronology of events across all stages of the project. This will include the key decision and review points, including evidence of how they were documented and communicated in line with the Council's governance framework.
- Identify the shortcomings and errors in the project and where further action may be required both for the project and wider Council.
- Make recommendations based on the findings for the project and wider council, including identifying learning and improvement areas for the Council.

Amongst our lines of enquiry, the review will focus on:

- The decision to progress with the project, including the value for money assessment at the project initiation stage
- The quality of the design and specification of the project, including the views, vegetation, and planning for the overall visitor experience
- The Programme and Directorate project controls and oversight
- The financial management and cost control for the project, and the communication and approval of changes as the project progressed
- The appreciation, communication and management of risks associated with this project
- Corporate oversight and monitoring of the project
- Implementation of the project, including the decision to open ahead of the attraction being ready
- Identifying learning and improvement areas for the Council.

The review will establish the facts relating to the project which will include the responsibility and actions of individuals involved in the project and the extent to which they complied with the Council's requirements. This is not a HR process and investigation, however this review may result in further action in line with the HR policies of the Council.

Approach

The review will be undertaken during August and September 2021. This will include a review of relevant documents, including electronic information, and undertaking a series of fact-finding interviews.

The review will have two phases:

- The first phase will be fact finding where the interviews will take place, the evidence will be gathered and reviewed, and the facts and chronology of the project confirmed.
- The second phase will include development of the findings, recommendations, and production of the report.

Internal Review – Project Team

The review will be supported by a review team, including:

- Lead for Phase 1 review – Director of Commercial Partnerships (Procurement)
- Lead for Phase 2 review – Principal Solicitor (Litigation)
- Sponsor – Bi-borough Executive Director Adult Social Care
- Audit – Director of Audit and Risk
- Finance leads – Director of Corporate Finance and Head of Corporate Finance
- Coordination and drafting – Cabinet and Committee Services

Deliverables

The review will conclude in a written report supported by evidence gathered through the review, including notes taken from the fact-finding interviews.

The report will be signed off by the Chief Executive and in turn presented to a Scrutiny Committee in October 2021.

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Business and Children's Policy & Scrutiny Committee

Date:	19 October 2021
Classification:	General Release
Title:	2021/2022 Work Programme
Report of:	Head of Governance and Councillor Liaison
Cabinet Member Portfolios:	Business, Planning and Licensing Young People and Learning
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Artemis Kassi akassi@westminster.gov.uk

1. Executive Summary

- 1.1 This report requests that the Committee discuss topics for the work programme for the remainder of the municipal year.

2. Next meeting date for the 2021/2022 year

- 2.1 The Committee is reminded that the work programme was discussed at its meeting on 7 October. There are currently three scheduled meetings remaining for the municipal year 2021 and 2022. The next scheduled meeting for the 2021/2022 year is 29th November 2021.

Dates for the remainder of the municipal year are 2 February 2022 and 31 March 2022.

3. Marble Arch Mound

- 3.1 The Committee will discuss its work programme again at the meeting on 29 November 2021. In the meantime, the Committee is asked to consider receiving an update report from relevant officers within four months of the Committee's 27 October meeting. This will depend upon any recommendations and actions arising from that October meeting. The Committee may wish to add receiving the update report to its work programme for review again in early 2022.

- 3.2 Consistent with paragraph 30 of the Internal Review Report Part I, the Committee is therefore requested to consider adding this update report as an agenda item to the February meeting which would allow the Committee to monitor progress on any recommendations and related actions.

If you have any queries about this report or wish to inspect any of the background papers, please contact Artemis Kassi:

akassi@westminster.gov.uk

APPENDIX

Appendix 1 – Business and Children’s Policy and Scrutiny Committee Terms of Reference

Appendix 2 – Work Programme schedule

BACKGROUND PAPERS

N/A

BUSINESS AND CHILDREN'S POLICY AND SCRUTINY COMMITTEE

TERMS OF REFERENCE

CONSTITUTION

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

Four co-opted Members with voting rights i.e. one co-opted representative each from the Church of England and Roman Catholic Diocesan Education Boards and two Parent Governor Representatives.

Two co-opted Members without voting rights, i.e. two Headteachers of Westminster maintained schools.

NB: The voting rights of the co-opted only extend to matters relating to Education.

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 Business, Licensing and Planning and the Cabinet Member for Young People and Learning.

(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 and in particular to scrutinise matters relating to the provision of Health Services within Westminster, including the consideration of any reports referred by the local Health Watch.

(d) 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.

(e) To scrutinise any Bi-borough proposals which impact on service areas that fall within the Committee's terms of reference.

(f) Any other matter allocated by the Westminster Scrutiny Commission.

(g) 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.

(h) To oversee any issues relating to Performance 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.

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WORK PROGRAMME 2021/2022
Business and Children's Policy and Scrutiny Committee

ROUND ONE 26th April 2021		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Young people and Learning, Cllr Tim Barnes
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities.	Cabinet Member for Business and Planning, Cllr Matthew Green
Local Safeguarding Children's Partnership Annual Report	To receive the Local Safeguarding Children's Partnership Annual Report for 2019-2020.	Angela Flahive, Head of Safeguarding Review and Quality Assurance

ROUND TWO 19th July 2021		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities.	Cabinet Member for Young people and Learning, Cllr Tim Barnes
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities.	Cabinet Member for Business, Licensing and Planning, Matthew Green
Gambling Policy	To review the proposed revisions to the Councils Gambling Policy and to provide comment on the proposal of Local Area Profiles.	Raj Mistry, Executive Director of Environment and City Management Kerry Simpkin, Head of Licensing, Place and Investment Policy

ROUND THREE 7th October 2021		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Young people and Learning, Cllr Tim Barnes
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Business, Licensing and Planning, Matthew Green
School Inclusion Pilot	To receive an update on the School Inclusion Pilot and comment on strategies through which more schools can be encouraged to become involved in trauma informed approaches	Sarah Newman, Bi-Borough Executive Director of Children's Services Steve Bywater, Supporting Families Strategic Manager Nicky Crouch, Director of Family Service
Health and Safety in Schools	To receive an update on health and safety in schools. This issue was referred to the Committee by the Audit and Performance Committee	Sarah Newman, Bi-Borough Executive Director of Children's Services Ian Heggs, Bi-Borough Director of Education

ROUND FOUR 29th November 2021		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Young people and Learning, Cllr Tim Barnes
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Business, Licensing and Planning, Matthew Green
Oxford Street Regeneration Project	To receive an update on the Oxford Street Regeneration Project.	Debbie Jackson, Executive Director for Growth, Planning and Housing
Update on CYPMH Task Group	Chairman to provide a progress update on the CYPMH Task Group and discuss interim themes and recommendations	Members of the scrutiny task group supported by Scrutiny team

ROUND FIVE 2nd February 2022		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Young people and Learning, Cllr Tim Barnes
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Business, Licensing and Planning, Matthew Green
School Performance	To review the 2021 School Performance Strategy	Sarah Newman, Bi-Borough Executive Director of Children's Services Ian Heggs, Bi-Borough Director of Education

ROUND SIX 31st March 2022		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Young people and Learning, Cllr Tim Barnes
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Business, Licensing and Planning, Matthew Green
AI-Fresco Dining Scheme	To review the future of AI-Fresco dining in Westminster and to review what works best for residents and businesses ahead of summer 2022.	Debbie Jackson, Executive Director for Growth, Planning and Housing Raj Mistry, Executive Director of Environment and City Management

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Business and Children's Policy and Scrutiny Committee

27 October 2021

Agenda Item 6

WESTMINSTER CITY COUNCIL

MARBLE ARCH MOUND INTERNAL REVIEW

Part 2

Document is restricted

The document relating to this agenda item is confidential and exempt under Section 100 (A) (4) and Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), sections 1 and 3. As a result, the public and press will be excluded from the meeting for this item of business because it involves the likely disclosure of exempt information on the grounds shown below and it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

LOCAL GOVERNMENT ACT 1972, Schedule 12A, Part 1
ACCESS TO INFORMATION: EXEMPT INFORMATION

This document is exempt under paragraph 1 (information relating to any individual) and paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information)).

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