



City of Westminster

Title: **Cabinet**

Meeting Date: **Monday 12th December, 2022**

Time: **5.00 pm**

Venue: **Room 18.01, 18th Floor, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**

Adam Hug (Chair)	David Boothroyd
Tim Roca	Paul Dimoldenberg
Nafsika Butler-Thalassis	Liza Begum
Geoff Barraclough	Matt Noble

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

Admission to the public gallery is by ticket, issued from 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.

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



An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Daniella Bonfanti, Cabinet Manager.

**Email: dbonfanti@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 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 Director of Law in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. WELCOME

2. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of the existence and nature of any pecuniary interests or any other significant interest in matters on this agenda.

3. MINUTES

To approve the minutes of the meeting held on Monday, 17th October.

(Pages 5 - 10)

4. SAFEGUARDING ADULTS EXECUTIVE BOARD ANNUAL REPORT

Report of the Safeguarding Adults Executive Board

(Pages 11 - 54)

5. UNIVERSAL FREE LUNCH OFFER FOR PRIMARY PUPILS IN WESTMINSTER

Report of the Bi-Borough Executive Director of Children's Services

(Pages 55 - 70)

6. COST OF LIVING SUPPORT

Report of the Executive Director of Innovation and Change and the Executive Director of Finance and Resources

(Pages 71 - 94)

7. COUNCIL TAX DISCOUNTS (INCLUDING COUNCIL TAX LOCAL REDUCTION SCHEME) AND COUNCIL TAX BASE REPORT

Report of the Executive Director of Finance and Resources

(Pages 95 - 110)

8. FEES AND CHARGES REVIEW	(Pages 111 - 170)
Report of the Executive Director of Finance and Resources	
9. RESPONSIBLE COMMISSIONING & PROCUREMENT STRATEGY	(Pages 171 - 240)
Report of the Executive Director of Finance and Resources	
10. CAPITAL BUDGET RE-PROFILING & BUDGET CHANGES 2022/23	(Pages 241 - 254)
Report of the Executive Director of Finance and Resources	

Stuart Love
Chief Executive
2 December 2022

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CITY OF WESTMINSTER

MINUTES

Cabinet

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Cabinet** held on **Monday 17th October, 2022**, Rooms 18.01-03 18th Floor, 64 Victoria Street, London, SW1E 6QP.

Members Present: Councillors Adam Hug (Chair), Tim Roca, Aicha Less, Nafsika Butler-Thalassis, David Boothroyd, Paul Dimoldenberg, Geoff Barraclough, Liza Begum and Matt Noble

Also Present: Stuart Love, Chief Executive, Parveen Akhtar, Director of Law, Gerald Almeroth, Executive Director for Finance and Resources, Debbie Jackson Executive Director for Growth, Planning and Housing, Pedro Wrobel, Executive Director for Innovation and Change

1 WELCOME

2 DECLARATIONS OF INTEREST

There were no declarations of interest

3 MINUTES

RESOLVED: Councillor Adam Hug, with the consent of the Members present, agreed that the minutes of the meeting held on 11th July 2022 were a true and correct record of the proceedings.

4 TRULY AFFORDABLE HOUSING STRATEGY

Report of the Executive Director for Growth, Planning and Housing, Debbie Jackson and the Executive Director for Finance and Resource, Gerald Almeroth

Councillor Hug invited Steve Hilditch, a member of the Future of Westminster Commission and Chair of the Housing Review to speak on the Commission's note on the Truly Affordable Housing Strategy ("the Strategy") that was published on the website and appended to the Cabinet Report for information.

Steve welcomed the strategy as a first step in helping to deliver truly affordable housing in the city. Cabinet heard from Steve that while there is no one clear solution to the problem, the Housing Review group were also

looking at other ways to support delivery including looking at the role of housing associations and their ability to provide affordable housing.

Steve told Cabinet that while the current backdrop of increased inflation and the wider cost of living crisis will challenge delivery of affordable housing there is still the opportunity to increase supply.

Councillor Hug invited Neale Coleman, Chair of the Commission to speak. Neale noted the hard work of officers that had gone into producing the strategy and the positive outcome it was already having on the supply of affordable housing in the city.

Neale told Cabinet that although the Commission was a time limited endeavour there were still things, they could do to support critical issues like the supply of affordable housing whether that's reviewing the delivery structures within Westminster or the process around procuring development in Westminster.

Councillor Hug then invited Councillor Noble to introduce the Truly Affordable Housing Strategy.

Councillor Matt Noble thanked the Future of Westminster Commission for their work and told Cabinet that the adoption of the Strategy was a positive step to providing more homes, in particular, more homes for social rent.

Councillor Hug asked Debbie Jackson, Executive Director for Growth Planning and Housing for any comments she had on the Strategy.

Cabinet heard that the Strategy establishes principles for the development of houses in Westminster. The Strategy marks a shift in delivery towards houses for social rent moving away from the previous focus on intermediate housing.

Debbie went on to explain to Cabinet that the recommendations are based on evidence of housing need drawn from Westminster's waiting list. This is why there is a particular focus on the provision of properties of 2 bed and larger. Intermediate Housing will focus on one bed properties.

The recommendations set out in the Cabinet report relate to changing the tenure of schemes such as Luton Street, Ashbridge to provide larger council homes for social rent. Overall, there will be an additional 160 council homes provided by changing the tenure as set out in the report.

Cabinet heard that the GLA is an important partner in realising this shift with additional funding coming from them.

Debbie concluded by saying that each investment represents an opportunity to further other priorities and wider outcomes, from greening to support for SMEs, which will benefit Westminster's communities.

Councillor Hug invited comment from Cabinet colleagues.

Councillor David Boothroyd told colleagues that this was a firm declaration of our intention as a Council, not only does it give hundreds of families a long-term stable home in Westminster but it makes economic sense in terms of reducing costs associated with Housing Benefit and Temporary Accommodation.

Councillor Nafsika Butler-Thalassis said she was delighted that Maida Vale, the ward which she represents will benefit from an additional 43 homes for social rent, which are sorely needed in the area.

Councillor Paul Dimoldenberg said this was a practical, common-sense way of supporting Westminster's vulnerable residents and told Cabinet that he supported the adoption of the Strategy fully.

Councillor Hug emphasised that the Strategy does not stand in isolation, there is other complimentary work underway to further support the delivery of truly affordable housing in Westminster, including the partial review of the City Plan which is currently being consulted on.

Councillor Geoff Barraclough added that the City Plan consultation will look, in particular, at affordable housing and how small development sites can be made to provide more social housing.

Councillor Hug concluded by saying that by reviewing the existing the Capital Programme the delivery of social housing has been maximised. Councillor Hug went on to say that there was more to be done to support Westminster's key workers who are critical to the workings of the city.

RESOLVED – CABINET APPROVED THE RECCOMENDATIONS SET OUT IN SECTION 2, PAGE 9.

5 PRIORITIES FOR THE COMMUNITY INFRASTRUCTURE LEVY (CIL) AND UPDATE TO THE CIL SPENDING POLICY STATEMENT AND GOVERNANCE ARRANGEMENTS

Report of the Executive Director for Innovation and Change, Pedro Wrobel

Councillor Hug invited Councillor Barraclough to introduce the report.

Councillor Barraclough told Cabinet colleagues that CIL is an important contribution to funding infrastructure in the city and is designed to compensate the locality for the harm and disruption that new development can often cause.

CIL can fund a range of infrastructure improvements from enabling housing e.g., through the provision of broadband, to supporting green transition projects, active travel and accessible spaces

Councillor Barraclough explained that the recommendations in the report centred around expanding the definition of "infrastructure" to include the management of infrastructure. This is to avoid the scenario where CIL could

be used to fund, for example, a Community Centre but not support the operation of it.

Councillor Barraclough also made clear that it was not the intention to create an on-going liability to fund management costs so CIL applicants would have to demonstrate a clear path to revenue generation longer term.

The report also set out recommendations to streamline decision-making to make it faster and more flexible.

Neighbourhood CIL projects will be decided by the Cabinet Member for Economic Development and Planning, currently Councillor Barraclough. Strategic CIL projects will be decided by Cabinet as part of the wider capital programme.

Councillor Barraclough cautioned Cabinet that CIL was not an endless funding source. CIL contributions are dependent on building in the city. The Council do not receive these contributions until spades are in the ground at a given development site. Given the current pressures on the construction industry it is prudent to assume that CIL contributions may fall and there is also the possibility that Government may bring in a different levy mechanism.

Councillor Hug invited Pedro Wrobel, Executive Director of Innovation and Change to speak to the item. Pedro told Cabinet that in addition to the above the report also provided an updated spending policy statement and refreshed governance arrangements.

Councillor Hug opened the item to Cabinet for any other comments.

Councillor Noble said he agreed with the new approach with large, strategic applications being considered in the round by Cabinet and smaller decisions being taken by the responsible Cabinet Member. Councillor Noble also agreed with the caution expressed by Councillor Barraclough around the potential lack, or decrease, of new developments coming through.

Councillor Hug concluded by saying that the new approach would better support communities in engaging with the Neighbourhood CIL process and is a good first step in becoming more flexible and responsive to the needs of our communities.

RESOLVED – CABINET APPROVED THE RECOMMENDATIONS SET OUT IN SECTION 2, PAGE 28

6 REVENUE AND CAPITAL OUTTURN REPORT 21/22

Report of the Executive Director for Finance and Resources, Gerald Almeroth

Councillor Hug invited Councillor David Boothroyd to introduce the report.

Councillor Boothroyd assured Cabinet that he had interrogated officers as to statement and is confident that it is an accurate statement of accounts

Councillor Hug invited Gerald Almeroth, Executive Director of Finance and Resources to provide any further comment.

Gerald drew Cabinet's attention to income related shortfalls in Environment and City Management and demand pressures in Children's Services. Gerald also explained that the report included statements on the Housing Revenue Account (HRA) and Capital Programme.

RESOLVED – CABINET APPROVED THE RECOMMENDATIONS SET OUT IN SECTION 2, PAGE 60

CHAIRMAN: _____

DATE _____

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City of Westminster

Cabinet

Meeting:	Cabinet
Date:	Monday 12 th December 2022
Classification:	General Release
Title:	Adults Safeguarding Executive Board Annual Report
Wards Affected:	ALL
Key Decision:	No, for noting only
Financial Summary:	N/A
Report Authors:	Louise Butler, Head of Safeguarding and Workforce Development Trish McMahon, SAEB Business Manager Patricia.mcmahon@rbkc.gov.uk

1. Executive Summary

1.1 This is the 2021/22 Annual Report of the Safeguarding Adult Executive Board (SAEB). The multi-agency Board provides leadership of adult safeguarding across the Bi- borough. The purpose of the Board is to ensure that member agencies work together, and independently, to secure the safety of residents who are at most at risk of harm from others, or through self-neglect. The responsibilities of the SAEB are detailed in Schedule 2 of the Care Act 2014¹, and include the requirement to report on how members are progressing the SAEB's strategic priorities. These priorities are informed by the learning from Safeguarding Enquiries (Section 42), and Safeguarding Adults Reviews (Section 44) of deaths and serious harm.

1.2 The report seeks to show how the SAEB and member agencies have addressed these priorities during 2021/22 and provides an overview of the work of the Board and its subgroups. The focus this year has been about learning from how the pandemic has affected our safeguarding work and what we have done about this.

The Annual Report falls into 4 main chapters in which the partnership achievements for 2021-2022 are described.

- 1 **Safeguarding Ambassadors:** A unique group of individuals from prominent service user groups passionate about preventing abuse and neglect. They raise awareness of safeguarding and empower people to be confident in responding to abuse and neglect.
- 2 **Making Safeguarding Personal:** The SAEB ensure that the core principles of Making Safeguarding Personal are threaded throughout our strategy and all our activities and events. We listen and collaborate with service users by experience to ensure the voices of our communities are heard and that adults are being supported and encouraged to make their own decisions on how to keep themselves safe.
- 3 **Communities Keeping themselves Safe:** The SAEB continue to build community resilience and Safeguarding prosperity within our communities. This year we have addressed barriers in raising safeguarding awareness, creating an inclusive and diverse safeguarding culture with 'seldom heard from' community groups.

¹ <http://www.legislation.gov.uk/ukpga/2014/23/schedule/2/enacted>

- 4 **Listening Leading and Learning:** As a partnership we have continued to look at information about local safeguarding activity to inform our priorities. We consider recommendations and lessons learned from both national and local Safeguarding Adult Reviews to understand what needs to change.

Highlights from each of the 4 key areas found in the report include:

- **Page 15: Maria's Report:** The Community Engagement Prevention Agenda: we continue to hear the voice of our Safeguarding Ambassadors who bring safeguarding risks to the attention of the Board, and we support them by responding to the needs of our communities.
- **Page 17: Glenda** shared her story about her journey from Service User to Safeguarding Ambassador and to becoming a voice to influence safeguarding for London. This video is scheduled to be shared at various local and National Events during Safeguarding Awareness week 2022.
- **Page 18: The London Voices Group:** Bi-borough Ambassadors with lived experience of Safeguarding have provided safeguarding leadership and invaluable contributions to safeguarding governance and practice across London.
- **Page 20-21: Commissioning of the Safe at Home Project:** working closely with seldom heard from diverse groups in the communities of the Bi-Borough we have co-produced and delivered Safeguarding Awareness 'Train the Trainer' training to the Black Minority Ethnic Health Forum throughout 2021/22. This programme was the first of its kind both regionally and countrywide to 'hard to reach' language and religious faith groups across the Bi-borough.
- **Pages 25 - 27: Working together across Adults and Children's services to support Afghan evacuees.** Children's and Adults partnership agencies provided additional services alongside assistance for refugees into existing health and social care services across the Bi-Borough.
- **Pages 30 - 31: Launch of the Blue Light Project and Ian's story:** A 7-minute briefing raising awareness of Korsakoff's and a video that tells Ian's story - a homeless man who had someone who really cared about him.
- **Pages 40:** What the data is telling us about our safeguarding outcomes.

- **Page 45:** Our Safeguarding Ambassadors launched a **Cybercrime video** to mark Safeguarding Adults Week 2021, which was both a national and local success.
- **Pages 48 - 49: Focus on self-neglect and hoarding.** This year we reviewed our local hoarding strategies and are holding an event in 2022 to support Practitioners to be vigilant in identifying and responding effectively to self-neglect and hoarding.
- **Pages 54 – 67 Safeguarding Adult Reviews:** This section demonstrates the ways in which professionals and agencies across the Bi-borough have worked together to embed national and local learning, highlighting key learning and extensive work that has taken place across the partnership throughout 2021/2022 in response to reviews.
- **Pages 68 – 69: Our Strategic Plan 2022-2025** sets out how the Board will work towards achieving its ambitions for safeguarding adults in the Bi-Borough and has four key priorities to ensure that, wherever possible, safeguarding responsibilities are delivered in a way that creates safeguarding prosperity within our communities and continues to have ‘Making Safeguarding Personal’ (MSP) at the heart of everything we do.

2. Recommendations

Cabinet is requested to consider the Annual Report 2021/22 of the Safeguarding Adults Executive Board (SAEB), with particular regard to the arrangements that have been put in place to meet the requirements of the Care Act 2014, from 1st April 2015. It is recommended that the report is noted and strategy and the priorities informing its current work endorsed.

3. Background, including Policy Context

The SAEB has operates under Schedule 2 of the Care Act 2014, overseeing the statutory duties of conducting Safeguarding Adult Enquiries (Section 42) and Safeguarding Adults Reviews (Section 44).

The report seeks to show how member agencies of the SAEB provide assurance to the SAEB for the ways in which its three strategic priorities (Making Safeguarding Personal; Communities Keeping themselves Safe; and Leading, listening and Learning) are being promoted within their organisation.

The report also seeks to demonstrate how the learning from safeguarding enquiries and reviews conducted during the year lead, to changes that benefit the safety, health, and wellbeing of local residents, in both boroughs. This is particularly where the learning shows there is room for agencies to work more effectively together to prevent abuse or neglect.

4. Financial Summary:

Annual contributions from SAEB members to support the function of the board include:

- Mayor's Office for Policing and Crime **£10,000.00** (£5,000.00 per borough)
- CCG Collaborative **£40,000.00** (£20,000 per borough)
- London Fire Brigade **£1,000.00** (£500.00 per borough)

6. Legal Implications

The Care Act 2014 says the Board must publish a report of what it has done during the year to achieve its objectives, including findings of the reviews arranged by it under Section 44 of the Act. The Safeguarding Adults Board has 3 core duties.

It must:

- Develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute.
- Publish an Annual Report detailing how effective their work has been.
- Commission Safeguarding Adult Reviews (SAR's) for any cases which meet the criteria for these.

The learning from Safeguarding Adults Reviews and Safeguarding enquiries this year has demonstrated how much can be achieved by working together to tackle issues that may make communities unhealthy or unsafe, and from learning lessons and making changes where these are indicated. The SAEB actively promotes a learning culture and members are transparent, engaged, and accountable to one another, leading to better outcomes for people in need of care and support.

7. Staffing Implications

None

8. Consultation

The report reflects the Board's commitment to partnership working and encompasses reflections and comment from a wide range of stakeholders and service users.

If you have any queries about this Report, please contact:

Patricia.mcmahon@rbkc.gov.uk

Tel: 07814 173 151

Safeguarding Adults Executive Board

ANNUAL REPORT

Communities keeping
themselves safe



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA



Safeguarding Adults
Executive Board

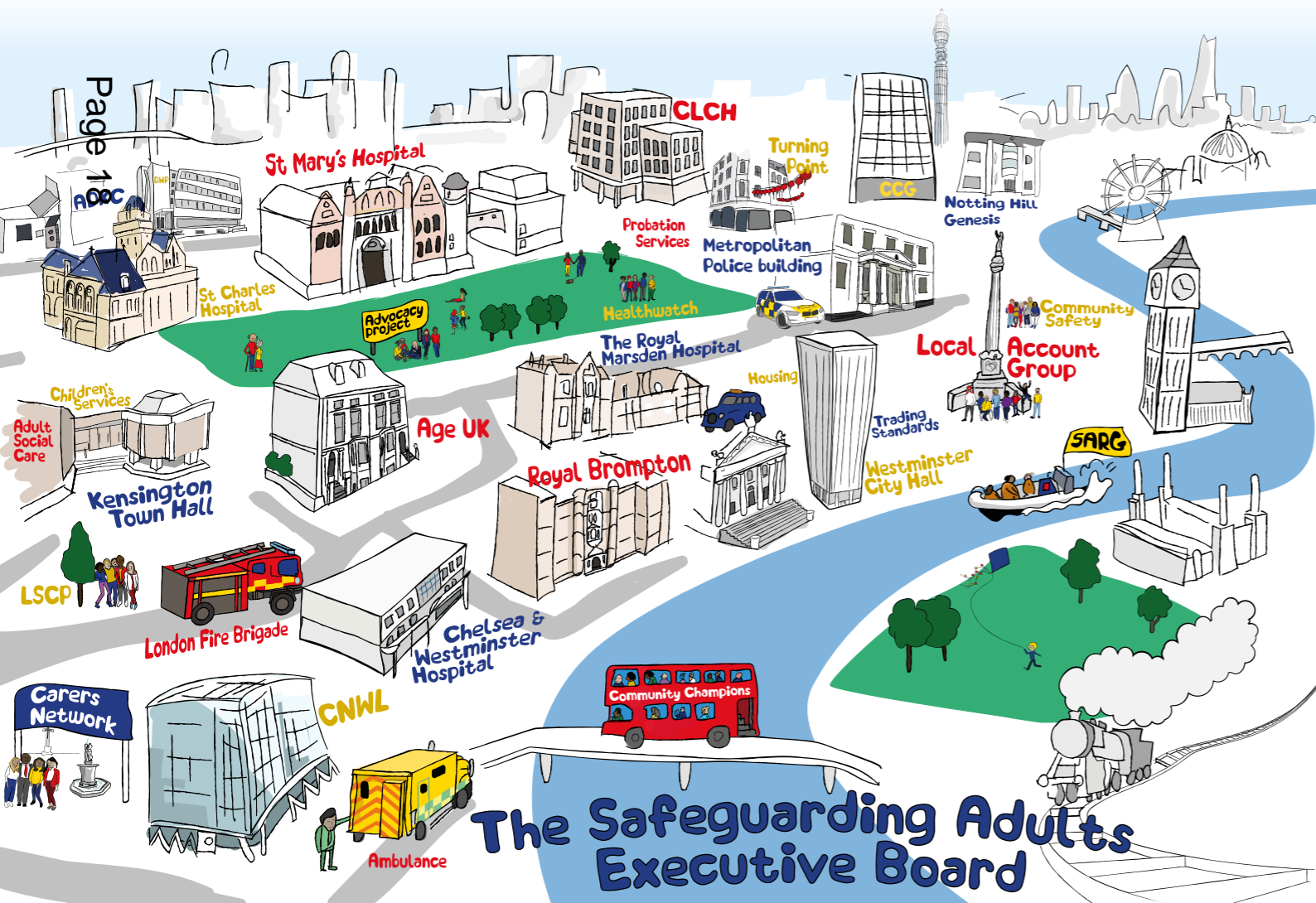
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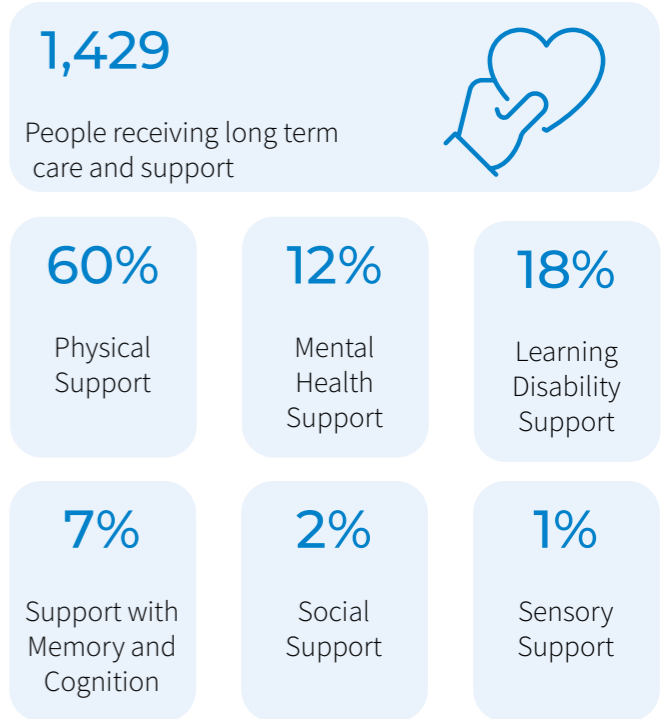
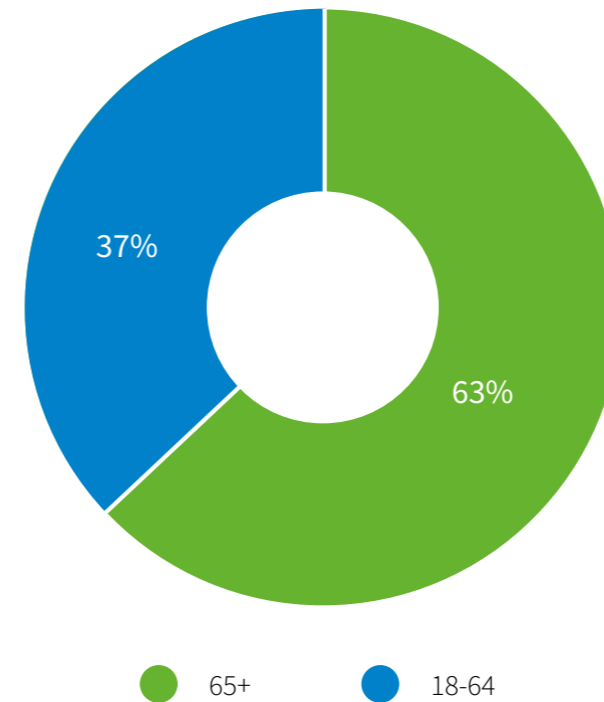
City of Westminster

The context of our two boroughs is important as it provides information about the community our service users live in

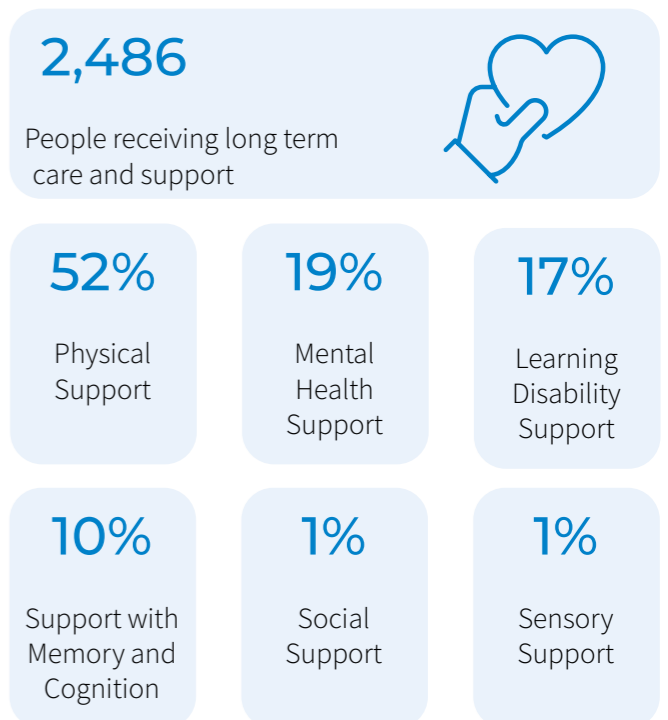
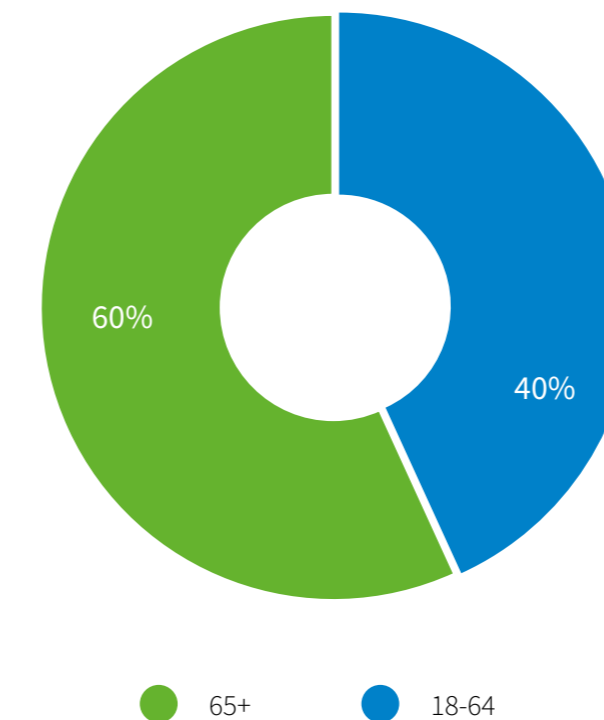
Every local area is unique from the north of the boroughs to the south. They have their own cultures and challenges. This data helps us to understand the landscape in which we work with communities and our safeguarding ambassadors to manage risk and collaborate in keeping people safe.



Royal Borough of Kensington and Chelsea – Adult Social Care insight data 2021-22



Westminster City Council – Adult Social Care insight data 2021-2022



Foreword

1. Aileen Buckton, Independent Chair
2. Who is the Safeguarding Executive Board responsible to?

Introduction to Annual Report

3. Who is the Annual Safeguarding Executive Board report for?
4. What is Safeguarding?
5. Executive Summary
6. What the SAEB worked on 2021-22



Making Safeguarding Personal

17. What the data is telling us about our outcomes
18. Focus on the work of the Board on Financial abuse
19. Financial abuse and the Elderly – Age UK
20. Case study and learning briefing from Client Affairs
21. Focus on self neglect and hoarding
22. Carers Network ‘Making Safeguarding Personal’



Leading, listening and learning

23. Key achievements
24. SAR referrals in 2021-2022
25. 7 mins briefing on telecare and fire safety
26. “Annie” and reasonable adjustments
27. Learning disabilities Annual health checks, Safe and wellbeing reviews & LeDeR
28. Joan’s legacy
29. The Safeguarding executive 3-year plan



Safeguarding Ambassadors

7. Maria’s report for the year
8. Ambassador profile on Fay and Glenda
9. London Voices



Communities keeping themselves safe

10. Staying Safe project
11. Working together across Adults and Children’s services to support
12. Afghan evacuees
13. National Safeguarding awareness week and other events
14. Resources promoted to keep communities informed
15. Community engagement sessions
16. Health Watch report on ‘mystery shopping’ exercise

True or false?

The SAEB membership consists of the statutory agencies, namely the Local Authority, Police and the NHS...

False!

The SAEB membership which brings together a range of skills from agencies who are experienced in working with vulnerable adults. This includes core membership from the Local Authority, Police and Health but also community and voluntary sector services. The SAEB has a vibrant representation from service users to ensure that the voice of adults and carers who use safeguarding services are represented.

Foreword



I have great pleasure in presenting the annual report for the Bi-Borough Safeguarding Adults Executive Board (SAEB), covering the period from March 2021 to April 2022.

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The SAEB brings together statutory and voluntary organisations from across both boroughs, elected members and local residents who work together to support local communities to keep themselves safe, and to safeguard adults who are experiencing or at risk of abuse and neglect. This annual report outlines the objectives that the board set for the year 21/22 and highlights some of the key achievements.

In the foreword to last year's report, I wrote about both the safeguarding challenges and opportunities created by the Covid-19 pandemic. This report for 2021 – 22 reflects the ongoing commitment and hard work of our Board members to evaluate the impact of Covid-19 on safeguarding activity and identify new concerns and challenges which they responded to.

I would like to pay tribute to the innovative and collaborative ways in which the Bi-borough services worked through the stresses and demands of the pandemic whilst still keeping safeguarding at the forefront. This set a legacy of ensuring that our services find new ways of working together to adapt and respond to new challenges.

A real challenge for any Safeguarding Adults Board is to make safeguarding services accessible to all and this was particularly challenging during the period

of the pandemic. This is not just about overcoming language, ethnicity and disability barriers but understanding differences in cultural perceptions of abuse and neglect and the role of statutory agencies in safeguarding people. The Bi-Borough benefits from being an area which is culturally and ethnically diverse, but the board has to ensure that we listen to all resident communities. The Board has been delighted to have supported the Staying Safe Project. The project worked with many of our community organisations whose voices are seldom heard with the aim of breaking down barriers that can make it difficult for communities to reach out for help. The messages from these community groups are clear – we must listen to their experience of safeguarding and ensure this informs local services.

I would also like to highlight the fantastic work of our Safeguarding Ambassadors and the Local Account Group who, despite the pandemic, played a key role in linking the Board to local residents to highlighting what the safeguarding issues are for them and empowering people to take action to raise concerns when needed.

We have continued to prioritise our own partnership learning and the need to make practice changes when either nationally or locally we hear of those who faced abuse or harm. The reviews of their very tragic circumstances must inform and shape how we

improve our work, and we must remain open to the challenge they bring. It is perhaps the best legacy that we can provide for these residents and their families. The report outlines our actions from Kate and Annie's reviews as documented in last year's report. We have also completed a Safeguarding Adult Review, SAR, for Joan, which will be published in 2022. We are grateful to Joan's family for their contributions and honest insights into this review and that they have been willing to support the learning that we will provide.

This annual report contains many examples of excellent partnership working and I would like to thank Board members for their continued support and engagement, which crucially makes a real difference to those who rely on our shared safeguarding system. My thanks too to both councils for their continued role in supporting the board's work.

Looking back and reflecting on a year's work has of course helped shaped our thinking and practice for this current year 22/23. There are many changes taking place across all of our partner organisations, but our priority remains to keep safeguarding as a central and key focus for us all.

AILEEN BUCKTON
Chair Bi-Borough Safeguarding
Adults Executive Board

Did you know?

Schedule 2.2 of The Care Act states 'Members of Safeguarding Adult Boards are expected to support the board in its work but no formula has been established for the total budget a SAB might need, nor the contributions to be expected from each member.'

Financial Contributions and thanks goes to

- the North West London Collaboration of Integrated Care Board (NWL ICB) contribution of £20,500 per borough, per year
- the Mayor's Office for Policing and Crime who provide an annual contribution of £5,000 to each borough for the local safeguarding adult board
- also, for the sixth year running, The London Fire Brigade has contributed £500 per borough

The money is a welcome contribution to the costs of commissioning Statutory Safeguarding Adult Reviews as well as on-going costs of raising awareness of Adult Safeguarding in our communities through events and promotional materials.

Introduction

What is Safeguarding?

It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adults wellbeing is promoted. Safeguarding practice recognises that people have unique interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.

What is the Safeguarding Executive Board responsible for?

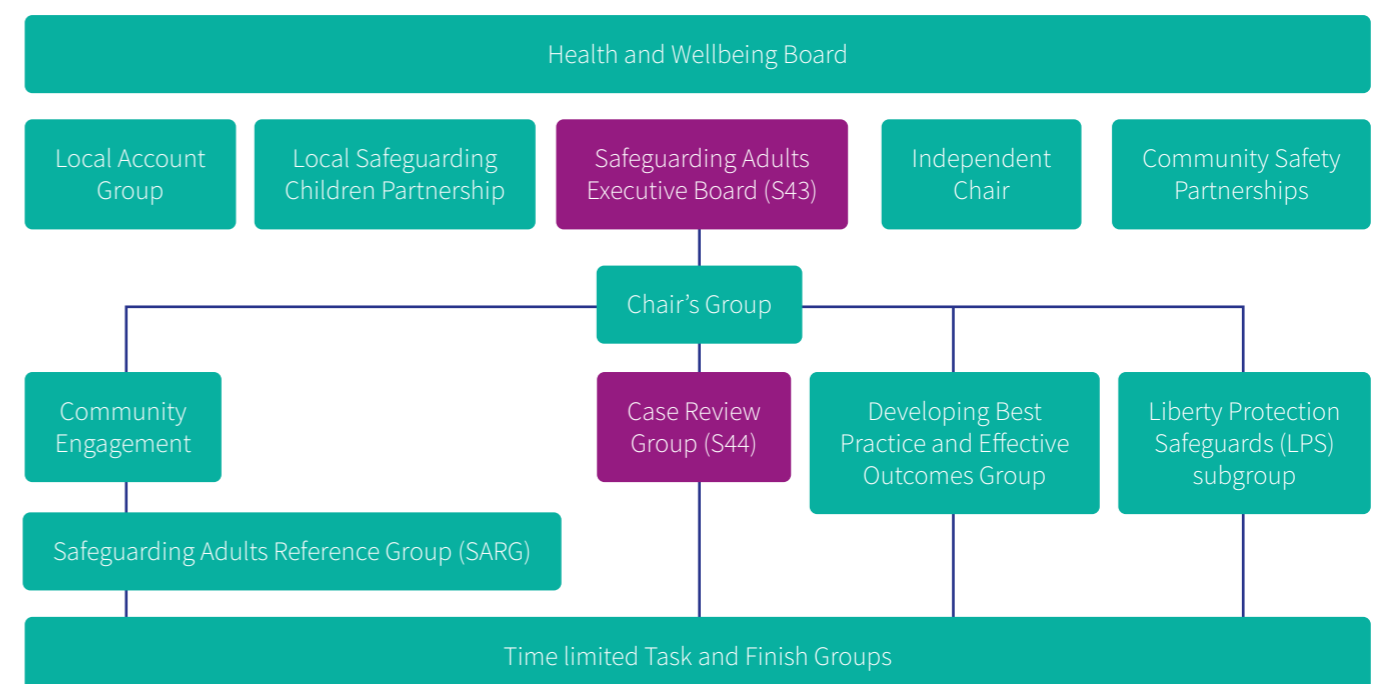
This Safeguarding Executive Board is responsible for overseeing and leading on the protection and promotion of an adult's right to live an independent life, in safety, free from abuse and neglect across Kensington and Chelsea and Westminster.

What it means to abuse someone

Abuse means treating someone with violence, disrespect, cruelty, harm or force.

The Bi-Borough Safeguarding Adults Executive Board is a partnership of organisations working together to prevent abuse and neglect, and when someone experiences abuse or neglect, responds in a way that supports their choices and promotes their well-being. The Board Structure and its workstreams for 2021-2022 is in the diagram below and demonstrates the effective links we have with other boards, partnerships and the Local Account Group.

Safeguarding Adults Executive Board and workstreams 2022/23



True or false?

The SAEB and all of its subgroups held a total of 33 meetings over 2021 – 22.

True!

The board meets four times a year and is supported by a range of subgroups which carry out the work ensuring that the priorities set out in our Strategic Plan are delivered. Each subgroup has a work plan which details the areas of focus for the financial year and is regularly updated with specific actions and timescales. These subgroups ensure that the work of the Board really makes a difference to local safeguarding practice, and to the outcomes of adults and their carers.

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Our Board Vision is based on the rights of people to live a life free from harm where communities

- have a culture that does not tolerate abuse
- work together to prevent abuse
- know what to do if when abuse happens

Our Values and behaviours

The Board believes that adult safeguarding takes **COURAGE** to acknowledge that abuse or neglect is occurring and to overcome our natural reluctance to face the consequences for all concerned by shining a light on it.

The Board promotes **COMPASSION** in our dealings with people who have experienced abuse and neglect, and in our dealings with one another, especially when we make mistakes. The Board promotes a culture of learning rather than blame.

At the same time, as members of the Board, we are clear that we are **ACCOUNTABLE** to each other, and to the people we serve in the two boroughs.

The Boards main objective is to ensure that local safeguarding arrangements and partner organisations act to help and protect people aged 18 and over in the area who:

- have needs for care and support; and
- are experiencing, or at risk of, abuse or neglect; and
- as a result of their care and support needs are unable to protect themselves from either the risk of or experience of abuse or neglect regardless of if the council are funding care or not.

Who is the Safeguarding Executive Board Annual Report 2021-2022 for?

Annual Report is for the people who live and work in the Royal Borough of Kensington and Chelsea and Westminster. The report describes what we have done to help prevent safeguarding in our communities, why we have done it and what the results were. It also describes how we spend our budget and what difference we have made to adults at risk.

Executive Summary

The SAEB focus this year has been about learning from how the pandemic has effected our safeguarding work and what we have done about this. The Annual Report falls into 4 main chapters in which the partnership achievements for 2021-2022 are described.

Safeguarding Ambassadors



- passionate about preventing abuse and neglect
- leaders in promoting and sharing safeguarding knowledge
- convey safeguarding risks and bring real-life stories and concerns to the attention of the Board
- co-produce all community events, activities and products

Making Safeguarding Personal



- using data better to help inform partnership responses to safeguarding referrals
- understanding which abuse types are the most prevalent and doing something about it
- knowing our residents and who is at most risk
- placing partnership responses at the heart of the problem

Communities keeping themselves safe



- culturally competent safeguarding
- raising awareness of safeguarding
- close working with the voluntary sector
- listening and collaborating with service users

Leading, Listening and Learning



- a partnership which is open to new ideas and a willingness to learn from mistakes
- a partnership which wants to get better at preventing abuse and neglect
- a partnership which is transparent and accountable to each other and to its residents
- a partnership that listens and hears what it is being told by families

What the SAEB worked on in 2021-2022

Safeguarding Ambassadors

Safeguarding Ambassadors are the Boards Super Heroes. They are a unique group of individual's from prominent service user groups passionate about preventing abuse and neglect. They lead, promote and share their safeguarding knowledge by listening to and supporting residents. This diverse group are often the first point-of-contact when residents want to seek safeguarding advice and they play a lead role in bringing safeguarding risks to the attention of the Board.



Communities keeping themselves safe

- culturally competent safeguarding
- raising awareness of safeguarding
- close working with the voluntary sector
- listening and collaborating with service users



Diversity and Inclusion: Staying Safe – In partnership with the Advocacy Project and the Black, Minority, Ethnic Health Forum

Safeguarding Awareness Programme successfully rolled out across the communities of the Bi-Borough, to include translation services and co-designed events for 'hard to reach' communities who now feel more confident and better supported in raising safeguarding concerns. This has both Increased engagement and greater awareness of barriers and accessibility issues that hard to reach communities have in raising safeguarding concerns.

National Safeguarding Awareness Week (NSAW) 'Creating Safer Cultures'

Our Safeguarding Ambassadors launched a Cybercrime video to mark Safeguarding Awareness Week, which had 76 public views during launch week. They also led on a session to co-produce our Community Engagement Prevention Agenda to be rolled out during 2022/2023 across all **Community Engagement member organisations**.

Safeguarding Activities were scheduled throughout the week which included a suite of online resources to help develop community awareness, keep residents safe and informed on the work of the board in the communities of the Bi-Borough.

Making Safeguarding Personal

- using data better to help inform partnership responses to safeguarding referrals
- understanding which abuse types are the most prevalent and doing something about it
- knowing our residents and who is at most risk
- placing partnership responses at the heart of the solution



Strategic Hoarding Operational Group

- operational management of hoarding
- multiagency data review completed to better understand the current position and influence the decisions of the group
- prevention and early intervention processes embedded across housing sector
- raising awareness and prevention. Practitioner event in planning for November 2022

Increased service users involvement in SAEB activity: The Community Engagement Group and Safeguarding Ambassadors are working with Community Safety teams to champion the work already being completed on cuckooing and with the **Hate Crime Partnership;** work continues to promote partnership working across the Bi-Borough with local resident groups, voluntary organisations, and the police.

Transitional Safeguarding: We have continued to work together with childrens services to influence better understanding of safeguarding for 16-25 year olds.

London Safeguarding Voices Group: Safeguarding Ambassadors with lived experience of Safeguarding and have joined the new regional group. They have led discussions at regional conferences and supported the group by sharing and demonstrating their advance knowledge of co-production and Making Safeguarding Personal.

Leading, Listening and Learning

- a partnership which is open to new ideas and a willingness to learn from mistakes
- a partnership which wants to get better at preventing abuse and neglect
- a partnership which is transparent and accountable to each other and to its residents
- a partnership that listens and hears what it is being told by families



In response to a report on the conclusion of the Norfolk Safeguarding Adult Review of Carston Hospital the SAEB set up a task and finish group to review the national recommendations and learning. This included implementation and review of Annual Health checks: embedding local improvements in pathways for service users with a learning disability.

Learning from Safeguarding Adult Reviews (SARs) The partnership completed 2 SARs and subsequent action plans for local service improvements. 1 thematic SAR has been commissioned on fatal fire.

Organisational memory: This has remained a key priority for the SAEB throughout 21/22. We have continued to disseminate learning from national and local SARs relevant to our partnership and community groups. Local action plans reviewed and implemented in response to all 7-minute briefings.

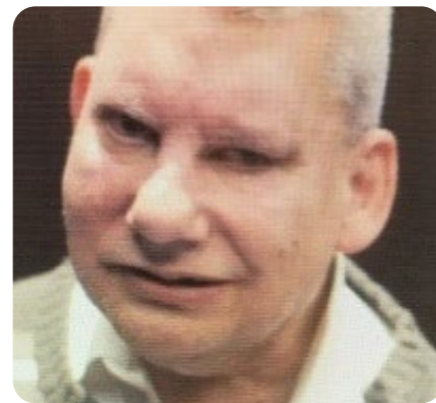
LSCP and SAEB Joint meeting to review support to Afghan Families: Joint Action Plan across Children's and Adults in place to bolster support to all refugees and families. The plan includes partnership agencies providing additional services alongside assistance for refugees into existing health and social care services across the Bi-Borough.

Liberty Protection Safeguards: The LPS subgroup are overseeing the awareness, promotion and application of the new LPS standards across the Bi-Borough. Providing assurance to the Safeguarding Adults Board that partners are ensuring and promoting LPS awareness, and appropriate application in practice through workforce planning and training.

Safeguarding Ambassadors

Safeguarding Ambassadors are the Board's super heroes! We are grateful for their expertise in understanding what makes their communities safe and we support them as they grow from strength to strength in playing a lead role across all our areas of work. They are the key link between our service users and the Board. They inform the Board what is worrying them and tell the Board what they want to do about it.

The first section of the Annual Report offers a profile of the work of our Safeguarding Ambassadors. What they have been doing throughout the year with communities and the fantastic recognition they had this year by representing the SAEB as part of the London Voices work sponsored by Adult Directors of Adult Social Care.



Maria Stoeva – Chair of the Safeguarding Adults Reference Group



Hello everyone, my name is Maria Stoeva, and I am the Chair of the Safeguarding Adults Reference Group. Our work is to raise awareness of safeguarding and empower our communities to be confident in responding to abuse and neglect.

Areas we identified and solutions implemented:

1 Local shops overcharging people by providing food on 'tick'

Bethan Featherby from Trading Standards hosted an informative session about pricing practices and how we can report these matters. The group have co-produced a 'Pricing Practices Guidance' which we have shared with our communities.

2 Loan Shark training

A very insightful session was delivered by the Illegal Money Lending Team to our group so that we can keep our communities informed and can support each other to stay safe from loan sharks. This risk has become very real due to the economic crisis and we will continue to promote awareness and work to create local campaigns and initiatives and host webinars to warn residents about the dangers of loan sharks.

3 Hate Crime

We have been working with the Community Safety Partnership who have delivered hate crime training to our Group. We have raised awareness to all members of our Community Engagement Group which includes volunteers from 18 member organisations. We are very passionate about Hate Crime, as many of our group members have lived experience of this type of abuse. We co-produced the 7-minute briefing so that we can further raise awareness of this important topic.

Please contact us to join our mailing list and to receive invitations to future events and important updates on the work that we do at makingsafeguardingpersonal@rbkc.gov.uk

Best wishes

MARIA STOEVA

7 Minute Briefing: Hate Crime

1 Hate Crime incidents

Hate Crime incidents hurt and can be very frightening for the person subjected to them. They directly strike at who a person is, their community and their way of life and can be committed against a person or a property. People have often suffered abuse and hostility all their lives, just because of who they are. Incidents and crimes that are targeted at a person because of hostility or prejudice towards their disability, race/ethnicity, religion/belief, sexual orientation or transgender identity are classified as hate incidents or crimes. This briefing is here to remind you of our responsibility to the victims of hate incidents/crimes so that we can make people safe and help them feel safe. Hate incidents and crimes are being committed every day across all force areas and yet research tells us that over 60% are never reported to the Police.

2 What is a Hate Crime?

Any criminal offence, which is perceived by the victim or any other person, as being aggravated or motivated by prejudice or hostility.

Hate Crime is defined as; Any hate incident, which constitutes a criminal offence, perceived by the victim or any other person, as being aggravated or motivated by prejudice or hostility. In both cases this can be before, at the time or after the event.

3 Our duty

It is essential that we all understand that whilst the nature of the hate incident may not grade high on the criminal framework of offences, victims of hate incidents or crimes have often experienced this hostility and behaviours for long periods and contacting the police is a significant step for them due to fears of recrimination and them not being taken seriously.

Hate Incidents and Crimes if not dealt with appropriately have the potential to rapidly escalate for both for the victim and the community and could cause severe damage to public confidence.

4 Public Trust and confidence

Growing public trust and confidence in reporting hate crime is important. By raising awareness we hope that this will lead to better community engagement with the police and community safety partners.

5 Did you Know?

There were over 25,800 reported Hate Crimes in London last year.

6 Ways to report

Positive action to make the behaviour stop and provide victim are and support are vital. There are various ways to report hate crimes and incidents. In an emergency always call 999. For all other reports please call 101.

7 REPORT IT

Take all reports of hate incidents and crimes seriously. The victim impact will be significant even though the incident may appear minor. It doesn't only have to be the victim that reports Hate Crimes/ Incidents. If YOU witness it YOU can report it too. DON'T – assume it is someone else's problem. We ALL have a responsibility to fight Hate Crime.

Fay Sandler, Safeguarding Ambassador, Local Account Group Member



Fay Sandler talks about her volunteer roles and her passion for helping others.

I've always had a passion for helping others and I love the idea of being considered a dependable person. I enjoy when others come to me to talk about the hardship they are experiencing and being able to provide them with feedback or helpful advice.

To do this I learned that you need to have the characteristics of a people person. You must be patient, outgoing and friendly. I allow myself to be comfortable when speaking with our communities. The Local Account Group and Safeguarding Adults Reference group all have a passion for helping others. We all really inspire each other to give others the help, support and guidance when facing difficulties. We represent to the best

of our ability, not only our personal perspective, but incorporating the views regarding issues and provision of services that impact upon our diverse communities and we continue to convey our important message that 'Safeguarding is everybody's business'

Glenda Joseph, Safeguarding Ambassador

This year Glenda shared her story about her journey from Service User to Safeguarding Ambassador and to becoming a voice to influence safeguarding for London. Her video is honest, heartfelt and very inspirational – please click below to watch the video.



LONDON SAFEGUARDING VOICES

'Our Voices Together Are Stronger'

The London Safeguarding Adult Board want to ensure people with lived experience of Safeguarding are at the heart of governance and practice across London.

“The London Safeguarding Voices group (LSV) is a pleasure to co-ordinate, due to the LSV members dedication, commitment, and honesty in their ability to share their lived experiences of safeguarding, in a safe environment.”

Hen Wright, London Safeguarding Voices Lead

We are excited about co-planning and co-producing the LSAB Conference in November with LondonADASS. We are planning a safeguarding session for the conference on Fire Safety, with the London Fire Brigade.

Our aim is to have all London Boroughs represented in our group and we would welcome new members with lived experience of safeguarding. Afterall, the success of the LSV group is because of the incredible members. For further information or if you have any questions regarding the LSV please contact Hen Wright (helena@healthwatchkingston.org.uk).



We have two members from the Bi-Borough. Glenda and Michael who are quite simply amazing, and we are very lucky to have them! Their contribution to the group is huge, not only in their ideas, but also in their general kindness and support to all. Their dedication to making safeguarding better clearly shows in their willingness to attend all meetings and actively take part in our LSV projects.

Glenda has been invaluable in participating in the London Borough of Barking and Dagenham Peer Review in May, as an expert by experience. She also presented the work of the LSV at the Chief Social Worker 'Revisiting Safeguarding Guidance' launch event, to 100+ delegates not only in London, but nationally.

Michael is influential on us keeping things simple and easy to understand as 'safeguarding is everyone's business', not just for professionals. Michael suggested the group has Basic Adult Safeguarding training, which was delivered by one of our more experienced members. Both Glenda and Michael starred in our animated film.

Communities keeping themselves safe



This year the SAEB continued to focus on better understanding different and changing patterns of abuse and harm in our communities. The Covid-19 pandemic continued to disrupt our lives, and global events – such as the Afghan evacuee crisis – made us re-think our role in early intervention and prevention of harm.

- culturally competent safeguarding
- raising awareness of safeguarding
- close working with the voluntary sector
- listening and collaborating with service users by experience



MILES LANHAM
Assistant Director,
Housing Management

OCTAVIA



RITU GUHA
User Involvement
Project Manager



The SAEB wanted to build on the work in 2020-2021 in which we collaborated with other council departments and our wider partnership to help in raising awareness in particular of low level mental health and creating a safeguarding culture which is inclusive and diverse.

The Community Engagement Group is a sub-group of the board and is co-chaired by Miles Lanham Assistant Director of Housing Management and Ritu Guha, User Involvement Project Manager at the Advocacy Project.

The SAEB is delighted to have supported this year's community projects which have addressed both the barriers and opportunities in raising safeguarding awareness, by creating an inclusive and diverse safeguarding culture.

The Staying Safe project is an innovative piece of work in which seldom heard communities talk about what keeping safe means to them. The sections also describes work with Afghan evacuees in which a strong focus on what works

to ensure early intervention and prevention of safeguarding is a key component. The section ends with community events and engagement sessions which our Safeguarding Ambassadors requested to ensure they are up to date with key areas of interest.

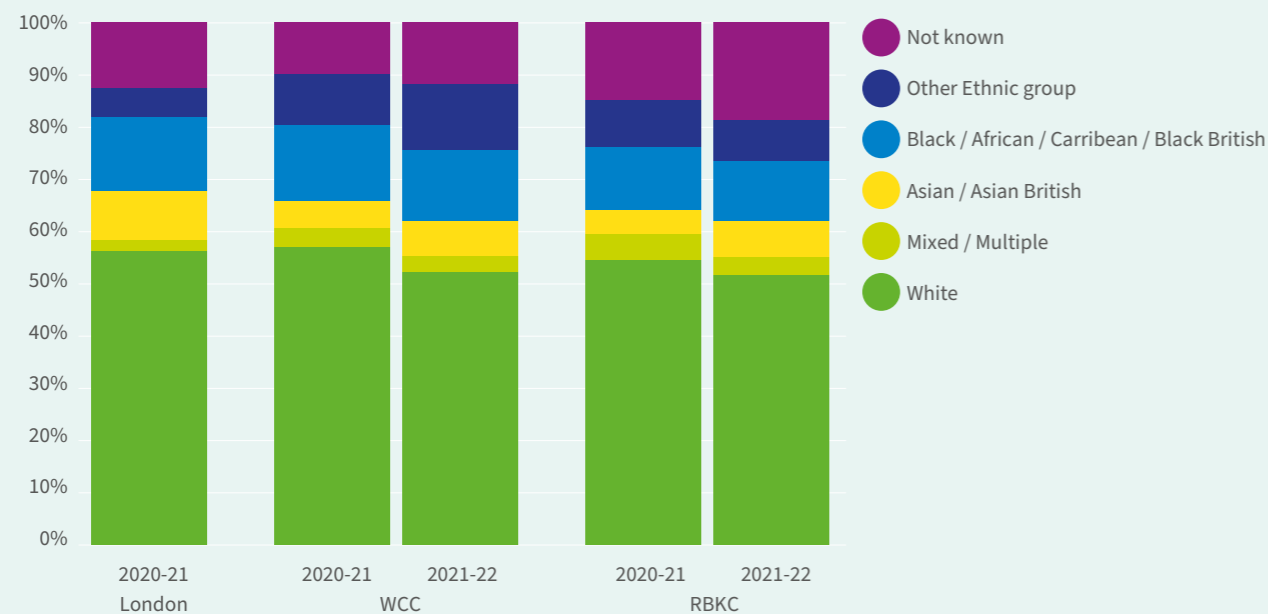
Staying safe project

We commissioned the Advocacy Project to design and deliver a Safeguarding Awareness 'Train the Trainer' Programme to the Black Minority Ethnic Forum Health Forum throughout 2021/22. This programme was the first of its kind both regionally and countrywide, as it will be translated and delivered by bi-lingual leaders of 14 'hard to reach' language and religious faith groups across Kensington and Chelsea and Westminster and will include delivery

of training in Arabic, Sudanese, Moroccan, Kurdish, Bangladeshi, Eritrean, and Somali. Its main objective is twofold: to raise awareness of abuse and neglect and referrals into the council; to understand the barriers to making a referral into the council.

The following table shows the Safeguarding referrals in the year by ethnic origin of adults at risk.

Ethnic origin of individual adults at risk involved in S42 enquiries (S42 enquiries commencing in the year)



“This innovative, exiting project that The Advocacy Project was commissioned by the Safeguarding Adults Executive Board to deliver has meant working closely with seldom heard from diverse groups in the communities of the Bi-Borough to co-produce Safeguarding Training for them, with them!”

RITUSHREE GUHA
User Involvement Project Manager

The make-up of the adults at risk in terms of ethnic origin in Kensington and Chelsea and Westminster is similar to that for last year and for London as a whole. Findings suggest that the Black and Ethnic communities in the Bi-Borough prefer not to make safeguarding referrals.

Culturally competent safeguarding training

The “Staying Safe” project was commissioned by the Safeguarding Adults Executive Board in October 2021 to engage with and deliver safeguarding training to up to 14 community groups in Westminster and Kensington and Chelsea serving some of the most deprived and seldom heard communities. This project has aimed at identifying challenges faced by diverse communities in accessing Safeguarding services and to empower these communities by delivering tailored Safeguarding training. The project was split into two phases engagement and training.

Diverse Community organisations are telling us about the barriers they experience raising a safeguarding concern to the local authority.

“Social services don’t understand the culture and faith of the person of concern in their process of decision-making. They must make decisions within this context.”

“Communities work together and don’t like it when concerns are raised with the authorities. The person who raises the concern gets questioned by their community for doing so.”

QUOTE FROM PARTICIPANT

Engagement phase

Organisations working with diverse communities were approached to participate in the project with support from the BME Health Forum. In the engagement phase, we met the organisations through focus groups and discussion sessions to gather qualitative feedback on Safeguarding practices.

Key findings

- the word 'safeguarding' is not easy to translate in many languages
- lack of knowledge of Safeguarding Adults in comparison to Children
- different cultural perspective on 'safety' and 'abuse'

It's taboo to talk about personal issues in many cultures resulting in hidden abuse.

The feedback informed us of the gaps in knowledge on Safeguarding amongst the communities. This helped us shape the Safeguarding training content. An interactive and culturally competent training was co-produced and delivered to the identified groups.

Number of countries represented



BME Health Forum advised us on the primary groups in the two boroughs:

- Westminster – Arabic-speakers (mainly Sudanese and Moroccan), Kurds and Bangladeshi communities
- Kensington and Chelsea – Moroccan, Eritrean and Somali communities

Case Study

Fear of authority and reluctance to raise concerns

Mariam has mental health issues and lives with her teenage son. Occasionally Mariam goes missing. On one occasion Mariam went missing for more than 5 days. Her son was extremely concerned and called a third sector organisation that works with those from his community, knowing that they were an organisation his mother trusted.

On calling the organisation – Mariam's son was advised to call the police immediately to seek support and assistance in locating Mariam. Mariam's son was worried about police getting involved in his life and about the backlash from the community should they find out he had contacted the police. The manager in the third sector organisation

offered support to the son and explained the need to prioritise his mother's safety.

Mariam's son called the police, and the police took action immediately. Mariam was found and returned home safely.

After the matter was resolved, some members of the community raised concerns as to why the police were informed instead of them. However, the organisation was able to sensitively address the issue with the community by highlighting the significance of getting help at the right time.

Barriers:

- fear of authority
- taboo to discuss personal issues with professionals
- lack of awareness on the support available
- lack of trust

Training Phase

Types of abuse

The different types of abuse most frequently encountered by the organisations we engaged with were:

- financial abuse related in particular to benefits
- racial and religious incidents related to Hate Crime

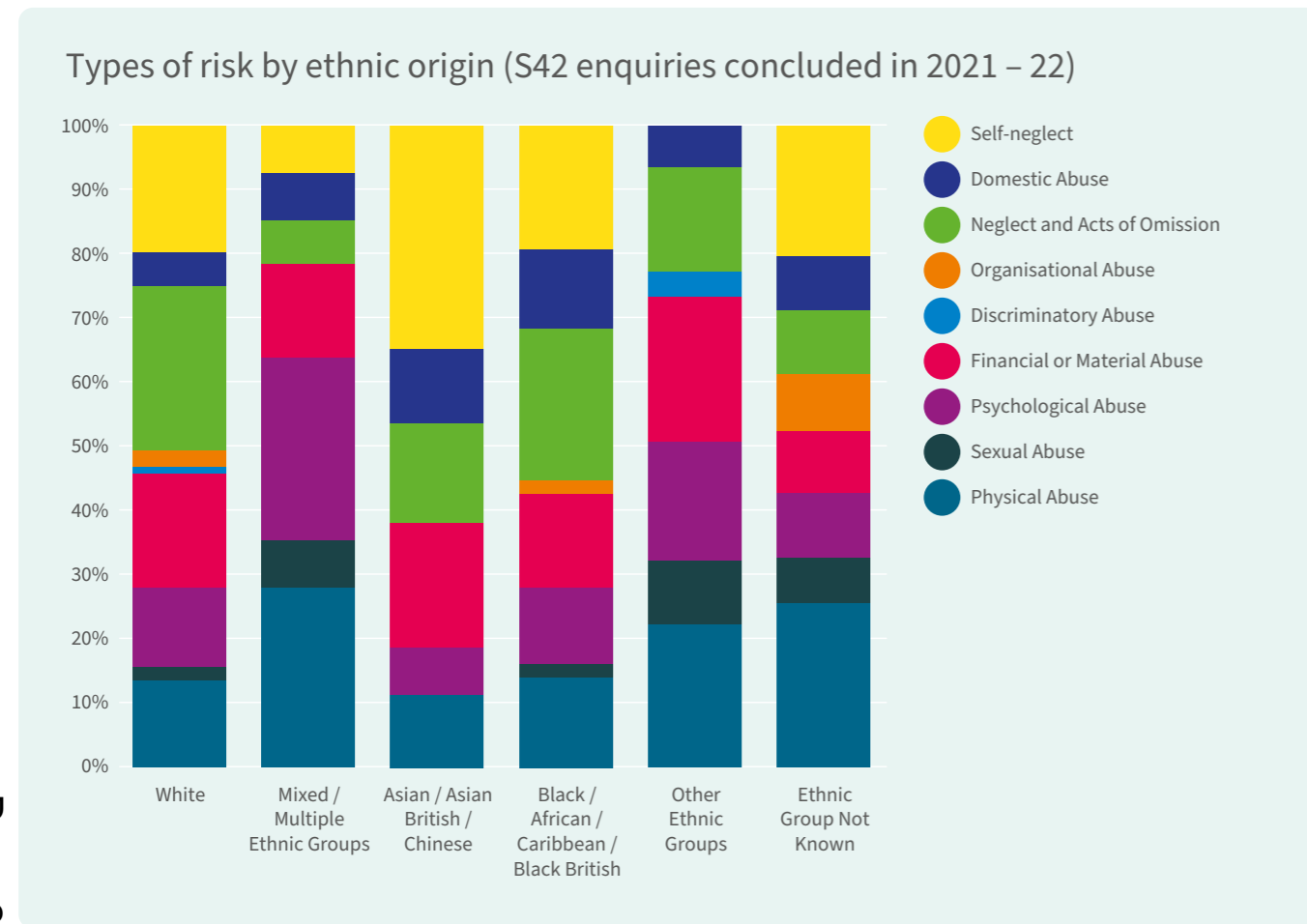
Types of additional issues raised

Mental Health: Many people experience mental health needs (post-traumatic stress disorder, schizophrenia, etc.). Some have had no prior diagnosis before arriving in the UK. Accessing services is very challenging in a new country.

LGBTQ: Talking about sexual orientation is considered a taboo in many cultures we engaged with. One organisation reported getting a high number of LGBTQ referrals as those individuals don't want to seek support directly within their own communities. While these are not primarily safeguarding concerns these are individuals who live in fear and are vulnerable to discrimination and abuse.

Homelessness: Homeless people (without leave to remain) are exploited in various ways on the streets.

Types of Risk by Ethnic Origin – Kensington and Chelsea 2021-2022



Barriers identified by organisations

- fear of authority and how the systems work
- poor experience of using social services in the past
- limited understanding of the legislation and statutory obligations
- lack of awareness of services on how to address cultural issues
- organisations unanimously reported that there wasn't enough information on Safeguarding available in different languages
- access to interpretation services not consistent. Sometimes professionals assume that a family member or a friend can do the interpretations during a meeting. However, that might not always be appropriate
- some residents find it hard to disclose abuse due to fear that others in the community will find out about their personal circumstances
- concerns around breaking trust and overriding consent when passing on the information to Safeguarding teams especially if disclosure has been made in confidence

The SAEB has listened to suggestions from the organisations involved on how to improve services and is committed to:

- regular refresher training for organisations to keep up to date with information and clarify any information
- an accessible website where Safeguarding information is available in a variety of languages if requested and where regular social events and workshops are advertised
- helpline to guide people through the safeguarding process (exploring information on language line)
- training/ workshops for residents to learn about abuse and how to seek help. Training should cover basic information on relevant legislations and can be delivered in various languages

Case Study

Cultural barriers to asking for support

Farha lives with her husband and speaks limited English. Farha's husband regularly abuses her physically and psychologically. Farha feels isolated as she has nobody that she can trust to talk to.

After gathering her courage after an incident at home, Farha calls the council's Housing team. She doesn't get through straight away and is put on a waiting list. Farha continues to live with fear.

After several weeks of waiting she receives a call from the Housing team but as she was with her husband she curtly refused support on the phone. After ending the call Farha panicked

as she had been waiting for this opportunity for months. The third sector organisation she was in contact with stepped in to support her to re-establish contact with the Housing team and she has now been safely re-housed.

Barriers:

- **waiting period**
- **language barrier**
- **lack of cultural understanding,**
- **fear of authority**
- **unsure of how the system works**
- **isolation**



Local Safeguarding Children Partnership



Safeguarding Adults Executive Board

Working Together across Adults and Children's Services to support Afghan Families

In 2022 the LSCP and SAEB held an extraordinary meeting to review support to Afghan Families who had been housed in the Bi-Borough after the Kabul airlift in August and September 2021. A joint Action Plan across Children's and Adults included all partnership agencies providing additional services alongside assistance for refugees into existing health and social care services across the Bi-Borough.

Work started to:

- support new arrivals into accommodation
- pursue education
- integrate into local communities
- provide and review interpretation services
- provide 'Safety Week' workshops
- review mental health and wellbeing approaches, post-natal health checks and support in place for long-term health conditions



Community and Maternity Champions

Our Community and Maternity Champions are resident volunteers on hand to help and support those most at risk.

Community Champions come from the diverse communities they serve, bringing local people and services together to promote health and wellbeing and deliver:

The Maternity champions project in Westminster were asked to work with the Afghan refugees who were staying at a bridging hotel within the borough, there were a lot of pregnant women and families with young babies that needed support. Although most of the families had been registered with GPs and midwives they did not

understand how the healthcare system works in the U.K. We decided to start with what are the most important things they should know and most importantly come up with some activities to foster bonding between parents and babies during this difficult time in their lives.

We arranged various sessions to include a midwife to come and give a talk on what to expect from antenatal appointments and what giving birth at the hospital would involve. We organised antenatal classes to be delivered within the hotel by a midwife that spoke their language.

Another session was delivered by a GP and Public Health Medicine Specialist Registrar who



specialises in vaccinations. During this session it was explained what the current schedule was for routine childhood vaccinations as well as the covid vaccine during the pre and postnatal period. The GP gave advice about accessing GP services and what to expect at appointments for adults and children.

We promoted the use of voluntary mental health services in the community and also explained different domestic abuse services if anyone should need them. Building the relationships with these families was important we had the same volunteers attending every week and the women saw them as people they could trust. Community living well came and gave a talk on perinatal wellbeing, understanding more about mental health during pregnancy and after birth: coping with anxiety and spotting post-natal depression. We asked them to provide a list of support services that worked nationally as the families were just starting to be rehoused/ relocated.

Sometimes we just listened to these families stories of life back home and the

worries for the futures giving by providing them with a safe space to do this.

We made one of the sessions interactive by bringing cooked foods for them and the children to try and was able to show them the correct textures needed for different age groups. This was flagged up by staff working at the hotel as they had seen parents giving inappropriate foods to babies.

For the remainder of the sessions we worked with a partner organisation called creative futures that specialise on using music and arts to support children's learning. They provided us with an early years specialist music practitioner to deliver singing sessions for parents and babies. We had a small team of maternity champions supporting these sessions by modelling the songs and actions and also providing a non-judgemental listening ear for any concerns parents may have. Although some of our champions spoke some of the common languages and we were provided with an interpreter, having one to one private conversations was difficult.

Events

National Safeguarding Adults Week (NSAW) 2021 November 15th – 19th



The theme for the week was Creating Safer Cultures. Promoting safer cultures is about how organisations and individuals can take steps to minimise harm occurring in the first instance, whilst simultaneously ensuring correct policies and procedures are in place so that safeguarding concerns that are raised, are recognised and responded to effectively.

Our Safeguarding Ambassadors led on the design on all activities for this annual highlight in which they launched a **Top Tips on Cybercrime video** to mark Safeguarding Awareness Week.



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In 2021-2022 the Office of National Statistics showed that at least 55% of all crime in England and Wales involves a computer

Events that took place during the week



How to keep yourself mentally healthy

Monday 15 November, 4pm to 5pm

It is important to look after your mental health as during this pandemic it can be easy to fall into bad habits, neglecting already established healthy routines. Staying mentally healthy supports your mind and body, making you better equipped to deal with the difficulties posed by the coronavirus pandemic.

Central and North West London NHS Foundation Trust Chief Psychologist, Dr Ryan Kemp talked live to the communities and staff across the Bi-Borough on how to keep yourself mentally healthy and how to help and support others.



Leading, listening and learning

Tuesday 16 November, 3pm to 5pm

Our communities should feel confident about how to respond to, report and refer safeguarding concerns. It is really important that we as a partnership take the time to listen and learn from what is being shared by our Safeguarding Ambassadors and support them to continue to play a lead role to help others to raise concerns and bring risks to the attention of the safeguarding board.

The stories from this closed session informed our Community Engagement Prevention Agenda.



Introduction to digital safeguarding

Wednesday 17 November

The Ann Craft Trust shared best practice in relation to how to create safer cultures online.

[Read more about digital safeguarding](#)



Community Champions annual conference

Thursday 18 November

Louise Butler, Head of Service for Safeguarding and Workforce Development hosted a workshop at the Community Champions 9th annual conference on how to create safer cultures.

[Find out more about Community Champions and what they do.](#)



Community safety hate crime prevention and awareness training

Friday 19 November, 1pm to 2pm

Lorna Platt, RBKC Community Safety Team hosted this training session which covered What Hate Crime is, how you can report it and support that is available across Kensington, Chelsea and Westminster. Guest Speakers included Victim Support and Action Disability Kensington and Chelsea. As requested by our Safeguarding Ambassadors a hate crime 7-minute briefing was created as a preventative tool to help to raise awareness of this important topic

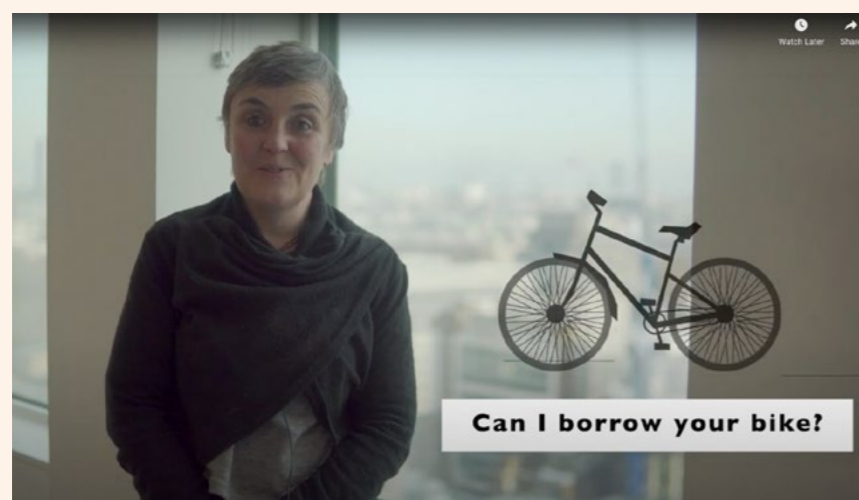


Launch of Blue Light Project (Changing Futures Programme)

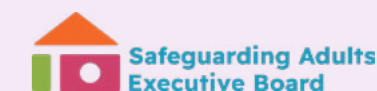
December 2021

Aileen Buckton on behalf of the Safeguarding Adults Executive Board sponsored the launch of the Blue Light Project. The project is Alcohol Change UK's national initiative to develop alternative approaches and care pathways for change resistant drinkers in Westminster. The approach challenges the common belief 'there's nothing you can do if someone doesn't want to change' and it's a 'lifestyle choice'. The Blue Light project is using positive strategies to support this group and its approach is that while someone may not change completely, they can be helped to reduce harm and manage the risk they pose to themselves and others. By making the a Board sponsored project Kensington and Chelsea can also benefit from the learning for its change resistant drinkers.

This short video about Ian's story was shared at the event. This story is not a safeguarding adult review but rather a story about a homeless man who had someone who really cared about him. A supportive friend, who worked tirelessly with professionals to ensure that his capacity issues were recognised and reviewed to ensure he was supported medically and not just discharged back onto the streets.



7 Minute Briefing: Ian's story



1 Who was Ian?

'An intelligent and interesting man with a great sense of humour.' Ian grew up in care in Glasgow. At 9 years old, he was introduced to substances. He came to London at the age of 16 to avoid a prison sentence. Ian lived on the streets heavily addicted to heroin and crack and became chronically addicted to alcohol. He committed crime to finance addictions, mainly shoplifting. Ian regularly ended up in prison and over-dosed many times earning the nickname of 'Lazarus'. Ian was like marmite people either loved him or hated him. Those who got on with Ian would see a kind generous man who fought for the underdog, witnessing an intelligent, interesting man with a great sense of humour, that would share his last bit of tobacco and wouldn't leave a person without a drink.

2 Themes

Ian had numerous hospital admissions throughout his 11 years in London. Themes included **Fluctuating, Capacity, Self-neglect, Mental Health and wellbeing, Homelessness.**

3 Learning point 1: Korsakoff's

The need to raise awareness of Korsakoff's, confabulation and masking. Just because someone is answering questions with logical sentences it is not evidence of an informed choice, especially for those people who have experienced homelessness who have become so adept/skilled at hiding their vulnerabilities.

4 Learning point 2: The Care Act

Individuals like Ian need to be carefully evaluated to determine if their medical history, alcohol use and pattern of memory problems may be consistent with Korsakoff syndrome. The Care Act identifies alcohol (and drug) users as people who fall within its remit (s.92, para 5). Statutory guidance supporting the

Care Act identifies self-neglect as a form of neglect. The guidance states that someone does not need to lack capacity to be regarded as vulnerable.

5 Learning Point 3: The Principles of MCA

- a person has capacity to make a decision unless proved otherwise
- a person must be given all practical help to make a decision
- people have the right to make an unwise or eccentric decision
- anything done on behalf of a person who lacks capacity must be done in their best interest
- a person who is acting on behalf of the person who lacks capacity must consider the least restrictive option

6 Learning Point 4: Professional Curiosity

For many street homeless people with Korsakoff's there is no network, family or friends. Ian had a supportive friend who worked tirelessly with professionals to ensure that his capacity issues were recognised and reviewed to ensure he was supported. A lack of professional curiosity can lead to missed opportunities to identify less obvious indicators of vulnerability, significant harm and assumptions which can lead to wrong interventions for the person.

7 Ian died in September 2021

at the age of 52, while being detained under the mental health act. He died of Cardiac Arrest Electrolyte Disturbance/ Hyperkalemia, with secondary causes End Stage Renal Disease, Suspected Carcinoma Oral Cavity and Korsakoff Syndrome. He died in his sleep in a clean, warm bed, with people around him that he knew in an environment that he called 'safe'. Leaving this world calm and worry-free.

Online suite of resources

Throughout the year we send out safeguarding bulletins which advertise key bits of information to keep our communities informed of the work of the SAEB.



Fire safety training

This free e-learning course produced by the London Fire Brigade is for everyone that provide care and support to others in the community.

Access the training [HERE](#)

Also view our short film [Safeguarding Ambassadors on Fire Safety](#) (risks and general safety tips)



Friends against scams online learning

Anyone can learn about the different types of scams and how to spot and support a victim. With increased knowledge and awareness, people can make scams part of everyday conversation with their family, friends and neighbours. You can turn your knowledge into action and spread the word, protect others and take a stand against scams.

Take the online learning course



How to stay safe online

Download the digital safeguarding resource pack from Ann Craft Trust.

Find out more about cyber bullying.



Using social media safely

Social media is a great way to stay in touch with family, friends and keep up to date on the latest news.

However, it's important to know how to manage the security and privacy settings on your accounts. Find out more about how to use Social Media safely



Thrive

Thrive is a London mental health campaign. The website has great information and resources of outcomes from London engagement sessions:

About – Thrive LDN: Thrive LDN



Suicide prevention

Suicide prevention is one of the strands of Thrive's work:

- Suicide Prevention - Thrive LDN: Thrive LDN
- Core activities Archive - Thrive LDN: Thrive LDN
- Zero Suicide LDN - Thrive LDN: Thrive LDN
- ZSA Resources: Zero Suicide Alliance

Suicide prevention was the theme for World Mental Health Day October 2021. The key message was 'Creating Hope Through Action'. Our Ambassadors were keen that we included in our online resource pack information focussed on suicide prevention and for those affected by suicide.



Digital mental wellbeing

This excellent resource "The good thinking" site provides access to digital mental wellbeing resources free to Londoners [Good Thinking](#).

Watch these videos produced by our Safeguarding Ambassadors to help you stay safe at home. Includes information and advice on mail scams, phone scams and doorstep scams.

- **Safe at Home – Doorstep Scams**
- **Safe at Home – Mail Scams**
- **Safe at Home – Phone Scams**

Jeffrey Lake, Deputy Director, Public Health reports on 'how the Covid Pandemic Exacerbated many of the Risk Factors associated with Suicide'



The Covid pandemic exacerbated many of the risk factors associated with suicide including relationship breakdown and bereavement, social isolation and difficulties with work and money.

Through communication with police and care services we have maintained robust surveillance of possible suicides and analysis of these events to identify any lessons for prevention and any potential for emerging trends.

Encouragingly, national data suggests that suicide rates actually declined during the pandemic and whilst local data is not yet available to confidently assess the local position (which is reported in 3 year rolling averages due to relatively low numbers at local level) we have not seen any evidence to suggest an increase. With cost of living concerns we will maintain particular vigilance.

Local partnership working across the NHS, educational settings, statutory and voluntary sector partners is very strong with regular input from national charities such as Samaritans and MIND as well as local networks. We have also been able to work with partners from other parts of the country recognised as examples of best practice. Every Life Matters, a VCS organisation that led on the creation of suicide safer in Cumbria, have hosted workshops to build local capacity and will be providing a further training offer in the Autumn.

Community Engagement Sessions



This year the Community Engagement group wanted to know more about

- fire risk
- modern slavery
- safeguarding and care homes
- mystery shopping

London Fire Brigade Community Risk Management Events



Engaging with YOU • Protecting YOU • Learning from YOU • Representing YOU

The London Fire Brigade held a series of community events with our Safeguarding Ambassadors and voluntary groups. Focused workshops took place to hear what the communities had to say about their fire safety needs and to create a shared vision.

The findings will inform the LFB regional strategy.

Following the workshops and throughout 2021/22 London Fire Brigade provided across the Bi-Borough:

- 1,171 Home Fire Safety Visits
- 24 Hard of hearing alarms



“We want our proposals for change to be informed by communities, especially those who are seldom heard.”

DARREN TULLEY
Borough Commander of Kensington and Chelsea



Raising Awareness of Modern Slavery

Modern Slavery affects millions of people worldwide and thousands of people are being exploited in the UK. By recognising the indicators of modern slavery and understanding how to respond, you can support some of the most vulnerable people in our community and help prevent this crime from happening.

Across the Bi-Borough in 2022 there have been 228 people trained to recognise and respond to modern slavery. Training was also delivered to our Community Engagement Group who found the information useful to take back to their organisations so they had a better awareness of how to raise a concern.

Did you know?

Westminster, Kensington and Chelsea work together with the charity Stop the Traffik to gather anonymous data about modern slavery occurring across the Bi-Borough. Modern slavery is largely a hidden crime and understanding the true scale of the issue is challenging.

True or false?

Slavery is a thing of the past

False!

No, it is not. Slavery has ancient roots in history, but modern slavery still exists today. The Modern Slavery Act 2015 outlines the umbrella term of modern slavery, covering human trafficking, slavery, servitude and forced or compulsory labour. When someone experiences modern slavery, they are forced into a situation where they may have to work or provide services through the use of threats, coercion, violence or deception. There are many ways people are exploited through modern slavery, for example it may be working in a car wash, being forced to commit crimes for others or providing domestic services in a private home. People who experience modern slavery can be people brought from countries across the world or British nationals.

In 2021 the Bi-Borough released its first modern slavery strategy: 'Ending Modern Slavery; Our Strategy for a Co-ordinated Community Response 2021-2026'. The strategy outlines how all partners and residents can work together to:

- prevent exploitation
- identify victims
- support victims
- bring exploiters to justice

No one agency can end modern slavery alone and every organisation and individual must play their part.

Community Engagement with care and support providers

- residential and nursing care homes
- supported and extra-care housing
- domiciliary home care
- community outreach and mental health support
- day care
- other specialist services, such as employment support

What the SAEB will do :

- have a provider representative at the SAEB
- set up a provider forum which specialises in safeguarding
- review the National Pressure Ulcer protocol and local systems collaboratively with our providers and health colleagues to ensure the service user / patient is at the centre of the communication journey between hospitals and the community

Managers of these services have an important role to play in ensuring that their staff are suitably trained and supported to understand safeguarding policy and procedures and be able to identify and respond effectively where abuse or neglect takes place. A series of community Focus Group meetings to hear views from services on their experiences of safeguarding in the Bi-Borough were attended by 69 managers across a range of service which helped us to get a clear picture of the strengths and challenges faced in these services. It was decided as part of these conversations that a separate series of sessions was needed for service users and their families which will take place in 2022 – 2023.

What our regulated provider services told us:

“We need to have a clearer understanding of what types of safeguarding concerns lead to enquiries and to receive more consistent feedback from the Local Authority when a safeguarding referral is raised.”

“We need greater links with the SAEB to ensure that the voice of the service and its service users are represented.”

Next steps

Better engagement with the Local Authority i.e. forums, meetings, feedback

Strategic input – SAEB representative

Guidance i.e. clear referral/escalation process, handbooks etc.

Training programme for managers – use learning needs

Case Study

Hasana's story

Hasana began a romantic relationship with a man she met online. She accepted his offer of marriage and he arranged for her to come to the UK and live with him. It quickly became clear that he never intended to marry her, and she was forced into domestic servitude. She was physically, verbally and sexually abused by him and his children. After years of abuse, Hasana called the police after the perpetrator threatened to kill her. She was removed from the property and the perpetrator was arrested. Finding herself homeless, Hasana attended The Passage where she was identified as a victim of domestic servitude and referred to the Modern Slavery Team. She was placed in emergency accommodation and assisted to regularize her immigration status. Through the multi-agency

Case Conference (MACC) process in partnership with Westminster City Council, Hasana was referred to the National Referral Mechanism (NRM). As London was a high-risk area for her, the MACC attendees requested emergency accommodation under the Modern Slavery Victim Care Contract (MSVCC) and she was moved to a safehouse the following day. Hasana is now in a safe place with plenty of support. She is assisting the police with their investigation and a non-molestation order has been placed against the perpetrator. She is hoping to start working soon and wants to transfer her qualifications to the UK.

In February 2022 Healthwatch completed a mystery shopping exercise to determine whether, when residents contacted council front door services with general queries, that the responses were both adequate and helpful.





Healthwatch reviewed virtual information and pathways into the local authorities of Kensington, Chelsea and Westminster and identified 15 touchpoints for online mystery shopping across a range of services and departments that included

- adult social care
- safeguarding
- environmental Health
- waste services
- safeguarding Teams

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The project commenced in December 2021 with planning and testing training sessions to ensure that the residents completing the shopping were trained and confident to undertake the calls and send forward enquires virtually. Training consisted of a series of co-produced scenarios and an understanding of barriers to be included.

Key findings

-  Better engagement with the Local Authority i.e. forums, meetings, feedback
-  24 % of Services responded within 48 hours
-  5% of inboxes had a redirection response to an appropriate telephone or mailbox
-  All responses to Safeguarding queries were responded to within 24 hours

The findings were reported to the SAEB in March 2022 and discussion took place that positive responses were demonstrated across all departments and included staff not usually involved in safeguarding.

Making Safeguarding Personal



Having conversations with people about what they want to get out of the safeguarding enquiry continues to be a golden thread throughout the work of the partnership.

This section looks at some of the data the SAEB collects and what we do with it to inform our work. There is a special section on financial abuse which continues to be the highest referral abuse type in both boroughs as well as nationally. But first we discuss outcomes.

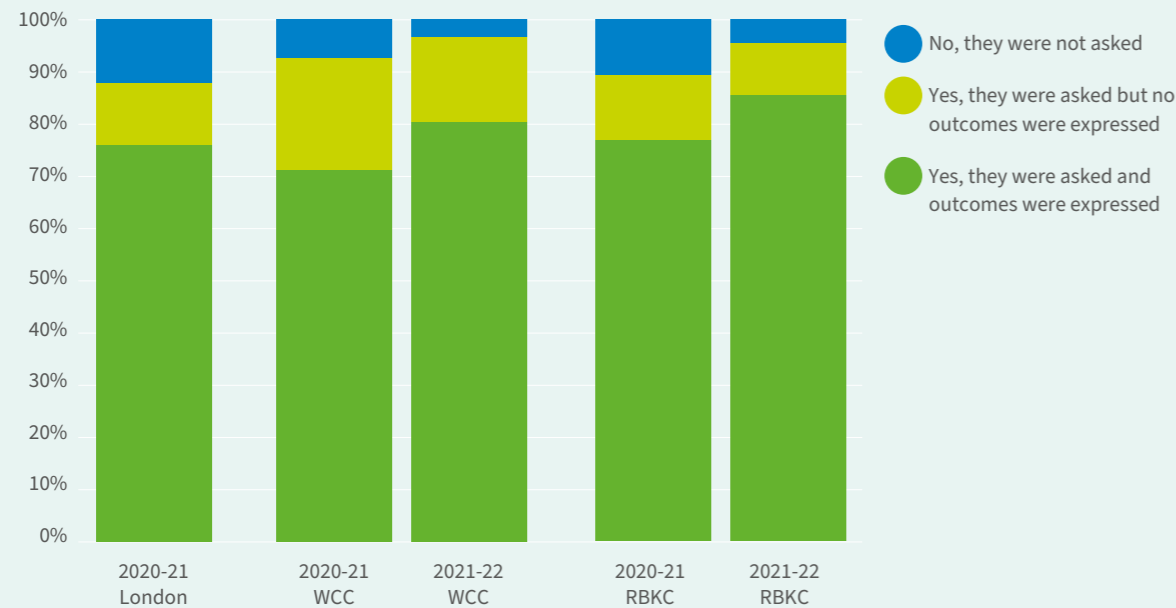
- using data better to inform partnership responses to safeguarding referrals
- understanding which abuse types are the most prevalent and doing something about it
- knowing our residents and who is most at risk
- placing partnership resources at the heart of the problem

Our outcomes

We are delighted that year on year we can demonstrate improvements to our safeguarding outcomes. We can demonstrate that the adult or their representative involved in the safeguarding enquiry have been asked about what their desired outcomes were and, if they were asked, whether these were achieved

In Kensington and Chelsea in 2021-22 the adult at risk or their representative was asked what their desired outcomes were to the safeguarding incident. This year a higher proportion of people were asked 95% compared with 89% in 2020-21. Thanks goes to the work of front line staff in K&C who made a great impact in focusing on what people want to get out of their safeguarding enquiry and making this happen.

Whether the adult at risk or their representative was asked what their desired outcomes were (S42 enquiries concluded in the year)



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Where the adult at risk, or their representative, was asked what their desired outcomes were and they expressed an outcome, in the great majority of cases (over 95%) these outcomes were judged to have been fully or partially achieved. We know that when an outcome may be partially achieved this could be referring to a person known to the adult who has caused harm and that the person is wanted to be supported to minimise the risk of harm occurring again because the adult at risk has expressed this wish as an outcome.

In Westminster in 2021-22 the adult at risk or their representative was asked what their desired outcomes were in a higher proportion of concluded S42 enquiries,

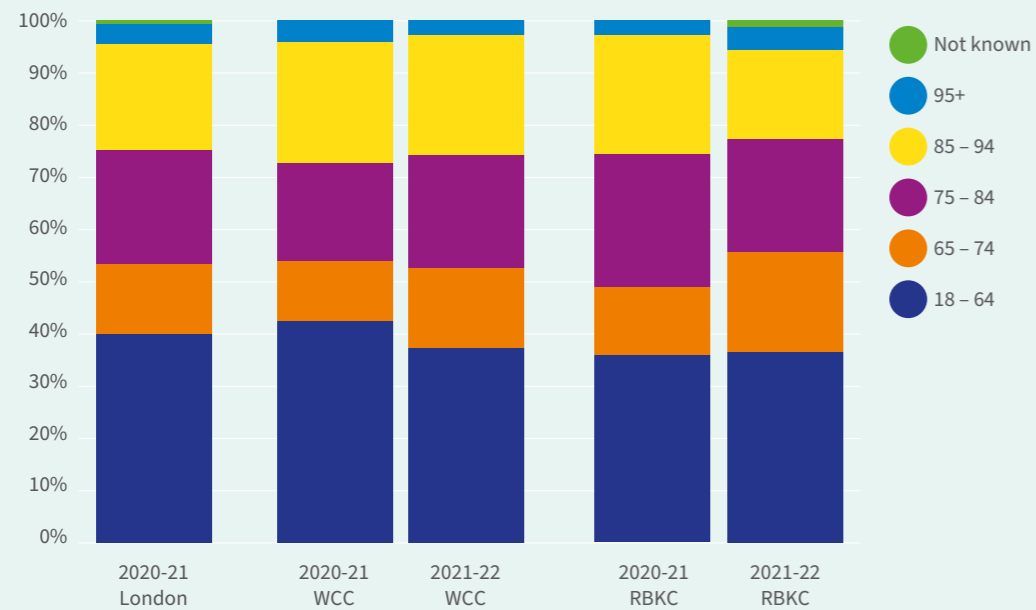
Where the adult at risk, or their representative, was asked what their desired outcomes were and they expressed an outcome, in the great majority of cases (over 95%) these outcomes were judged to have been fully or partially achieved. A big thank you to front line staff in Westminster for making this happen and ensuring that the adult at risk is placed at the centre of the safeguarding enquiry.



Where the adult at risk, or their representative, was asked what their desired outcomes were and they expressed an outcome, in the great majority of cases (over 95%) these outcomes were judged to have been fully or partially achieved.

The age of our adults at risk

Age groups of individual adults at risk involved in S42 enquiries (S42 enquiries concluded in the year)



In both boroughs the age profile of individual adults at risk involved in S42 enquiries is similar to the profile for the previous year and to London as a whole. Across the board about 60% of adults at risk are aged 65+. Knowing this allows us to focus our attention on elder abuse incidents particular in our regulated services and to ensure we have safe systems in place to ensure a strong focus on early intervention and prevention.

The gender of our adults at risk

Gender of individual adults at risk involved in S42 enquiries (S42 enquiries commencing in the year)



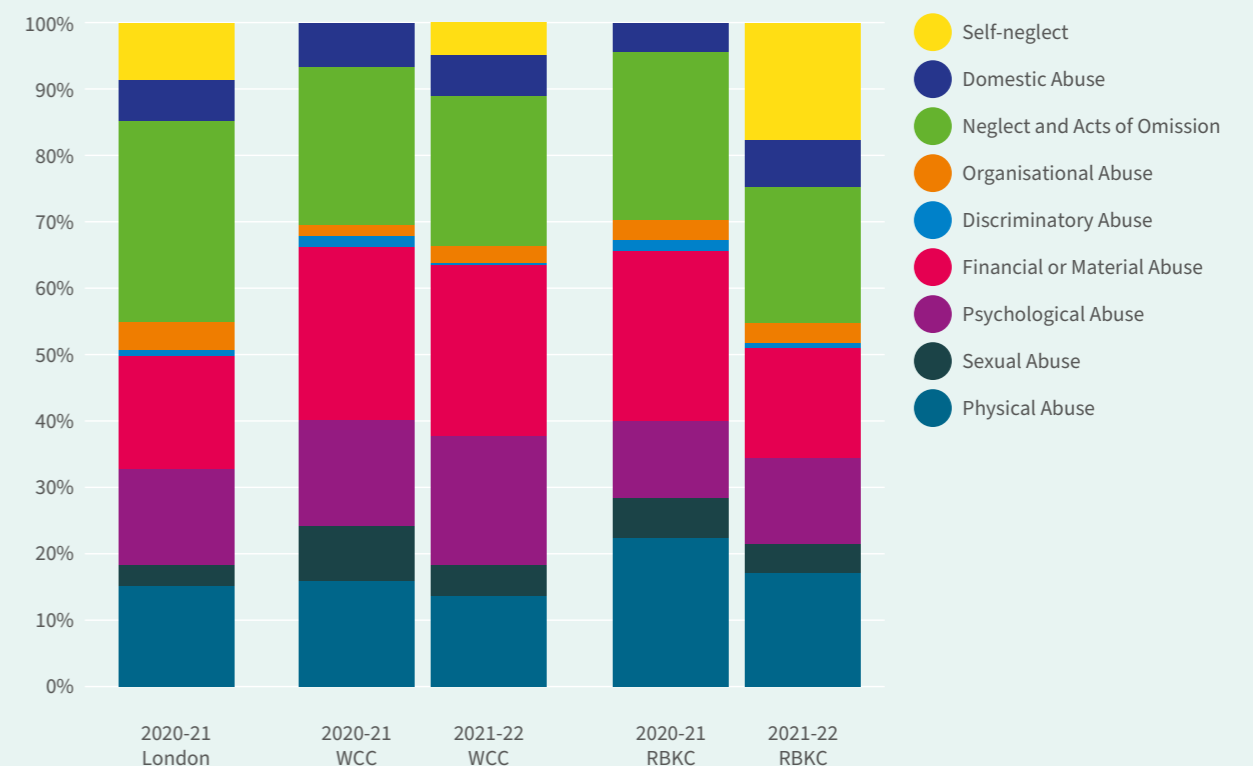
As for age of adults at risk the gender split is similar to that for last year and to London as a whole. In K&C and WCC and London as a whole about 55% of adults at risk are female. If we combine the age of our adults at risk with the gender we know that more female adults at risk over the age of 65 will be effected by a safeguarding incident than our male adults at risk of the same age. This is a national indicator as well as a local one. This allows us to place emphasis upon gender specific abuse such as Domestic Abuse to ensure we are proportionate in where we place our focus for project work.

Types of risk alleged with focus on Financial Abuse and Hoarding and Self neglect

The frequency with which different types of abuse were alleged is broadly in line with London as a whole. This data on abuse type has helped us to prioritise our work locally in 2 specific areas :

1. Continued focus on financial abuse and has been given additional attention throughout the Covid Pandemic with national coverage around fraud associated with vaccination passports and boosters. It was felt by the SAEB that we continue to place emphasis on this abuse type with the growing concerns related to the economic crisis and impact upon vulnerable people and susceptibility to scams such as money lending.
2. To better understand how to work with Hoarding and Self Neglect cases. In both K&C and WCC there tended to be proportionally fewer S42 enquiries involving neglect and acts of omission, compared with London. However compared with WCC, K&C had proportionately more S42 enquiries which involved self-neglect. Many of these enquiries also involved hoarding.

Types of risk alleged (S42 enquiries concluded in the year)



Focus on Financial Abuse

Insights into financial abuse Kensington and Chelsea

200 safeguarding referrals received. **54%** of concerns received were regarded as a crime or potential crime. Of these **71%** were raised with the police (although many came from the police). A large proportion of concerns **16.5%** are for people that were previously not known to Adult Social Care. The biggest proportion of concerns received were for people with physical support needs at **43%**.

Who sent in these concerns?

The majority of concerns were sent in by health and social care staff and police making up to **75%** of referrals.

Insights into financial abuse in Westminster

243 safeguarding referrals received. **46%** of concerns received were regarded as a crime or potential crime. And of these **70%** were raised with the police (although many came from the police!). The biggest proportion of concerns received were for people with a physical disability with support needs at **39.5%** with mental health support needs at **29.8%**. **19.3%** of people were not known previously to Adult Social Care.

Who sent in these concerns?

The majority of concerns were sent in by health and social care staff and police making up to **69%** of referrals.

What did we do with this data

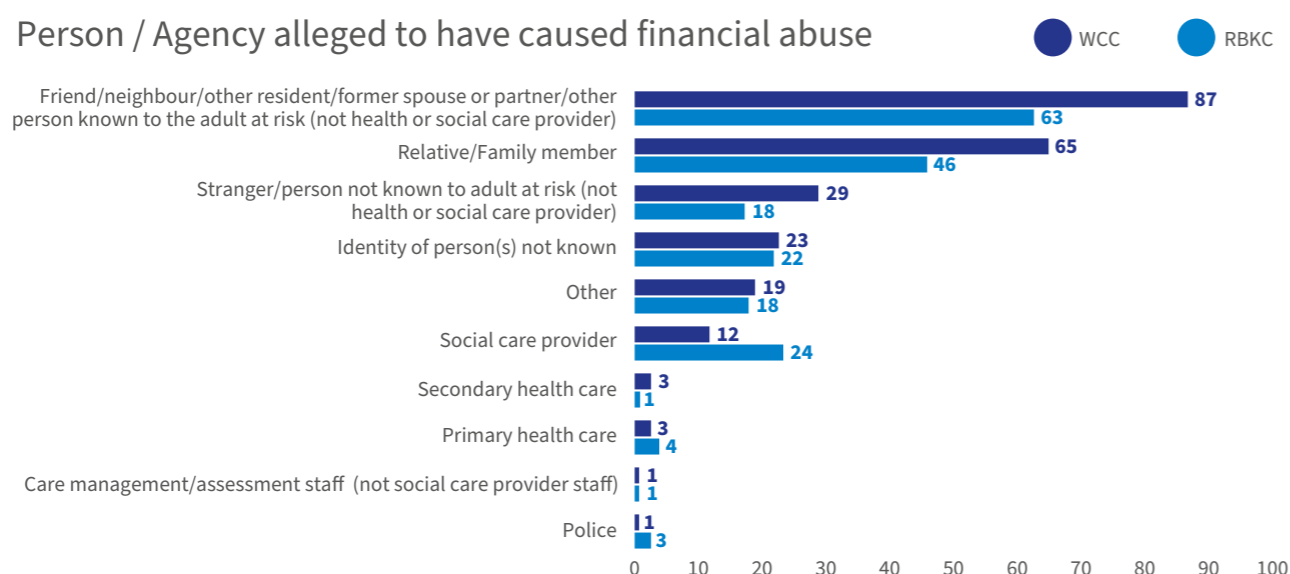
Throughout 2021-2022 our Safeguarding Ambassadors continued to witness and share stories about Financial Abuse happening in their communities. Stories of scams related to Covid Vaccinations has brought additional risks to our elderly residents.

The video has been shared with our community engagement group and members of the SAEB. We continue to share the top 10 tips which our safeguarding ambassadors Michael and Shiv describe so well. I hope you enjoy the video and please share these important messages.

We invited the Central Specialist Crime and Cybercrime Team to help us to learn how to raise awareness and inform us of 'how to Stay Safe from COVID19 scams'.



Person / Agency alleged to have caused financial abuse



“People are still falling for scams. They are still opening their door and letting people in, they are receiving emails, texts and having their personal information stolen. We want to do more to help people who are vulnerable to stay informed and that is why we have put together a Top Tips on Cybercrime video. We want to protect our loved ones and continue to raise awareness of prevention tactics as criminals continue to target the most vulnerable members of our communities.”

QUOTE FROM OUR SAFEGUARDING AMBASSADORS GROUP MEETING IN OCTOBER 2021



Tasio Capello, Head of Community Engagement Age UK Kensington and Chelsea, reports on why Financial Abuse of the Elderly is still a Growing Problem in the UK

Incidences of financial abuse perpetrated against elderly people are on the increase according to investigations carried out by Age UK, which performs a wide range of research into helping improve the lives of elderly people in the UK. The most recently carried out review suggests older people are at greater risk of financial exploitation than previously thought.

Age UK's findings established that approximately 130,000 people over the age of 65 in Britain have been the victims of financial abuse. While anyone can find themselves subject to such abuse, it is acknowledged that older people are at particular risk given that many are seen to have substantial savings and are considered to be more vulnerable than younger people.

If your partner, family member, carer or anybody else is mismanaging your financial affairs, then this is financial abuse. Always remember you are not alone. There are places to go for help and support and things you can do.

Please remember – Everyone has the right to make independent financial decisions.



Learning Briefing: Financial Abuse and the Bi-Borough Client Affairs Team

The Bi-Borough Client Affairs Specialist Team shared that one of the worst cases of financial abuse in 2021/22 was an 89-year-old vulnerable resident who had no known family and who was exploited in his own home by several people. They gained access to his bank account and had withdrawn virtually all his money.

Multiagency working to protect Jim

Adult Social Care acted swiftly when alerted by the Police. A safeguarding was raised and when it was established that the resident did not have capacity to make decisions about how to manage his finances, a referral was made to our Client Affairs Team. The Client Affairs Team step in when there is no suitable person to represent the person such as family member or friend. After making immediate arrangements for all bank accounts to be frozen the team then made an application to the Court of Protection and they were appointed deputy to manage the residents financial affairs. Client Affairs discovered that exploitation had taken place over 5 years from 2016 – 2021 and they were able to reclaim more than £140,000 which was repaid to the resident, in recompense for the fraudulent transactions.

Financial Abuse can take many forms and will include the obvious – theft and fraud – but also behaviour that is harder to identify such as coercion, the misuse of a power of attorney or even predatory marriage.

Section 42(3) of the Care Act 2014 defines financial abuse as including:

- a. having money or other property stolen,
- b. being defrauded,
- c. being put under pressure in relation to money or other property, and;
- d. having money or other property misused

The Mental Capacity Act is designed to protect and empower people who may lack the mental capacity to make their own decisions about their care, treatment or financial affairs. It applies to people aged 16 and over. It is important if you are asking someone to make a financial decision that you are confident they have the mental capacity to do so. Remember capacity is both time and decision specific. A person can have mental capacity to make some decisions but not others.

The impact of financial abuse should never be underestimated as it can be as significant as any other type of abuse. Any financial or material loss have the potential to have a significant impact on the adult at risk and can leave people feeling very vulnerable. It can cause a person who previously did not have any care or support needs, to deteriorate to a level that requires intervention and in need of support and services from Adult Social Care.

If you are worried that you or someone you know is suffering abuse or neglect, please contact the relevant Local Authority or police.

Kensington and Chelsea T: 020 7361 3013 | E: socialservices@rbkc.gov.uk
Westminster: T: 020 7641 2176 | E: adultsocialcare@westminster.gov.uk

Or contact Crimestoppers confidentially and anonymously on 0800 555 111



Focus on Hoarding and Self neglect



Doug Goldring, Director of Housing Management, reports on the activity of the Hoarding and Self Neglect Group

In 2020/2021 the SAEB agreed that the data was telling us to review our hoarding strategy as there was an increase in cases and that responding to individuals with hoarding behaviours must be a multi-agency priority.

What is Hoarding?

Hoarding is the persistent difficulty discarding or parting with possessions, regardless of their actual value. For those who hoard, the quantity of their collected items sets them apart from other people. Commonly hoarded items may be newspapers, magazines, paper and plastic bags, cardboard boxes, photographs, household supplies, food, and clothing. Hoarding can also be due to compulsive buying as some people struggle with never passing up a bargain or free items, or the compulsive need for unique items, which may not appear to others as unique.

Hoarding Symptoms and Behaviours can include:

- inability to throw away possessions
- severe anxiety when attempting to discard items
- great difficulty categorizing or organizing possessions
- indecision about what to keep or where to put things
- distress, such as feeling overwhelmed or embarrassed by possessions
- suspicion of other people touching items
- obsessive thoughts and actions: fear of running out of an item or of needing it in the future; checking the trash for accidentally discarded objects
- functional impairments, including loss of living space, social isolation, family or marital discord, financial difficulties, health hazards

The VISION in the Bi-Borough:

For all professionals to be supported to recognise and respond to individuals who hoard and become expert in person centred responses that are sensitive and proportionate to each individual.

What we did

Step 1:

Data Sharing

We commenced by sharing local multiagency data to gain the best possible actionable insights into what is needed. It was clear there have been common challenges. Data was shared on the basis of risk where no protocol exists, we established that while not all cases were known to every agency there was good coverage across partnership organisations and evidence of some great work taking place.

Step 2:

What the data revealed

Borough	2020/21 no. H&SN Cases	2021/22 no. H&SN Cases
WCC	26	87 (not all cases were known to ASC)
K&C	64	108 (not all cases were known to ASC)

Step 3:

Progress so far in 2021/22

1. Data sharing Aide Memoire developed for staff across the partnership
2. 'Pilot on Prevention' launched with a direct focus on supporting people within their homes
3. Governance processes set up to ensure operational monitoring of all work underway
4. Formal data sharing protocol agreement implemented between Housing and Adult Social Care
5. Fire Brigade joint working embedded across all front-line Teams

Step 4:

Reflection and Planning for 2022/23

Reflections

- prevention is managed differently in each individual organisation
- people/organisations are able to raise awareness and this happens in practice
- the person's wishes are respected and they are supported in having their voice heard but we need to do more to ensure this happens
- services are working more collaboratively with people who hoard and each other

Planning

Holding a professionals event in November 2022 to:

Review local protocols with a focus on prevention at a partnership level.

Sharing best practice and raising awareness that include:

- de-cluttering
- advocacy
- support for residents facing eviction
- environmental Health awareness and support for residents

Three examples of good outcomes from recent multi-agency work.

Case Study 1:

TW, 63 years of age, hoarding issues for over 20 years, category level 10 clutter rating. Services could not successfully engage with TW. Tenancy Support officer worked intensively for over a year and this was in conjunction with legal action being taken before the 3-bed house was decluttered. TW moved onto smaller accommodation and teams are monitoring this.

Case Study 2:

CK, 74 years of age, severe mobility impairment, severe hoarding. CK could not receive the care she needed due to the state of CK's home. Staff worked on the ground with CK for 3 days to declutter and clean. CK is now receiving the care they needed (carers and nurses visiting daily) and lives in more hygienic environment.

Case Study 3:

DA, history of hoarding and non-engagement, collected wood materials in their home. Surveyors report raised concerns on the integrity of the structure of the building due to the weight of the wood being stored in DA's home. Support officer had to work to build relationship and clearance took place over 5 days. Property is now safe and so is the building.

Carers Network

Making Safeguarding Personal for Carers

Caring is more than just a job. It's more than going for the prescriptions; it's more than doing the shopping or helping the person you care for dress. It's a commitment to someone you love. It's supporting their emotional and physical needs and helping them retain their pride and dignity.

Safeguarding Adults Reviews have raised the issues about carers needs. Key learning includes that Carers should be asked about their own needs and offered a carers assessment where this is required and that all services should make efforts to ensure that carers are kept informed

of key updates in relation to safeguarding the people they are caring for. As a core member of the Community Engagement Group we are committed to raising awareness of safeguarding. In 2022 we collaboratively created this 7-minute briefing to help raise awareness amongst our membership of over 5,300 unpaid carers.

SONIA BENITEZ
Head of Services



7 Minute Briefing:

Carers and Safeguarding

1 Who is a carer?

A carer is anyone who cares, unpaid, for a friend or family member. Sometimes they can care for more than one person. The people they support may be affected by disability, physical or mental ill health, frailty or substance misuse. Anyone can become a carer at any point in their life. In the UK today 1 in 8 adults are carers this equates to 6.5 million people; it is believed that this number increased over the lockdown period to 13.6 million people. Therefore increasing numbers of us have caring roles to a greater or lesser extent in our personal lives. Recognising that this is an everyday experience for many people is an important reminder that 'carers are not to be stereotyped. Carers are from a diverse range of backgrounds. Carers may be parents, daughters, sons, partners, neighbours and friends. Carers may be adults or children and patients and service users – and at risk themselves.

2 The impact of caring

Many carers have reported to suffering negative impacts from caring:

- social
- financial
- physical and psychological
- wellbeing
- employment and education
- identifying and supporting carers matter: making caring and carers visible and making support services inclusive

3 The Care Act 2014

Recognised the important role that carers play in relation to safeguarding. Carers can witness abuse, experience intentional or unintentional harm from the person they are providing care to or can intentionally or unintentionally harm or neglect the person they support.

4 Carers and Safeguarding:

Making Safeguarding Personal is central to supporting safeguarding for both carers and the person they care for. When reviewing a safeguarding situation it is important that ensure the safety and wellbeing of both the person and their carer. Early interventions can, in particular, make a big difference in preventing situations escalating or abuse and neglect occurring. Examples that require a safeguarding response involving a carer include:

- the carer witnessing or disclosing the existence of abuse or neglect
- when supporting those they care for, experiencing deliberate or unintended harm from them
- neglect and poor practice in care settings such as a care home or hospital or in relation to care services at home
- deliberate or accidental harm or neglect to the person they are caring for

5 Learning from regional Safeguarding Adults Reviews

Safeguarding Adults Reviews that have raised the issues about carers needs. Key learning that has been highlighted includes:

- carers, whether formal or informal, should be asked about their own needs and offered a carers assessment where this is required
- all services should make efforts to ensure that carers are kept informed of key updates in relation to the people they are caring for

The Think Family approach should be adopted when working with individuals around their safeguarding needs. This means that whole of the family dynamic and wider family needs should be considered when engaging with service users.

6 Key Tips: Things that you can do to further support carers include:

1. Ask questions and check whether someone is a carer or has caring responsibilities
2. Familiarise yourself with support that is available to carers and services that they can be signposted to
3. Remember that people with care and support needs, such as learning disabilities, can also be carers. Do not make assumptions about who may or may not be a carer
4. If you are concerned that about a carer's ability to cope or are worried that they may be experiencing abuse or neglect you can make a referral to safeguarding adults or children's

7 Support available in Kensington, Chelsea and Westminster:

Carers network exists to reach and empower every unpaid carer in the Bi-Borough. We do this by helping carers lead healthy fulfilling lives, with a range of practical, personal and financial support suited to their needs.

Our Opening times are Monday – Friday from 9am – 5pm. Please call us on **020 8960 3033** or send us an email on: info@carers-network.org.uk. More details can be found on our [website](#)

Leading, Listening and Learning



The SAEB is a learning organisation and is committed to developing what this looks like across the partnership when things go wrong but also celebrating good practice.

The Safeguarding Adults Case Review Group is the subgroup of the SAEB which considers referrals for a Safeguarding Adults Review (SAR), maintains oversight of any reviews in progress and drives forward recommendations from reviews to ensure we strive for continuous improvement and organisational change. Thanks goes to the Catherine and Trish the co-chairs of this group and their continuing enthusiasm and support to chairing and supporting learning across the partnership.

- a partnership which is open to new ideas and a willingness to learn from mistakes
- a partnership which wants to get better at preventing abuse and neglect
- a partnership which is transparent and accountable to each other and to its residents
- a partnership that listens and hears what it is being told by families



CATHERINE KNIGHTS
Director of Quality Central and North West London NHS Foundation Trust
Co-Chair of the Safeguarding Adults Case Review Group



TRISH STEWART
Associate Director of Safeguarding Central London Community Healthcare NHS Trust
Co-Chair of the Safeguarding Adults Case Review Group

Safeguarding Adults Reviews in the Bi-Borough

Section 44 of the Care Act 2014 sets out that Safeguarding Adults Boards have a duty to undertake SARs where an adult with care and support needs dies or experiences serious harm as a result of abuse or neglect, and there is concern that partner agencies could have worked together more effectively to protect the adult.

The purpose of a SAR is set out in the SAR Protocol and Guidance and is to look at the ways professionals and agencies work together to determine what might have been done differently that could have prevented harm and death. It is not an enquiry into how the person died, nor is it to apportion blame but to learn from such situations and to ensure that learning is applied to future cases to reduce the likelihood of harm occurring again.

True or false?

Primary responsibility for carrying out safeguarding enquiries in any area lies with the NHS.

False!

The Care Act 2014 places a duty on the Local Authority to lead and coordinate safeguarding enquiries for concerns that involve:

- an adult with needs for care and support
- is experiencing, or is at risk of, abuse or neglect, and;
- is unable to protect themselves from that abuse or neglect because of their care and support needs.

Any enquiry should involve partnership working across agencies who are involved in supporting and working with the adult.

This year our Key achievements are highlighted below

- the SACRG developed an action plan to respond to the recommendations within the National Analysis of SARs to benchmark the SAEB's position and identify areas for improvement.
- the above work informed the development of our new SAR Protocol and Guidance, which links to the SAR Quality Markers, launched by the Social Care Institute for Excellence (SCIE) in April 2022 and provides a clearer framework to help govern and inform our approach to carrying out SARs.
- we have used our learning from SAR Joan (which is outlined on the next page) to inform our approach to engaging better with families and to ensuring the voice of the adult and their significant others are central to our reviews. This is involved producing a new Guide for Families and Carers involved in SARs.
- we have established a network of SAR Champions across the partnership who will help support sharing and embedding learning from our reviews. We will utilise our SAR Champions to support the implementation of a SAR learning and development programme. We will be carrying out regular 'Lunch and Learn' multi-agency sessions to help raise awareness of SARs and ensure our focus on sharing learning is central to the work we do.
- we set up a task and finish group to look at the learning from a SAR published by Norfolk SAB in September 2021. The review explored the learning in relation to the deaths of three young adults Joanna, Jon and Ben, who all had learning disabilities and had been patients at a long-stay hospital for adults with mental health needs. The group sought assurance from services across the Bi-Borough that effective arrangements are in place to support adults with mental health needs that are placed in mental health facilities out of the area.

SAR referrals in 2021-22

The SACRG considered one new SAR notification and made decisions in respect of five referrals. A range of issues were presented in these referrals including:

- domestic abuse within same sex relationships
- the challenges for maintaining consistency of services when working with people who move across different boroughs
- management of pressure ulcers between hospital and community settings
- frequent readmissions to hospital
- a high number of deaths from fires within people's own homes and risks in relation to smoking

One was deemed to meet the mandatory criteria for a SAR and another to meet the discretionary criteria. Both of these cases related to fire deaths and will be taken forward as a thematic review during 2022-23.



Care Act 2014

Learning from Fatal Fires

Our annual report for 2020-21 highlighted the work that LFB undertook in partnership with SAEB agencies to respond to the learning identified from the five cases that were referred into the SACRG that year via the fatal fire pathway. The fatal fire pathway is a process in which the LFB notify the SACRG of any fatality from a fire that has taken place in the Bi-Borough and consideration is given as to whether the criteria for a SAR are met and what actions may be required to support multi-agency learning.

Given the additional fatal fire notifications received in 2021-22, and the decision to progress two of these referrals as SARs, the board has commissioned a thematic review which will review the specific involvement of agencies in the two cases, as well as evaluating how the learning from all the fatal fire cases in 2020-21 has been embedded and consider if there are any remaining gaps or barriers which may hinder practitioners in responding to fire risks.

The findings and learning from this thematic review will be reported in next year's annual report.

7 Minute Briefing: Telecare and Fire Safety

1 Background

Telecare is way of providing support and assistance when required by using equipment which is monitored at a distance by an organisation. Devices such as smoke alarms, fall detectors and pull cords alert the responsible organisation that a vulnerable person needs urgent assistance. When installed and operated in accordance to the relevant British Standards telecare can improve a resident's likelihood to survive a fire.

2 The role of telecare during fires:

- early detection of fire in the room of origin
- alerting the resident to escape or raise the alarm (if possible)
- alerting the onsite staff to take appropriate actions
- reduction of delays in summoning the fire brigade due to the automatic fire alarms
- provision of an emergency line of communication, which can facilitate vital fire survival Guidance during a fire

3 Why it matters:

A significant proportion of people who die in accidental dwelling fires in London had telecare in place, but it was not linked to smoke detection, or operated in accordance with the relevant British Standards,

Recurring issues include:

- fire detection not linked to a monitored telecare system
- over-reliance on pendants, where fire detection would be more appropriate

4 More people are expected to receive care at home

In the years to come the demand for adult domiciliary care is projected to steadily increase to high levels, largely due to the England's ageing population.

The Dept of Health and Social Care (DHSC) predicts that 57% more adults aged 65 and over in England will require care in 2038 compared to 2018. According to the National Audit Office there were 814,000 adults in England receiving domiciliary care in March 2020.

The NHS Long Term Plan states that people will be increasingly cared for in their own homes with the option for their physiology to be effortlessly monitored by a wearable device. This means that the 1.7million people who receive telecare in the UK is likely to rise.

5 Fire Risk assessment:

The use of telecare must be considered in your fire risk assessment to ensure that all reasonably practicable steps are taken to reduce the risk of a fire and its likelihood of occurring.

British Standards: The following British Standards must be complied with to ensure that residents have a reduced probability of dying in a fire:

- BS 9518:2021 Processing of alarm signals by an alarm receiving centre
- BS 5839 Part 6 2019 Fire Detection and Fire Alarm Systems for Buildings
- BS 8604-1:2019 Social alarm systems Design, installation and maintenance of social alarm systems in specialized grouped living environments

6 What to do:

The following recommendations were issued by coroner Fiona Wilcox following the death of Elizabeth Griffin:

1. All users of telecare systems should have some form of fire detection linked to FAMOs.
2. Contractual requirement, for new and existing clients to have linked fire detection. In the same way such providers insist on the provision of keys to access client's home.
3. Telecare system operators should apply the call handling protocol in British Standards.
4. Telecare Providers should base staff training for appropriate response on British Standards.
5. Training on what smoke alarms sound like in the background of a call to a client.
6. It should be recorded which clients do not have linked detection. The response in life critical situations should be based on this knowledge.

7 Questions to consider:

1. Would the resident benefit from receiving telecare? For example do they have reduced mobility or mental health issues that could impair their ability to react to a fire appropriately or effectively?
2. If they have existing smoke alarms, are they linked to the telecare system?
3. Are telecare systems installed, monitored and maintained in accordance with the British Standards?

Learning Lessons and Achieving Change from Safeguarding Adults Reviews

Work has continued to take forward the learning from SARs Annie and Kate which were reported on in our last annual report 2020-21. It is important to understand that once a SAR has been completed the work is only just beginning on co-ordinating the improvement plan and evaluating the results.

“Annie”

Excellent progress has also been made over the past year in responding to the learning from SAR Annie a lady with a learning disability who died from late detection of cancer.

- work by the North-West London Integrated Care Board (NWL ICB) to improve the pathways and processes for annual health checks for adults with learning disabilities. A review of reasonable adjustments across community and acute sectors has taken place particularly in relation to high areas of risk for adults with learning disabilities, including bowel cancer, coronary heart disease and epilepsy.
- the purple pathways system created by Imperial College Healthcare NHS Trust to help patients with learning disabilities or autism to experience the best journey through their hospitals, has been expanded to GPs, outpatients and pre-operative assessment services. Awareness training has also been rolled out to staff across the Trust.
- improved communication pathways have been developed across health and community learning disability services, including joint meetings to discuss referrals. Further work is planned to look at options to enable specific areas of information held across health and social care systems to be shared where this would be of benefit to safeguarding and risk management.

“Kate”

The SAR on Kate highlighted the important role practitioners and managers in housing services play in identifying and raising safeguarding concerns. Housing colleagues are leading on work to review the various forums to discuss high risk cases and to bring together key stakeholders across statutory, voluntary and Registered Providers to ensure more effective information sharing and joint risk assessment where safeguarding risks are identified.

The learning from SAR Kate has also led to the development of a quick reference checklist to support practitioners around best practice considerations when they encounter challenges in making contact and / or gaining access when visiting adults at risk who do not choose to engage with services.

We would like to thank our partners from Imperial College Healthcare Trust NHS in contributing to this years Annual Report with this interesting article on the learning that is influencing the organisation to look for system solutions for people with a learning disability and or autism.

NHS Long Term Plan

As part of the long term plan 2019, the NHS provided specific commitment to working together as a system to improve the health outcomes of people with a learning disability, autism or both to lead longer, happier and healthier lives. Some of the learning that is influencing Imperial College Healthcare NHS Trust to system solutions for people with a learning disability and or autism

The need to increase awareness of the needs of people with a learning disability and autism and ensure reasonable adjustments are made within all health services to enable equitable access.

Better patient experience was observed where learning disability Liaison Nurses were available to ensure well designed, person centred and coordinated care, reasonable adjustments and support for families throughout a patient’s hospital journey.

Annual health checks and robust health action plans contributed to good quality care. As the most common cause of death is respiratory conditions, take up of flu and COVID-19 vaccines is vital.

Late detection of cancer due to low take-up of screening or no health action plan for this.

There were concerns around the lack of detection of a change in a person’s condition. This was especially noticeable during the first wave of the pandemic. This learning highlighted the need for testing and awareness raising amongst families and staff working in supported living and care home settings. Clinical Leads and liaison to including check-in visits.

Diagnostic overshadowing when symptoms arising from physical or mental health problems are misattributed to an individual’s learning disability, leading to delayed diagnosis and treatment. This is compounded by lack of organisational alignment (including different systems/processes) within health and cross health and social care.

The end-of-life pathways should keep the needs and wishes of the person and family at the heart of decisions.

In some cases, the mental capacity act was not followed. Training has been provided but this needs to be ongoing.

Jargon buster

Reasonable adjustments

This arises in situations which place a disabled person at a substantial disadvantage compared with people who are not disabled. The provider or employer needs to adjust the situation such as providing easy access to a building or easy read guidance.

Reasonable adjustments for a Colonoscopy

- admit patient one day or two days before procedure
- carer to accompany/ remain with patient
- complete bowel prep on the ward, administered or supervised by hospital staff
- first on list for procedure to minimise ‘conscious’ wait for food / drink

At the outset of the pandemic, there were concerns about do not attempt cardiopulmonary resuscitation ((DNACPR) decisions being made on the basis of the presence of learning disability and / or autism alone. This outlines the importance of well-designed, person centred and co-ordinated care with clear lines of accountability.

Reasonable adjustments to improve access to services for people with learning disabilities and autism



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North West London Integrated Care Board which shares with us local insights into the work currently underway around Annual Health Checks and Health and Wellbeing reviews for a people with a learning disability and autism.

Peter Beard, Delivery Manager, Learning disabilities, autism and carers, North West London Integrated Care Board shares important local insights on Annual Health Checks, Health and Wellbeing Reviews and LeDeR, the NHS service improvement programme for people with a learning disability and autistic people.



Annual Health Checks 2021-22

Annual health checks are important because people with learning disabilities experience barriers in access to health services, greater health inequalities and poorer outcomes.

Over the last four years we have worked to improve the rate of annual health checks delivered to people with learning disabilities.

We have achieved this through:

- working with primary care leads in our local area to monitor performance on a practice and primary care network level
- connecting our local learning disability nursing teams to primary care networks
- training of GP practices on a rolling programme

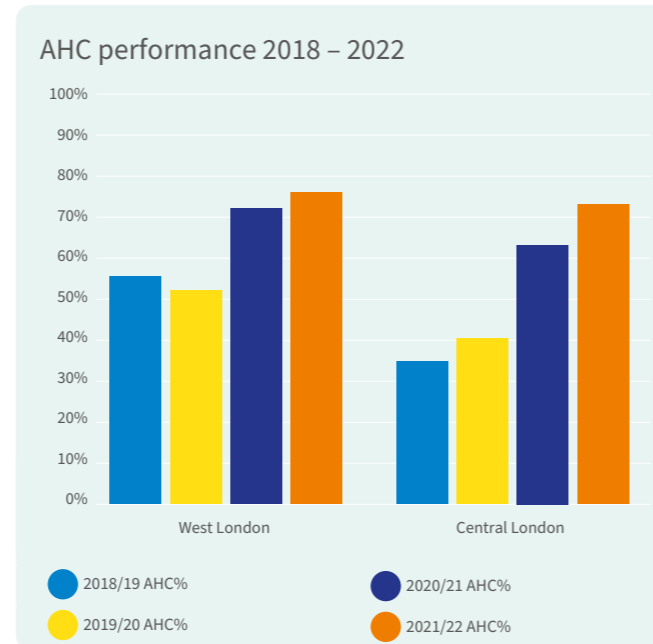
Central London

401 health checks completed from 546 on GP register this equates to 73% completion rate which is just below the target for 2021/22 but above the target set for 2020-21 which was at 67% but took into account the challenges with carrying out health checks during the Covid Pandemic.

West London

536 health checks completed from 709 on GP register this equates to 76% completion rate which exceeds the target for 2021/22. The graph on the right identifies the improvement in health check delivery over the last four years. We have also worked in partnership with the North West London Diabetes team and The Advocacy Project to design and produce accessible information on the Know Diabetes website. This will enable people with learning disabilities to access information to prevent and manage type 2 Diabetes.

The graph to the right identifies the improvement in health check delivery over the last four years:



Next steps:

- we are strengthening links with primary care to continue improvements in the performance rate, as well as ongoing training program agreed with CLCH as part of an offer of support to primary care.
- our new training programme has been developed in partnership with CLCH and the broader primary care system and feedback from GP practices has been positive. This is due to launch in September 2022.
- we have worked with local learning disabilities teams on quantifying and clarifying their offer of support to practices within a broader health facilitation role.

Safe and Wellbeing reviews

Background

The National Safe and Wellbeing Review Programme was identified as part of the NHSE response to a recent SAR that was undertaken to learn from the safety and wellbeing of all people with a learning disability and autistic people who were in a mental health hospital or inpatient setting.

In terms of Safe and Wellbeing reviews, we conducted reviews for those who were in in-patient hospital receiving assessment and treatment.

Our findings confirmed that they were receiving good care with clear plans for discharge. In addition to safe and wellbeing reviews we have carried out eight weekly visits and six-monthly care and treatment reviews for those eligible within Hospital inpatient settings as standard.

Next steps:

- continue to sustain service quality through Quality Assurance visits with an enhanced approach through the appointment of a Complex Placements Senior Delivery Manager.
- continue with eight weekly face to face visits to all people in mental health inpatient services.
- regular reporting to the North West London ICB surgery.

LeDeR – learning from lives and deaths

Background

The NHS Long Term Plan made a commitment to continue LeDeR and to improve the health and well being of people with a learning disability .

We use the findings of LeDeR reviews to make changes to services locally to help prevent people dying from things which could be treated and prevented. North West London CCG produce an annual report which describes action from learning.

Each LeDeR review gives us information about the life and death of the person. From all the information we look at what we can do locally to positively reduce health inequalities.

Learning and implementation

We have learnt from themes that have been identified in SAR's and have seen a significant reduction in these themes over the last year:

- application of Deprivation of Liberty Safeguards
- issues relating to carers assessments
- long term condition management
- lack of access to specialist services

- access to GP records
- medication issues
- lack of face to face contact
- lack of annual health checks

Next steps:

- plan to improve the process between the LeDeR process and safeguarding to ensure they are robustly aligned.
- local focus and strategy group to support reviews and implementation of operational and strategic action plans.

Key Findings and Recommendations from the Safeguarding Adults Review

Sharing learning from SARs is a key priority of the Safeguarding Adults Executive Board (SAEB) and ensures that lessons in relation to safeguarding adults support best practice and encourages a culture of continuous improvement.

All staff and managers are encouraged to discuss this briefing and the key learning and reflection points to ensure that the learning outcomes are used to consolidate best practice and support improvements in practice where required.

Safeguarding Adults Reviews or SARs

are commissioned under Section 44 of the Care Act 2014 in circumstances in which an adult has died or sustained serious harm as a result of abuse or neglect, and there are lessons to be learnt around how agencies worked together to safeguard the adult.

The aim of a SAR is to carry out a review to determine what agencies involved could have done differently that could have prevented the harm or death from taking place. The aim is not to apportion blame, but to promote effective learning and improvement actions.

The SAEB commissioned an Independent Reviewer to conduct a Lessons Learnt Review. The review examined events from 30 December 2018 to Joan's death in October 2019.

The review analysed agencies involvement via chronologies and the reviewer also led a facilitated event with practitioners and managers. Joan's family were also involved in the review and met with the Independent Reviewer as well as members of the SAR Panel.



Joan with her great grand-daughters

Joan passed away at the age of 88 after experiencing a significant and rapid decline in her health over the last year of her life. Joan was admitted to hospital five times, in the last 10 months of her life, and there were concerns about discharge arrangements and the care and support services set up to meet her needs, as well as frequent re-admissions to hospital. Joan lived with dementia and became very physically frail in the last year of life, leading to her no longer being able to mobilise independently and developing pressure ulcers.

As part of the review, Joan's family were able to offer powerful insights regarding their experiences. They want Joan's legacy to be that the learning from this case, means that other adults in similar circumstances should not face the same shortfalls in care and support.

The SAEB would like to thank Joan's family for their valuable contributions and open honest reflections of their own experiences and of Joan's care.

Key findings and learning outcomes



Communication and coordination between agencies and family members

The review identified an overriding theme of inconsistent communication between agencies involved as well as with Joan and her family. This led to poorly coordinated hospital discharges, delays in the provision of care services, contradictory information being given to family members and their concerns not being addressed in timely or effective ways. There was no clear lead agency and the large number of different agencies involved caused confusion around different roles and responsibilities. There was a lack of formal multi-agency meetings both in relation to planning hospital discharges as well as reviewing the care Joan received at home, as well as a lack of effective partnership working with Joan's family who knew her needs well and what was important to her.

In addition, the review found that there were missed opportunities to consider the concerns raised via safeguarding procedures. Only one safeguarding enquiry was instigated in August 2019 in relation to Joan being admitted to hospital with pressure ulcers but there were delays in this enquiry being taken forward and a lack of management oversight.



Mental capacity curiosity by professionals

There was little recorded evidence of Joan's wishes and feelings within records across the organisations. Documentation frequently referred to 'best interests' decisions being made, but without decision-specific mental capacity assessments being completed.



Involving families in SARs and complaints

Joan's family were strong advocates acting on her behalf but struggled to make her voice heard. Their frustrations were often perceived by professionals that they were being difficult and aggressive. The family found that their concerns about the poor quality of care were not satisfactorily addressed until they escalated matters through the complaints and Local Government Ombudsman processes.

The family have provided feedback that they found some aspects of the SAR process challenging, in relation being informed about the SAR taking place 2 years following Joan's death via letter, when their preference would have been for an initial conversation to discuss the purpose of the review.



Reasonable adjustments and person-centred care

During Joan's hospital admissions she was often deemed by professionals to be unresponsive and uncommunicative, and they advised her family members that at times she was not eating. However, practitioners did not take into account the reasonable adjustments Joan needed to be able to engage with them. She was visually impaired and hard of hearing but often left without access to her glasses or hearing aids which meant that she could not understand what people were saying and communicate with them.

Recommendations

<h3>Learn</h3>	<p>Develop a partnership process to ensure that learning from SARs is disseminated effectively throughout organisations and that multi-agency learning is prioritised and tested in day-to-day practice. Ensure the adult and families are central to the process.</p>
<h3>Raise Awareness</h3>	<p>Build on recent developments around reviewing the national protocol of pressure ulcers. Ensure SAEB partners lead on raising awareness and working on clearer pathways across care home and statutory health sector.</p>
<h3>Quality Assurance</h3>	<p>Introduce a programme of multi-disciplinary audits of safeguarding practice and decision making to compliment the SAEB Assurance and Performance Framework.</p>
<h3>Review</h3>	<p>Review the operational model of My Care My Way in the Royal Borough of Kensington and Chelsea.</p>
<h3>Coordinate</h3>	<p>Develop mechanisms to ensure a more coordinated approach across acute hospital trusts and Adult Social Care to ensure effective case management.</p>

What we are doing to respond to the learning:

- Adult Social Care has led on an audit of hospital discharge pathways and joint working across health and social care. The findings will be used to strengthen the Discharge to Assess (D2A) arrangements, including establishing multi-agency hospital hubs.
- a Training Needs Analysis with regulated provider services highlighted the need for greater awareness of the pressure ulcer protocol. In response to this bespoke training sessions will be delivered later in 2022.
- the SAEB will undertake a multi-agency audit to look at how well the Mental Capacity Act is being used in practice.
- the new SAR Protocol and Guidance has been launched by the SAEB in June 2022 and the board will deliver a series of 'Lunch and Learn' sessions to partners to help raise awareness of the process.
- a new SAR Guide for Families and Carers has been produced.
- the review highlighted important learning around how we work with families both within day-to-day practice as well as in SARs. The board is working with Joan's family for dialogue around how they may wish to support sharing the learning from this review.

Key Points for Learning and Reflection

- do you have an established process for deciding who needs to be involved in multi-agency meetings and plans, and how do you ensure all relevant agencies are involved in discharge / care and support planning? How do you ensure that agreed actions are monitored and followed up?
- how have you overcome challenges to good multi-agency working? For example, how do you take responsibility for effective information sharing and communication?
- do you feel you have the skills to explore and understand families who are expressing frustration and dissatisfaction? Are you able to hold 'difficult conversations' with confidence?
- are you aware of the Department of Health and Social Care's (DHSC) Safeguarding Adults Protocol for Pressure Ulcers, and how to use its Safeguarding Decision Guide Assessment?
- how do you ensure you adopt a person-centred approach consider all reasonable adjustments are met when working with adults with care and support needs?
- are you confident in applying the Mental Capacity Act in practice?

Safeguarding Executive Board Strategy 2022-2025

Our Strategic Plan 2022-2025 sets out how the Board will work towards achieving its ambitions for safeguarding adults in the Bi-Borough and has four key priorities to ensure that, wherever possible, safeguarding responsibilities are delivered in a way that creates safeguarding prosperity within our communities and continues to have 'Making Safeguarding Personal' (MSP) at the heart of everything we do.



Making Safeguarding Personal

Service user engagement

Ensuring that adults are being supported and encouraged to make their own decisions on how to keep themselves safe.

Sharing experiences and best practice through collaborative and bespoke safeguarding training and community events.

Collaborating with our Safeguarding Ambassador to ensure their voices are heard in the communities and London wide.

Making safeguarding everybody's business

- improve awareness of safeguarding across all communities
- culturally competent safeguarding and support
- close working with the voluntary sector
- listening and collaborating with service users by experience



Communities keeping themselves safe

Community Engagement Group

Working together with our communities to prevent harm and abuse and improve awareness of safeguarding to ensure they are informed, confident and supported in raising safeguarding concerns.

Continuing to create an inclusive and diverse safeguarding culture that learns from the information we have collected about what is most important to specific community groups in raising awareness and providing tailored Learning Programmes and support.

Communication and Involvement and Prevention and Early Intervention

- building Community resilience and developing strategies that reduce the risk of abuse, as well as seeking assurance from partners
- knowing our residents and who is at most risk
- placing partnership responses at the heart of the problem



Leading, Listening, Learning

Safeguarding Adults Case Review Group

Providing high quality Learning and Development opportunities to the partnership and working together to provide leadership ambition for change.

The SAEB Learning Programme and network of SAR Champions is extended across the wider partnership, housing and voluntary sectors to support, share and embed learning.

Sharing learning to prevent harm and abuse

- a partnership which is open to new ideas and a willingness to learn from mistakes
- a partnership which wants to get better at preventing abuse and neglect
- a partnership which is transparent and accountable to each other and to its residents
- a partnership that listens and hears what it is being told by families



Quality and Performance

Developing Best Practice and Effective Outcomes Group

Making sure safeguarding arrangements for adults at risk work effectively and support organisations to continually improve practice.

Ensuring our safeguarding systems are improving and we are learning and getting better through use of digital technology to get our messages across.

Learning through Development of best Practice and using data better to help inform partnership responses to safeguarding referrals

- shared safeguarding goals and wellbeing responsibilities partnership wide that seek assurance across all safeguarding agendas
- understanding what the most prevalent abuse types are and doing something about it
- making sure safeguarding arrangements for adults with care and support needs work effectively and we have people by experience working alongside us informing our learning

Big thank you to the members of the Safeguarding Executive Board

- The Bi-Borough Executive Director of Adult Social Care and Health
.....
- The Chief Nurse and Director of Quality, Caldicott Guardian, NHS North West London Integrated Care Board (NWL ICB)
.....
- Basic Command Unit Commander of Central West, Chief Superintendent, Metropolitan Police
.....
- London Fire Brigade
.....
- Imperial College Healthcare NHS Trust
.....
- Chelsea and Westminster Hospital Foundation NHS Trust
.....
- The Royal Marsden NHS Foundation Trust
.....
- Central London Community Healthcare Trust
.....
- Central North West London NHS Foundation Trust
.....
- Community Rehabilitation Company (CRC)
.....
- National London Probation Service
.....
- Children's Services (Local Authority)
.....
- Community Safety (Local Authority)
.....
- Lead Portfolio Holder (Local Councillors)
.....
- Housing (Local Authority)
.....
- Genesis Notting Hill Housing
.....
- Trading Standards (Local Authority)
.....
- Public Health
.....
- Royal Brompton and Harefield HNS Foundation Trust
.....
- Healthwatch
.....
- Adult Social Care (Local Authority)
.....
- Safeguarding Ambassadors
The Local Account Group
The Safeguarding Adults Reference Group
.....

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mistreated?
bullied?
hit?
neglected?
hurt?
exploited?
silenced?

Don't ignore it. Report it.

Kensington and Chelsea
T 020 7361 3013
E socialservices@rbkc.gov.uk

Westminster
T 020 7641 2176
E adultsocialcare@westminster.gov.uk

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City of Westminster

Cabinet

Meeting:	Cabinet
Date:	12 th December 2022
Classification:	General Release
Title:	Universal Free Lunch offer for primary pupils in Westminster
Wards Affected:	All
Policy Context:	It is proposed that as a result of the Cost-of-Living crisis, the Council supports schools to make a meal offer available to all primary aged pupils in Westminster during term time.
Key Decision:	Yes
Financial Summary:	The total estimated cost of the provision of a universal meal offer for primary aged pupils over term time from January 2023 to the end of the 2023/24 academic year is £2,781,784
Report of:	Sarah Newman, Bi-Borough Executive Director of Children's Services

2. Executive Summary

- 2.1. It is proposed that as a result of the Cost-of-Living crisis, especially when considering the rise in inflation and the cost of food, the Council supports schools to make a meal offer available to all primary aged pupils in Westminster during term time.

3. Recommendations

- 3.1. Due to the Cost-of-Living Crisis, it is recommended that Cabinet approves (subject to approval of the Fairer Westminster investment proposal) a total of £2,781,784, for January 2023 to July 2024 to enable schools to develop a universal meal offer to primary pupils. This will be funded from earmarked reserves.
- 3.2. The provision of a universal meal offer for all primary pupils will be reviewed in 2024 and any continuation of the provision from September 2024 will be embedded in the Children's Services base budget as part of the medium-term financial planning process.

4. Reasons for Decision

- 4.1. The UK inflation rate reached 10.1% in September. Real wages have fallen at the fastest rate in the UK since records began. The price of food rose by 9.8% in the year to June and the poorest tenth of households are effectively experiencing an inflation rate of 10.6% because they spend a greater proportion of their income on food and fuel. With food inflation rising faster than the Consumer Price Index (CPI), London's child poverty rate and food insecurity is expected to increase.
- 4.2. The Cost-of-Living crisis is one of the greatest challenges currently facing the city council and other Local Authorities. In Westminster, around a quarter of households across the city (approximately 32,000 households) are particularly vulnerable to rises in living costs, with some people facing extreme hardship. At a meeting of Full Council on 21st September, Westminster City Councillors approved a motion to declare a Cost-of-Living Emergency, stating that the scale of the challenge needs "urgent and substantial action" from the Council, Government and others with the ability to help.
- 4.3. The impact on children and young people is a real concern, and we have growing evidence of families in Westminster finding themselves unable to cover the costs of basic necessities. Schools tell us that they are seeing a lot more families struggling, including those not eligible for FSM, which is manifesting in what they can afford to put into a child's lunchbox, for example. Schools feedback indicates that a scheme to expand FSM, whether just at KS2 or across secondary as well, would be beneficial.

- 4.4. FSM play a crucial role in ensuring that all eligible children can eat a healthy and nutritious meal, which in turn supports their ability to learn and improves their mental health.
- 4.5. A large number of people currently find themselves just above the existing threshold for FSM and yet struggling to manage, and that in the current economic climate that situation is becoming more urgent. 19% of UK households with children have experienced food insecurity in the past month.

5. Background, including Policy Context

- 5.1. At present all children in Reception, Year 1 and Year 2 in state funded schools, free schools and academies in England receive Universal Free School Meals irrespective of the family's financial circumstances. This provides a hot meal during term time which is fully funded by central government.
- 5.2. Beyond KS1, access to FSM is conditional, based on a set of statutory eligibility criteria, the aim of which was to ensure that the most vulnerable children and families would benefit. In order to be eligible for FSM, a pupil or their parents must be in receipt of one or more of the following benefits:
 - Universal Credit (provided the household has an annual net earned income of no more than £7,400)
 - Income Support
 - Income-based Jobseeker's Allowance
 - Income-related Employment and Support Allowance
 - Support under Part VI of the Immigration and Asylum Act 1999
 - The guarantee element of Pension Credit
 - Child Tax Credit (provided they are not also entitled to Working Tax Credit and have an annual gross income of no more than £16,190)
 - Working Tax Credit run-on
- 5.3. In Westminster, 16,585 households receive Universal Credit (UC) which represents 13% of all households in Westminster (130,000). 4,881 (29%) of UC households have children living in those households.
- 5.4. In May 2022 22,108 pupils attend WCC primary and secondary schools. Of these children, 7,895 are currently eligible for FSM (3645 in primary and 4250 in secondary). Of the Primary school children currently eligible for FSM, 3026 are resident in WCC and of the secondary children eligible for FSM, 2,314 are WCC residents.
- 5.5. 8,800 children in WCC live in households in receipt of UC. If all these children are going to a WCC School, 89% of them are already in receipt of a Free School Meal.

- 5.6. In order to cover the 11% of children living in households in receipt of UC but who are not currently eligible for FSM, we would require an uplift of funding for a further 905 pupils. An option has been set out to target 10% of those pupils currently not entitled to FSM but who are in receipt of UCt.

Policy Context

The National Picture

- 5.7. The issue of FSM provision has been attracting significant media attention at a national level. The government's Environment, Food and Rural Affairs committee heard evidence on the topic at its meeting on 18 October and there are growing calls for nationwide expansion of Free School Meals. Several teachers' unions, Voluntary and Community Sector groups, and high-profile voices in the food and hospitality industry, have all backed this position.
- 5.8. Doubt has been cast on the suitability of the existing FSM eligibility criteria in current times. It has been highlighted that a large number of people currently find themselves just above the existing threshold for FSM and yet struggling to manage, and that in the current economic climate that situation is becoming more urgent. A survey commissioned by The Food Foundation in April 2022 found that 19% of UK households with children had experienced food insecurity in the past month¹, while data from the Child Poverty Action Group (CPAG) suggests that 1 in 3 of England's school-age children living in poverty (800,00) miss out on FSM at the moment.

London Benchmarking

- 5.9. Four Local Authorities in London, have established an enhanced meal offer for term time only. These four boroughs are; Tower Hamlets, Southwark, Newham and Islington. All four are providing an offer to KS2 only at this time.

Current Provision in Westminster

- 5.10. Westminster currently provides FSM in line with the statutory requirements, i.e. provision at KS1 is universal, while in the remainder of primary school and in secondary schools (i.e. KS2 and above), and in nurseries, the national eligibility criteria apply. Westminster's current FSM offer is therefore provided at no direct cost to the council, as the statutory level of provision is funded directly by central government. At this time, 36% of children in WCC meet the eligibility criteria.
- 5.11. FSM vouchers have also been provided to FSM eligible pupils during holidays since December 2020, funded via DWP's Household Support Fund and earlier iterations of this grant. The value of these vouchers are £3 per day per pupil and the decision was recently taken in Westminster to increase the value to £3.50.

¹ YouGov Food Insecurity Tracking poll, Round 10 (April 2022) [Food Insecurity Tracking | Food Foundation](#)

5.12. Holiday Activity and Food provision is also available to FSM eligible pupils during Easter, Summer and Christmas holidays, funded via DfE. Locally, Westminster enhanced the offer over the summer to support children who fell short of the FSM eligibility criteria and we funded an October 2023 half term programme.

Proposal

5.13. It is proposed to fund state schools £2,781,784 from January 2023 to July 2024 (based on Key stage 2 roll numbers) to provide a universal meal offer to all primary aged pupils during term time in Westminster. See appendices for Options Analysis.

5.14. The Council will allocate funding to schools from January 2023 until the end of the 2023/24 academic year based on the number of primary aged pupils who are on their school roll and not currently eligible for the Government's Free School Meals programme.

5.15. The methodology used to determine the funding for each school will be £3 per pupil per day over 190 days in an academic year.

5.16. Once the funding allocation for each school has been determined, after taking account of the October 2022 census, the Council will write to schools setting out their allocation and the number of pupils that will be supported. Given that schools will need to mobilise catering services and make the necessary arrangements to ensure all primary aged pupils have an offer, the Council will give schools time to mobilise these services so that an offer can commence in early January 2023.

5.17. The Council will then transfer the funds to each school on a per pupil basis, enabling schools to make the necessary catering arrangements.

5.18. The Council will set out that this funding is for a fixed term only as it is directly linked to the cost of living crisis.

6. Financial Implications

6.1. The total estimated cost of the provision of a universal meal offer for primary aged pupils over term time from January 2023 to the end of the 2023/24 academic year is £2,781,784, the breakdown of which is shown below. This funding is subject to the approval of the Fairer Westminster investment proposal. The estimated cost is based on provisional Autumn 2022 census data. As primary pupil numbers are falling the required allocation for a universal meal offer may reduce in line with the pupil roll reductions. There is however a risk that Westminster parents will stop applying for free school meals as this offer is now free and universal, which would result in an increased cost to the Council.

Description	Cost per pupil	Academic days	Total number of Pupils	Total Cost £
January to July 2023 (Spring and Summer Terms)	£3	123	2,856	£1,053,864
2023/24 Academic Year	£3	190	2,856	£1,627,920
Contingency for potential increases	n/a	n/a	n/a	£100,000
Total				£2,781,784

6.2. A contingency of £100,000 has been included. The reasons for this are that we won't have final Autumn 2022 census data until early December and to mitigate the potential risk that WCC parents will stop applying for Free School Meals because the offer is free and universal, resulting in an increased cost to the borough.

6.3. The cost of this provision will be covered from earmarked reserves. If, after review, it is decided that the provision will continue beyond the 2023/24 academic year, the cost of the universal meal offer will be embedded into the Children's Services base budget as part of the medium-term financial planning.

6.4.

7. Legal Implications

7.1. The Education Act 1996 places a duty on maintained schools, academies and free schools to provide free school meals to pupils of all ages that meet the criteria set out in paragraph 4.2 of the report. The Council can rely on its powers under s1 Localism Act 2011 to provide the offer proposed.

7.2. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

8. Carbon Impact

- 8.1. There is likely to be carbon impact as a result of this initiative. Research shows that the average kg CO₂e per meal is estimated to be at 0.62. This new proposal is estimated to enable 2,856 pupils on top of those children already receiving FSM via the Government's scheme. This would equate to 1,713.6kg per day or 536,356.8kg per year in terms of carbon impact.

9. Equalities Implications

- 9.1. The equality implications of this initiative are expected to be positive for those of the following protected characteristics; Young Children, and Families on Low Incomes.
- 9.2. It is not expected that any groups with protected characteristics will be negatively impacted by this initiative.
- 9.3. A full Equalities Impact Assessment is available upon request.

10. Consultation

- 10.1. The Cost-Of-Living Crisis was a recurring theme during the consultation and engagement pieces which fed into the Children and Young People's Plan 2023-2026.
- 10.2. Officers have met with the Westminster Heads Executive Forum to inform them of the council's ambition to implement this extension of the school meal offer and gain their views and feedback.

Ahead of the start of January, the Council will be writing to all primary schools to set out how the initiative will work in practice, this will also address some anticipated Frequently Asked Questions. As part of the messaging, schools will also be invited to complete a short survey to help the council to understand how they plan to implement the initiative as well as feedback any comments or queries they have.

- 10.3. The council will ensure that there are designated points of contact for the scheme to ensure that any emerging queries can be raised by schools and responded to promptly.
- 10.4. The council will also be setting up Question and Answer Workshops for schools, including one to take place in December and another to take place in early January. This will enable schools to put questions to the Council about scheme will be implemented and overseen.

² Sodexo, (August 2022), [Helping students to understand the carbon footprint of school meals](#)

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

Annabel Saunders – Annabel.Saunders@rbkc.gov.uk

APPENDICES

1. Option Analysis

In forming this recommendation, a number of options to extend the meal offer were explored. These are summarised in the table below.

OPTION		DESCRIPTION	COMMENTARY		ESTIMATED ANNUAL COST
			Benefits	Disadvantages	
1	Term time only – primary <i>NB this is additionality; excludes existing Universal FSM for KS1 See below table for calculation</i>	Establish a universal meal offer to all primary school children during term time	Lowest cost of the ‘extension’ options. All primary age children would receive a healthy meal at school during term time.	No coverage during school holidays. No coverage at secondary school age, so some families in poverty would still go unsupported.	£1.63m
2	Term time only – primary and secondary	Establish a universal meal offer to all primary and secondary school children during term time	All primary and secondary age children attending Westminster schools would receive a healthy meal at school during term time.	Higher cost than Option 1 No coverage during school holidays Benefits a higher proportion of non-residents than primary-only provision.	£6.17m
3	Term time <i>and</i> holiday - primary	Establish a universal meal offer to all primary school children during term time <i>and</i> during the school holidays	All primary age children receive a healthy meal once a day both in and out of term time, which supports struggling families in a more comprehensive way.	Increased cost compared to term time only options. Risk of some overlap with school holidays food programme. No coverage at secondary school age, so some families in poverty would still go unsupported. Offering a holiday offer is out of step with other LAs offering an enhanced meal offer	£2.66m
4	All – term time and holiday, primary and secondary Establish a universal meal offer	Establish a universal meal offer to all primary school children <i>and</i> all secondary school children, both during term time <i>and</i> during the school holidays	The most complete response to potential need in the cost of living crisis. Schools’ preferred option.	Highest cost of all the extension options. Establishes a very high financial baseline for ongoing provision. Potential overlap with existing holiday offers Offering a holiday offer is out of step with other LAs offering an enhanced meal offer	£8.78m
5	Resident-only options	Any of the above options could be targeted for Westminster residents only; non-	Less costly than a universal (resident and non-resident) offer.	Would be highly complex and potentially unfeasible for schools to administer. Potential reputational risk associated with withholding	Maximum of £4.52m (if primary and secondary)

OPTION	DESCRIPTION	COMMENTARY		ESTIMATED ANNUAL COST	
		Benefits	Disadvantages		
		resident pupils excluded		support from our non-resident school pupils. Potential for stigmatisation by singling out non-residents. Schools do not favour a resident only approach and prefer a school population approach.	
6	Provide FSM equivalent to all Children in households accessing Universal Credit	Widen FSM offer to include all children of families claiming Universal Credit; this could be done at primary and/or secondary schools and for term-time only or include holidays	Represents an uplift on current offer without being a commitment to universal provision (i.e. less costly). Potential to be more targeted to those children/families that are most in need. Likely to be a more financially sustainable option.	Not feasible to administer under current circumstances, because we do not have access to the DWP UC claimant data. This is held by central government only. Does not capture families not in receipt of UC but nonetheless struggling. Reputational considerations connected with offering comprehensive coverage that other LAs. Possibly stigmatising?	Data not currently available For context, 24% of Westminster residents are claiming some form of means tested benefit.
7	20% uplift to schools for pupils not eligible for FSM	Provide an additional 20% on existing FSM funding from the Government, to a wider cohort not currently eligible for FSM (based on 20% uplift to non FSM eligible cohort)	Represents an uplift on current offer without being a commitment to universal provision (i.e. less costly). Potential to be more targeted - our schools generally have good insight into the relative levels of need among families regardless of benefits entitlement. Better reflects the diverse range in levels of deprivation across different schools. Likely to be a more sustainable option.	May still fail to capture some families that are struggling. Reputational considerations connected with offering less comprehensive coverage than other LAs. May be challenging to administer and would be reliant on schools.	Term time Primary - £0.44m Secondary - £0.91m Both - £1.35m Holiday and Term time Primary - £0.68 Secondary - £1.22m Both - £1.908m
8	10% uplift to schools for pupils not eligible for FSM	Provide an additional 10% on existing FSM funding, to include pupils who are also in receipt of Universal Credit but not qualifying for FSM (based on 10% uplift to non FSM eligible cohort)	Represents an uplift on current offer without being a commitment to universal provision (i.e. less costly). Potential to be more targeted - our schools generally have good insight into levels of need among families. Better reflects the diverse range in levels of deprivation across different schools.	Reputational considerations connected with offering less comprehensive coverage than other LAs. May be challenging to administer and would be reliant on schools local assessment of need.	Term time Primary - £0.2m Secondary - £0.45m Both - £0.67m Holiday and Term time Primary - £0.34m

OPTION	DESCRIPTION	COMMENTARY		ESTIMATED ANNUAL COST	
		Benefits	Disadvantages		
			Likely to be a more sustainable option.	Secondary - £0.61m Both - £0.95m	
9	'Do nothing' option	No change to existing provision; remain at statutory minimums	Zero cost to the council	Does not respond to cost of living crisis and difficulties affecting many families in Westminster Reputational risk when other LAs are extending their provision Negative impacts on various council priority outcomes (young people's health and wellbeing, attainment in schools, etc)	No cost to the council

Costs of providing FSM to primary aged pupils 2022-23 in term time only

	Residents			Non-Residents			All Pupils		
	FSM	Non-FSM	Total	FSM	Non-FSM	Total	FSM	Non-FSM	Total
Primary (Yr 3 to 6)	1645	2164	3809	370	692	1062	2015	2856	4871
Costs term time	-	£1,233,480.00	-	-	£394,440.00	-	-	£1,627,920.00	-

Notes:

- Term time is calculated as 190 days per year.
- All costs assume £3 per pupil per day.
- School holidays are calculated as 66 days per year and term time, 190 days per year.
- Primary holiday costs include supporting infant pupils receiving Government funded Universal Free school meals
- Primary term time costs are for non-FSM eligible KS2 pupils only.

Additional Considerations

Resident vs. Whole school population

It may be particularly complex if we were to move to a two-tier model for residents and non-residents. Schools have voiced that they will find it too burdensome to implement a universal meal offer for 'in borough' children only. Meanwhile, if implementing a universal meal offer changes through/via schools, it would be very challenging to support children who are residents but going to out of borough schools as we do not hold child level data for this cohort.

Primary vs. secondary

Within secondary schools, out of 12,216 pupils in total 51% of those are residents and 49% non resident. The percentage of residents in our primary school population is much higher at 78% of the school population. This means that any enhancement of a meal offer in Westminster's secondary schools would benefit a large number of non-residents.

Risk of reduced funding for schools via the Pupil Premium Grant (PPG)

If families are receiving FSM equivalent support they have less incentive to formally submit an application for the government's FSM. This can lead to an associated overall decrease in funding to schools, as it artificially reduces their number of 'visible' FSM-eligible children. FSM eligibility directly links to the level of Pupil Premium Grant that schools receive and funding received via the Dedicated Schools Grant (DSG). Colleagues in Southwark, where provision is currently universal throughout primary schools, have reported this concern.

Ability to target provision

Options for a universal meal offer carry the risk that they will provide a meal offer to pupils/families who are not struggling financially. In a time of constrained resources, this may present an argument against taking a non-targeted approach. That said, targeting inevitably adds complexity at the point of implementation, and in some cases we lack the necessary data and resources to isolate the appropriate target groups (e.g. Universal Credit claimants, the details of whom we do not hold at the council).

2. Social Value Considerations

The Public Services (Social Value) Act 2012 calls for all public sector commissioning to factor in economic, social and environmental well-being in connection with public services contracts. In Westminster this duty is in part exercised through the Council's Responsible Procurement & Commissioning Strategy and how we incorporate responsible procurement into all aspects of our procurement cycle.

Consideration has been given to whether social value contributions from third-party providers in the borough, could be used to part fund the proposals in this report. However, after careful consideration, it was concluded that this is not feasible as there is no pooled social value financial fund which could be utilised to fund universal services. In the last year, a total of c£140K of financial commitments have been made from suppliers, however, this has been used to support specific local community projects delivered by VCS organisations.

NB: For individual Cabinet Member reports only

For completion by the **Cabinet Member** for Young People, Learning and Leisure

Declaration of Interest

I have <no interest to declare / to declare an interest> in respect of this report

Signed: _____ Date: _____

NAME: **TIM ROCA**

State nature of interest if any:

(N.B: If you have an interest, you should seek advice as to whether it is appropriate to make a decision in relation to this matter)

For the reasons set out above, I agree the recommendation(s) in the report entitled

Universal Free Meal offer for primary pupils in Westminster and reject any alternative options which are referred to but not recommended.

Signed: _____

Cabinet Member for Young People, Learning and Leisure

Date: _____

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:

If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Director of Law, City Treasurer and, if there are resources implications, the Director of People Services (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed

from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.

Other Implications

1. **Resources Implications**
2. **Business Plan Implications**
3. **Risk Management Implications**
4. **Health and Wellbeing Impact Assessment including Health and Safety Implications**
5. **Crime and Disorder Implications**
6. **Impact on the Environment**
7. **Equalities Implications** – See section 13
8. **Staffing Implications** – See section 13
9. **Human Rights Implications**
10. **Energy Measure Implications**
11. **Communications Implications**
12. **Counter Terrorism and Security Implications** – See section 13

Note to report authors: If there are particularly significant implications in any of the above categories these should be

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City of Westminster Cabinet

Meeting:	Cabinet
Date:	12 th December 2022
Classification:	General Release
Title:	Cost of Living Support
Wards Affected:	All
Policy Context:	The proposals are in line with the Cost-of-Living Strategy and Fairer Westminster Strategy
Key Decision:	Yes
Financial Summary:	This report recommends a total of £1m funding for 2023/24 to support Westminster households during the cost-of-living crisis
Report of:	Gerald Almeroth: Executive Director of Finance and Resources Pedro Wrobel: Executive Director of Innovation and Change

1. Executive Summary

- 1.1 One in four households (31,000) across the city are particularly at risk from the cost-of-living crisis.
- 1.2. In response the council has published a cost-of-living strategy, declared a cost-of-living emergency, and so far invested £9m in providing a far reaching programme of support to help the most vulnerable households.
- 1.3. Despite this, the economic outlook is predicted to continue to worsen. The Office for Budget Responsibility predicts inflation will remain high over the next 12 months and that living standards will fall by 2.8% in 2023/24. The Energy Price Guarantee will also be scaled back in April 2023.
- 1.4. This report therefore recommends that an additional £1m of council resources is made available for 2023/24 to provide further cost-of-living support – which will bring the total package of support provided since Summer 2022 to £10m.

2. Recommendations

- 2.1 It is recommended that Cabinet:
 - Notes the decision taken by the Leader of the Council on 30 November 2022 to invest a further £1m of council resources to support at least 3,350 of the most vulnerable households over the Winter.
 - Notes the worsening economic outlook for 2023/24.
 - Agrees to a further investment of £1m for 2023/24 to support households hardest hit by the cost-of-living crises, bringing the total package of support available across the city to £10m.
 - Delegates to the Executive Director of Innovation and Change and Executive Director of Finance & Resources authority to agree in consultation with the Leader of the Council the scope of future projects based on need, value for money and evidence of what works.

3. Reasons for Decision

- 3.1 Modelling and intelligence shows that rising living costs will continue into next year, making further interventions necessary to help households most at risk.

4. Background, including Policy Context

- 4.1. The latest official figures show consumer price inflation rose by 11.1% in the 12 months to October 2022.
- 4.2. Lower income people face higher rates of inflation as they spend a bigger share of their income on fuel and food and we estimate that around 31,000 households (24%) in Westminster are particularly exposed to rises in living costs.

- 4.3. Our data analysis suggests that the cohorts of residents most affected are:
- Single people on low incomes (on benefits or in work)
 - Families with children
 - Pensioners
 - Those with disabilities.
 - Residents in the most deprived wards in Church Street, Queens Park and Harrow Road, although residents in all wards are affected.
- 4.4. We know many of our residents continue to face a very difficult winter. A recent survey found eight in ten residents were very likely to turn their heating down or off this winter.
- 4.5. In July 2022 the council launched a Cost-of-Living Strategy¹ setting out a plan to help tackle the crisis which included an initial £8m package of support, made up of funding from Government (such as the Household Support Fund) and from the council's own resources. This was followed by the council declaring the cost-of-living crisis an emergency in September 2022.
- 4.6. The council has a Support Hub² setting out all the available support for residents and recently launched Winter in the City³, which lets residents know about free activities in warm spaces over the winter. Although not the focus of this funding, help for small and medium enterprises (SMEs) is also available from the council. SMEs can apply for an audit to help them reduce energy costs⁴ and the Expert Professional Panel will support businesses facing hardship⁵. Other help for business is available on the Business Unit web page⁶.
- 4.7. On 30 November, a further £1m of the council's own resources was allocated to help at least 3,350 households who will be worse affected by the cost-of-living crises over the winter. Th support includes:
- An additional £360k investment in advice and outreach, including funding for Cardinal Hulme, Paddington Law and Age UK Westminster.
 - An additional £500k investment in direct payments, including energy vouchers for up to 900 households and a top up to the Council Tax hardship fund to support an additional 200 households
 - £55k to support our Winter in the City Programme, including further grants to host organisations to provide hot drinks and food.
- 4.8. Despite additional Government measures announced in the Autumn Statement 2022 demand for further support is likely to continue. The Household Support Fund will continue in 2023 and help for households on certain means tested benefits will rise to £900 and pensioners and those in

¹ www.westminster.gov.uk/cost-of-living-support

² www.westminster.gov.uk/cost-of-living-support

³ www.westminster.gov.uk/winter-in-the-city

⁴ www.westminster.gov.uk/support-schemes-businesses/business-energy-audit-scheme

⁵ www.westminster.gov.uk/support-schemes-businesses

⁶ <https://businesswestminster.com/>

receipt of disability benefits will receive £300 and £150 respectively. However, at the same time the Energy Price Guarantee will increase by 20% in April 2023 (raising the annual average energy bill from £2.5k to £3k per year) and the universal help of £400 will also not be available. Living standards are predicted to fall by 2.8% in 2023-24⁷, the second largest fall (behind 2022-23) since Office of National Statistics (ONS) records began and inflation is also predicted to remain high over the next twelve months (7.4% in 2023)⁸,

- 4.7 Modelling by the Joseph Rowntree Foundation⁹ already shows that nationally the average low-income family faces an £800 per year shortfall in 2022/23 (relative to 2021/22), even with current support, and this is likely to widen over the next year. The Office for Budget Responsibility predicts inflation will remain high over the next 12 months and that living standards will fall by 2.8% in 2023 / 24 and the Energy Price Guarantee will be scaled back in April 2023.
- 4.8 Community intelligence from partner networks such as the Food and Energy Network and the Community Alliance also point to the pressures households are under. Advice organisations report high demand for services and users of the North Paddington Foodbank have more than doubled between August and October 2022.
- 4.9 To make sure that the most vulnerable continue to be supported, the council has decided to allocate a further £1m of council funding to fund further cost of living support in 2023/24 bringing the total package of support available across the city to £10m.

Table 1: Cost of Living support (delivered or funded by the council)

	National funding	Council funding	Timescale
Household Support Fund Extension (range of activities such as free school meals to those eligible in the holidays, supermarket vouchers to older people and a local Hardship Fund)	£1.9m ¹⁰		April – September 2022
Household Support Fund 3 (range of activities such as free school meals to those eligible in the holidays, supermarket vouchers to households not benefiting from national support and a local Hardship Fund)	£1.9m ¹¹		October 2022 – March 2023
Council Tax Rebate Scheme (discretionary element) – includes help to households not benefiting from the national scheme	£2.2m ¹²		April - November 2022

⁷ Office for Budget Responsibility: Economic and fiscal outlook, November 2022, Office for Budget Responsibility (OBR)

⁸ Office for Budget Responsibility: Economic and fiscal outlook, November 2022, Office for Budget Responsibility (OBR)

⁹ www.jrf.org.uk/press/joseph-rowntree-foundation-highlights-gap-support-remains-people-low-incomes-after-liz-truss

¹⁰ [Decision - Household Support Fund Extension | Westminster City Council](#)

¹¹ [Decision - Household Support Fund October 2022 - March 2023 | Westminster City Council](#)

¹² [CMR - Council Tax Rebate.pdf \(westminster.gov.uk\)](#)

	National funding	Council funding	Timescale
Food and activities in summer holidays		£240k	July – September 2022
Extension of Green Doctors energy advice service		£10k	June – September 2022
Extension of debt advice (Citizens Advice Westminster)		£189k	October 2022 – Sept 2023
Training / financial capability provision (Westminster Employment Service)		£83k	April 2022 – December 2023
School Uniform Fund		£85k	Until March 2023
Local Hardship Fund (top up)		£200k	From July – September 2022
Local Payment Support Scheme		£600k	April 2022 – March 2023
Healthy Winter Grants for organisations putting on a healthy meal / health promotion activities in a warm space		£200k	November 2022 – March 2023
Westminster council tenants Hardship Fund (for tenants in arrears)		£400k	From Jan 2022
Additional cost of living support for at least 3,350 vulnerable households ¹³		£1m	From December 2022
Further cost of living support for vulnerable households 2023/24		£1m	2023/24
Total	£6m	£4.007m	

6. Financial Implications

6.1 A total of £1m one-off General Fund support will be provided further cost of living support in 2023/24. This will be funded from the council's reserves. This is in addition to the £1m of support formally agreed by the Leader of the Council on 30 November 2022.

7. Legal Implications

7.1 The recommendations of this report will assist the council in meeting its obligations to residents in need of support and could reduce the impact of future demands if such support is not provided. Any support provided will need to be undertaken in a financially responsible manner.

7.2 The Localism Act 2011 section 1 provides councils with a general power of competence. It gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited. This power is exercisable

¹³ <https://committees.westminster.gov.uk/ieDecisionDetails.aspx?ID=1764>

by local authorities for purposes for the benefit of the local authority and its residents. Instead of being able to act only where the law permits it, local authorities are free to do anything provided they do not contravene other limitations. Section 2 provides that the general power does not apply to things which the authority is unable to do by virtue of a pre-commencement limitation, or a post-commencement limitation which is expressed to apply to the general power, to all the authority's powers, or to all the authority's powers with exceptions excluding the general power. The recommendations of this report are within the section 1 power and not prohibited by section 2.

- 7.3 The Civil Contingencies Act 2004 defines an 'emergency' as including an event or situation which threatens serious damage to human welfare in a place in the UK. This includes (amongst other things) an event or situation that causes or may cause (a) loss of human life, illness or injury, (b) homelessness and (c) disruption to a supply of money, food, water, energy or fuel. The council declared the cost of living crisis an emergency in September 2022. The Act requires local authorities to maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur the body can perform its functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effects, or taking other action in connection with it. The recommendations of this report constitute such a plan.
- 7.4 In coming to any decision, the council must comply with the public sector equality duty under s149 Equality Act 2010. This requires the council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act; advance equality of opportunity between people who share a relevant protected characteristic and those who don't; foster good relations between people who share a relevant protected characteristic and those who don't (and involves having due regard, in particular, to the need to tackle prejudice and promote understanding).
- 7.5 Under the duty, the relevant protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Having due regard to the need to 'advance equality of opportunity' between those who share a protected characteristic and those who do not includes considering, in particular, the need to remove or minimize disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; the need to take steps to meet the needs of persons who share a protected characteristic where those needs are different from the needs of persons who do not share that characteristic, and encourage those who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 7.6 Further, under s149 the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled

include taking steps to take account of their disabilities. Compliance with the duties in s149 may involve treating some persons more favourably than others, but not to permit conduct that would otherwise be prohibited under the Act.

- 7.7 The potential equality impact of the proposed changes has been assessed within an Equalities Impact Assessment (Appendix B). Careful consideration of this assessment can demonstrate that the decision maker has had “due regard” to the relevant matters, and the mitigations necessary for any adverse impact, to comply with the equality objectives set out in s149.”

8. Carbon Impact

- 8.1 The carbon impacts will be updated as specific proposals for projects are developed, and the carbon impacts will be actively considered as spending decisions are taken.

9. Equalities Impact

- 9.1 An Equalities Impact Assessment (EIA) initial screening has been carried out (see Appendix B). Using Westminster households in receipt of benefits as an indicator of those most likely to need help, the groups below are over-represented compared to their size in the Westminster population:

- People in the 45 – 64 and 65 plus age groups
- Global majority / BAME households
- Men
- People with disabilities
- Households without children.

- 9.2 However other data and community intelligence indicates wider low incomes groups to also need support:

- Younger people
- Women
- Households with children.

- 9.3 The EIA will be updated as specific proposals for projects are developed, and the equalities impacts will be actively considered as spending decisions are taken. Overall the EIA currently identifies that the likely impact of the additional funding on households with protected characteristics to be positive given the groups that are most at risk from the cost of living crises.

10. Consultation

- 10.1 As we develop proposals for spending the further £1m we will undertake community engagement with the Westminster Food and Energy Network and the Community Alliance, as well as consultation with third party organisations who will be involved in delivery.

10.2 Before declaring the cost of living crisis an emergency there was a debate at full council.

11. Communications Implications

11.1 Details of all the support available to households during the cost of living crisis are on the council's support hub¹⁴ and new projects will be added as needed and communicated through the council's networks.

11.2 Some of the funding may be used for workshops for front line officers working with people at risk and material will be available for them to distribute about the support available, including in community languages.

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

Cecily Herdman: Principal Policy Officer
cherdman@westminster.gov.uk

APPENDICES

Appendix A: Other Implications

Appendix B: Equalities Impact Assessment

BACKGROUND PAPERS

Details of the background papers referred to in this Report are in footnotes.

¹⁴ www.westminster.gov.uk/cost-of-living-support

Other Implications

1. Resources Implications

These projects will either be delivered by existing council staff or by external partners.

2. Risk Management Implications

The projects will be monitored to ensure they meet their intended outcomes and progress will be reported to senior officers. Service Level Agreements will be developed where they are delivered by third party organisations.

3. Health and Wellbeing Impact Assessment including Health and Safety Implications

The cost of living crisis is a health emergency too. Evidence shows that exposure to poor housing conditions (such as damp, cold, mould) is strongly associated with poor physical and mental health. The longer the exposure to poor conditions, including cold, the greater the impact on mental and physical health. Physical effects include respiratory conditions, cardiovascular disease, communicable disease transmission, and increased mortality.

3.1 Living in non-decent, cold, overcrowded or unaffordable housing has been associated with increased stress and a reduction in a sense of empowerment and control over one's life, and with depression and anxiety¹⁵. Poverty can affect every area of a child's social, educational and personal development, and children living in low-income households are three times more likely to suffer mental health problems than their more affluent peers. The proposed projects in this Report are targeted towards those who are most impacted by the crisis.

4. Crime and Disorder Implications

There are no implications.

5. Impact on the Environment

There are no impacts.

6. Staffing Implications

See Section 1 (Resource Implications) in this Appendix.

7. Human Rights Implications

There are no implications.

8. Energy Measure Implications

There are no implications.

9. Counter Terrorism and Security Implications

There are no implications.

¹⁵ Marmot Review 10 Years on

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EQUALITY IMPACT ASSESSMENT

Completing an EQIA is the simplest way to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EQIAs should be carried out at the earliest stages of policy development or a service review, and then updated as the policy or review develops. EQIAs must be undertaken when it is possible for the findings to inform the final decision.

SECTION 1:

Title	Cost of Living Projects 2023/ 2024
What are you analysing? <ul style="list-style-type: none"> • What is the policy/project/activity/strategy looking to achieve? • Who is it intended to benefit? Are any specific groups targeted by this decision? • What results are intended? 	The EIA will be updated as specific proposals for projects are developed, and the equalities impacts will be actively considered as spending decisions are taken. Overall the EIA currently identifies that the impact of the additional funding on households with protected characteristics to be positive given the groups that are most at risk from the cost of living crises.
Details of the lead person completing the screening/EQIA	Cecily Herdman: Principal Policy Officer cherdman@westminster.gov.uk
Date sent to equalities@westminster.gov.uk	
Version number and date of update	

You will need to update your EQIA as you move through the decision-making process. Record the version number here and the date you updated the EQIA. Keep all versions so you have evidence that you have considered equality throughout the process. However only the most updated version will be saved in the Equalities SharePoint folder. 1

DRAFT

SECTION 2: Do you need to complete a full Equality Impact Assessment (EQIA)?

Not all proposals will require a full EQIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

<p>2.1</p>	<p>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</p> <ul style="list-style-type: none"> <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i> <i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i> 	
	<p>How many people use the service currently? What is this as a % of Westminster’s population?</p>	<p>Around 31,000 households (now increased to 32,000) are identified in the council’s Cost of Living Strategy as being at risk during the cost-of-living crisis which is nearly one quarter of households within Westminster.</p> <p>We do not have a full breakdown of these households so benefits and other intelligence has been used below to help identify their profile.</p>
	<p>Gender</p>	<p>As the benefit data below shows men are more likely to be receipt of benefits compared with their share of the Westminster population. It should also be noted that unemployment claimant rates have been slower to fall amongst men since March 2021 and particularly amongst men over 50.</p> <p>However other data suggests women may have lower incomes as they are more likely to be homeless. A review of homelessness in Westminster¹ found women were the lead applicant for 78% of temporary accommodation households.</p>

¹ www.westminster.gov.uk/sites/default/files/westminster_city_council_review_of_homelessness_2019.pdf

			Men	Women	
		Census 2021*	53%	47%	
		Benefit recipients: Claimant Count**	57%	43%	
		* NOMIS, Resident Population, 2020 - ONS Population estimates - local authority based by five year age band ** NOMIS, Claimant count by s- not seasonally adjusted (September 2022)			
	Race	The table below shows that the unemployment rate is higher amongst global majority / BAME households compared with the overall population. To Note: NOMIS data does not breakdown BAME groups fully.			
			All	Ethnic Minorities	
		Westminster Unemployment rate - aged 16+	5.7%	13.3%	
		Westminster Employment rate - aged 16-64	66.9%	49.3%	
		% Who are economically inactive in Westminster- aged 16-64	28.9%	43%	
		*Source: NOMIS, Annual population survey, Jul 2021-Jun 2022			
		Other data suggests certain ethnic groups are more likely to have lower incomes, for example a review of homelessness in Westminster found households from a Black, Arab, Other or Asian background were more likely to be affected by homelessness (and in temporary accommodation) ² compared with their share of the Westminster population.			

² www.westminster.gov.uk/sites/default/files/westminster_city_council_review_of_homelessness_2019.pdf

	<p>20% of users of North Paddington Foodbank are migrants or asylum seekers with no resource to public funds and 22% are lone parents from a global majority / BAME background.</p> <p>Community intelligence from the Westminster Community Alliance and Food and Energy Network has also highlighted that certain communities / groups such as some global majority / BAME groups and older people are less aware of the current support able and less likely to access advice through traditional organisations.</p>						
Disability	<p>The table below suggests that a high proportion of benefit recipients have physical disabilities.</p> <table border="1"> <thead> <tr> <th></th> <th>Health: described as bad or very bad</th> </tr> </thead> <tbody> <tr> <td>While city wide data is not directly comparable with the category below, 5% of people aged 18-64 are estimated to have impaired mobility and 4% have a moderate or serious personal care disability³</td> <td></td> </tr> <tr> <td>Benefit recipients claiming Housing Benefit or Council Tax Support claiming a disability benefit (ESA, or DLA)*</td> <td>48%</td> </tr> </tbody> </table> <p>*Low-Income Family Tracker (LIFT), July 2022</p> <p>Other data such as intelligence from North Paddington Food Bank shows that 51% of their users have a household members with a disability.</p>		Health: described as bad or very bad	While city wide data is not directly comparable with the category below, 5% of people aged 18-64 are estimated to have impaired mobility and 4% have a moderate or serious personal care disability ³		Benefit recipients claiming Housing Benefit or Council Tax Support claiming a disability benefit (ESA, or DLA)*	48%
	Health: described as bad or very bad						
While city wide data is not directly comparable with the category below, 5% of people aged 18-64 are estimated to have impaired mobility and 4% have a moderate or serious personal care disability ³							
Benefit recipients claiming Housing Benefit or Council Tax Support claiming a disability benefit (ESA, or DLA)*	48%						
Sexual orientation	<p>Within Westminster a survey estimates 62.8% identified as heterosexual, 3.3% identified as gay or lesbian, 0.9% identified as bisexual and 7.5% are not known or refused to answer. There is no reason to believe that residents in receipt of benefits vary from this profile.</p>						
Age	<p>Benefit recipients generally are more likely to be older compared with the Westminster population overall.</p>						

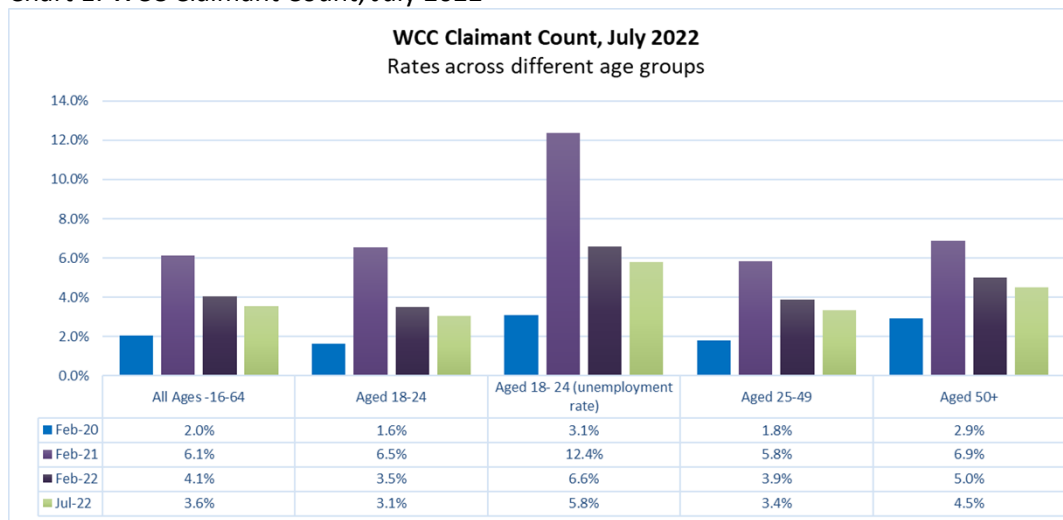
³ All estimates are based on the Projecting Adult Needs and Service Information (PANSI) and Projecting Older People Population Information (POPPI) datasets, which are compiled by the Institute of Public Care

	18 - 24	25-44	45-64	65+
ONS Mid-year Population estimates 2020	9.3%	36.5%	22.9%	12.6%
Benefit recipients: Council Tax Support or Housing Benefit (18-64)*	2%	23%	41%	34%

*Low-Income Family Tracker (LIFT), July 2022

However, examining claimant count data (the number of people claiming unemployment related benefits) suggests that claimant rates are higher amongst young people than the general working age population and have been slower to fall post pandemic (see chart 1)

Chart 1: WCC Claimant Count, July 2022



Claimant Counts, WCC Analysis, April 2022 – Data from DWP Claimant Count

Religion or belief	<p>The religion and belief of benefit recipients is not known</p> <table border="1" data-bbox="857 225 1935 411"> <thead> <tr> <th></th> <th>Christian</th> <th>Jewish</th> <th>Buddhist</th> <th>Muslim</th> <th>Hindu</th> <th>Sikh</th> </tr> </thead> <tbody> <tr> <td>Westminster population</td> <td>45%</td> <td>3%</td> <td>1%</td> <td>18%</td> <td>2%</td> <td>0.2%</td> </tr> <tr> <td>Benefit recipients</td> <td colspan="6">Information not available</td> </tr> </tbody> </table>		Christian	Jewish	Buddhist	Muslim	Hindu	Sikh	Westminster population	45%	3%	1%	18%	2%	0.2%	Benefit recipients	Information not available					
	Christian	Jewish	Buddhist	Muslim	Hindu	Sikh																
Westminster population	45%	3%	1%	18%	2%	0.2%																
Benefit recipients	Information not available																					
Household composition	<table border="1" data-bbox="857 632 1863 818"> <thead> <tr> <th></th> <th>With Children</th> </tr> </thead> <tbody> <tr> <td>Mid-Year Population estimates 2020</td> <td>33%</td> </tr> <tr> <td>Council Tax Support or Housing Benefit (18-64)*</td> <td>26% (Of which 17% are lone parents)</td> </tr> </tbody> </table> <p>*Low-Income Family Tracker (LIFT), July 2022</p> <p>Although there are a lower proportion of households with children amongst households receiving locally administered benefits, other data suggests they are more likely to be affected by homelessness. A review of homelessness in Westminster found 86% of lead applicants in temporary accommodation and 44% of homeless applicants had children.⁴</p> <p>Also rising rates of households eligible for free school meals (29% between Spring 2020 and Spring 2022) indicates a growing proportion of families affected by the crisis and 62% of North Paddington Foodbank users have children under 12.</p>		With Children	Mid-Year Population estimates 2020	33%	Council Tax Support or Housing Benefit (18-64)*	26% (Of which 17% are lone parents)															
	With Children																					
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⁴ westminster.gov.uk/sites/default/files/westminster_city_council_review_of_homelessness_2019.pdf

<p>2.2 Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</i></p>	<p>Using households in receipt of benefits as an indicator of those most likely to need help from the fund, the following groups are over-represented compared to their size in the overall population:</p> <ul style="list-style-type: none"> • People in the 45 – 64 and 65 plus age groups • Ethnic minority households • Men • People with disabilities • Households without children <p>However the cost of living crisis is having a significant impact on all groups and other data suggests that the following groups are also likely to be in need:</p> <ul style="list-style-type: none"> • Younger people • Women • Households with children
<p>2.3 Are there any groups with protected characteristics that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there</i></p>	<p>See above</p>

may be some form of direct or indirect discrimination occurring.

2.4 Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?

Page 89

	None	Positive	Negative	Not sure
Men or women		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled ⁵ people (consider different types of physical, learning or mental disabilities)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups (consider in particular children, under 21s and over 65s)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are intending to undergo, are undergoing or have undergone a process or part of a process of gender reassignment		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

⁵ Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

Impact due to pregnancy/ maternity		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of faiths and beliefs		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.

2.5	Based on your responses, should a full, detailed EQIA be carried out on the project, policy or proposal?
	This will be considered once details of proposed projects come forwards.
2.6	Provide brief reasons on how you have come to this decision?
	See above

SECTION 3: ASSESSING THE IMPACT

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative, how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What, if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men							
	Women							
Race	White							
	Mixed/Multiple ethnic groups							
	Asian/Asian British							
	Black/African/Caribbean/Black British							
	Gypsies / travellers							
	Other ethnic group							
Disability	Physical							
	Sensory							
	Learning Difficulties							
	Learning Disabilities							
	Mental Health							

Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
Sexual Orientation	Lesbian, gay men, bisexual							
Age	Older people (50+)							
	Younger people (16 - 25)							
Gender Reassignment								
Impact due to pregnancy/maternity								
Groups with particular faiths and beliefs								
People on low incomes								

SECTION 4: ACTION PLAN


4.1 Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.

NB. Add any additional rows, if required.

Page 93	Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
	<i>Enter additional rows if required</i>						

THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

SIGNATURE: 

FULL NAME: Ezra Wallace

UNIT: Innovation & Change

EMAIL & TELEPHONE EXT: ewallace@westminster.gov.uk

DATE (29 November 2022):

WHAT NEXT?

It is the responsibility of the service to complete an EQIA to the required standard and the quality and completeness of EQIAs will be monitored by EMT.

All EQIAs for proposed changes to levels of service arising from budget proposals must be completed by (insert date).

All completed EQIAs should be sent to equalities@westminster.gov.uk



City of Westminster

Cabinet Report

Date:	12 December 2022
Classification:	General Release
Title:	Council Tax Discounts (including Council Tax Local Reduction Scheme) and Council Tax Base report
Report of:	Executive Director of Finance & Resources
Cabinet Member Portfolio:	Cabinet Member for Finance and Council Reform
Wards Affected:	All
Policy Context:	Statutory duty to set and collect Council Tax
Key Decision:	Yes
Financial Summary:	The report proposes that: <ul style="list-style-type: none">• The Council Tax discount for second homes remains at 0%• The Council Tax discounts for empty properties, including the discounts that replaced the previous Class A and C Council Tax exemptions, remains at 0%.• A Long-Term Empty Property Premium is continued at the maximum level allowed for by central government legislation.• The Director of Revenues and Benefits is authorised to determine any individual local discount requests in 2023/24 under Section 13A(1)(c) of the Local Government Finance Act 1992.• The Council Tax Base is set at 135,955.46 equivalent Band D properties for 2023/24 for the whole City, 91.68 equivalent band D properties for Montpelier Square and 3,637.83 equivalent band D properties for Queen's Park.• The existing Council Tax Local Reduction Scheme is retained for 2023/24.

1. Summary

- 1.1 The Local Government Act 2003 provided local authorities with discretion in relation to the level of Council Tax discount for specific categories of Council Tax properties, namely second homes and long-term empty properties. The Local Government Finance Act 2012 which came into effect in April 2013 removed several Council Tax empty property exemptions and replaced them with locally determined discounts. The Act also enabled local authorities to remove the minimum 10% discount for second homes and to set a local Long-Term Empty Property Premium.
- 1.2 This report recommends retaining the same level of Council Tax discounts in 2023/24 as were set in 2022/23.
- 1.3 The report recommends that the Council continue to charge a Long-Term Empty Property Premium in 2023/24 at the maximum level allowed for by the current legislation.
- 1.4 The Welfare Reform Act 2012 and Local Government Finance Act 2012 replaced the Council Tax Benefit scheme with a locally determined Council Tax Reduction Scheme (also known as a local Council Tax Support Scheme), which is effectively now a type of Council Tax discount. The recommended 100% scheme for 2023/24 is a continuation of the scheme that was originally set by the Council in 2013/14.
- 1.5 The Council Tax Base is calculated in accordance with a nationally prescribed formula and represents the equivalent number of Band D properties within the area. The formula takes account of the number of properties in each band, the number of discounts given for single occupiers, empty dwellings, second homes and other eligible criteria, the prescribed proportions to convert numbers to Band D equivalents, and the estimated collection rate. The relevant regulations were changed from 1 April 2013, to enable the taxbase calculation to include a deduction for the equivalent number of Band D properties relating to the local authority's Council Tax Reduction Scheme. The Council Tax Base must be determined and be notified to the Greater London Authority (GLA) and other levying and precepting bodies. As in the past, these notifications must be made by 31 January.
- 1.6 The calculations as detailed in Appendices 1 and 2 confirm a figure of 135,955.46 equivalent Band D properties for the whole City, 91.68 Band D equivalent properties for Montpelier Square and 3,637.83 Band D equivalent properties for Queens Park. The Queen's Park Community Council was created on 1st April 2014 under the Council's Reorganisation of Community Governance Order 2013. The Queen's Park Community Council is a minor precepting authority for the purposes of Part 1 of the Local Government Finance Act 1992.
- 1.7 The taxbase calculation assumes that the recommendations in the report in relation to the level of Council Tax discounts and the Council Tax Reduction Scheme are adopted.

2. Recommendations

- 2.1 That the Cabinet recommend that the Council approve the following recommendations for the financial year 2023/24:-
- (i) that the Council Tax discount for second homes remains at 0% unless the government brings forward legislation to enable a Second Home Premium to be charged for the 2023/24 financial year. If this is the case, the premium should be set at the highest level allowed for by the legislation.
 - (ii) the Council Tax discounts for empty properties, including the discounts that replaced the previous Class A and C Council Tax exemptions, remain at 0%.
 - (iii) that a Long-Term Empty Property Premium continues at the maximum percentage allowed for by the current legislation for the 2023/24 financial year. and to charge the said premium a year after a property has been empty if the government brings forward legislation to allow this
 - (iv) that the Director of Revenues & Benefits be given delegated authority to determine any individual local discount applications received from Council Taxpayers during the 2023/24 financial year under section 13A(1)(c) of the Local Government Finance Act 1992.
- 2.2 That the Cabinet recommends that the Council approves the same Council Tax Reduction Scheme for 2023/24 which has operated successfully since 2013/14. The scheme is based on the Default Scheme Regulations, updated to reflect changes made via the Prescribed Requirements Amendment Regulations and with War Disabled Pensions, War Widow, Pensions and Armed Forces Compensation scheme payments disregarded in full when calculating a claimant's income. The same disregards should also apply to Housing Benefit and claims for Discretionary Housing Payment (DHP).
- 2.3 That the Cabinet recommends to the Council to resolve that the Council Tax Base for 2023/24 for the Whole City is 135,955.46 equivalent Band D properties, for Montpelier Square alone 91.68 equivalent Band D properties and for Queen's Park 3,637.83 equivalent Band D properties.
- 2.4 That the Cabinet recommends to the Council to resolve that the figures set out in paragraph 2.3 above for the Council Tax Base for 2023/24 be used by the Council to make a determination pursuant to the requirements of the Local Government Finance Act 1992.

3. Council Tax Discounts

3.1 Legislation

- 3.1.1 The Local Government Act 2003 provided local authorities with discretion in relation to the level of Council Tax discount for specific categories of Council Tax properties, namely second homes and empty properties. It also made provision for a local authority to set its own “local” Council Tax discount categories.
- 3.1.2 The Local Government Finance Act 2012 which came into effect in April 2013 removed several Council Tax empty property exemptions and replaced them with local determined discounts. The Act also enabled local authorities to remove the minimum 10% discount for second homes and to set a Long-Term Empty Property Premium.
- 3.1.3 The Welfare Reform Act 2012 and Local Government Finance Act 2012 replaced the Council Tax Benefit scheme with a locally determined Council Tax Reduction Scheme (also referred to as a local Council Tax Support scheme), which is effectively now a type of Council Tax discount.

3.2 Second Homes

- 3.2.1 A second home in Council Tax terminology is a furnished property which is no-one’s sole/main residence.
- 3.2.2 The original Council Tax legislation prescribed that all local authorities had to give a discount of 50% for “second home” properties. However, the Local Government Act 2003 provided local authorities with the discretion to change the level of discount to less than 50% but set a minimum discount level of 10%. The Local Government Finance Act 2012 subsequently allowed the minimum discount to be reduced to 0%.
- 3.2.3 The relevant regulations include exclusions to the local authority discretion in relation to second home properties. The main exclusion being that local authorities are not able to amend the level of discount for the second homes of people who are liable for Council Tax on a property that is provided by an employer (tied accommodation). This means that the Council must continue to give a 50% discount for second homes meeting these criteria. A local authority also cannot amend the 50% level of the second home discount for any dwelling that consists of a pitch occupied by a caravan, or a mooring occupied by a boat.
- 3.2.4 For each financial year since 2013/14 the City Council has decided that the second home discount should be set at 0%. It is recommended that the City Council retains the same 0% discount in 2023/24, as a decision to set a higher level of discount would reduce the Council’s income.

3.2.5 It is understood that the government may bring forward legislation to allow for a Second Homes Premium (additional charge) on second homes. There are no further details at this stage and it is unknown when this legislation will be brought forward or any effective date for the change. It is however envisaged that the government may require a 12-month consultation phase before any change can be implemented. The recommendation in this report will allow the imposition of the Second Home Premium for the 2023/24 financial year if the forthcoming legislation allows.

3.3 Empty Properties

3.3.1 Prior to 1 April 2013, all Council Tax empty properties fell under one of the following three categories: -

- Class A Exemption

If the property was empty and subject to major repair works / structural alterations, it was exempt from Council Tax for 12 months.

- Class C Exemption

An exemption from Council Tax was granted for the first 6 months after a property became empty.

- Long-Term Empty Property Discount

This was a locally determined Council Tax discount for the period after a Class A or Class C Exemption had expired. The Council had set a 0% discount level which meant that the owners paid the full Council Tax charge.

3.3.2 The Local Government Finance Act 2012 amended the relevant legislation so that the statutory exemptions referred to above (Class A and Class C) were replaced by locally determined discounts from 1 April 2013.

3.3.3 Since the 2013/14 financial year the City Council has determined that a 0% discount should be set for:

- a) The empty property discount which replaced the Class A exemption
- b) The empty property discount that replaced the Class C exemption
- c) The empty long-term property discount

3.3.4 It is recommended that the City Council retains the same 0% discount for each of the three categories of empty property discount referred to in 3.3.3. The recommendation being based on the fact that any increase in the level of discount will reduce the Council's income.

3.4 Long Term Empty Property Premium

- 3.4.1 The Local Government Finance Act 2012 allows local authorities to set a Long-Term Empty Property Premium for properties that have been empty for at least 2 years. The premium is currently (for 2022/23) set at 100% of the normal Council Tax for properties that have been empty between 2 years – 5 years, 200% of the normal Council Tax for properties that have been empty between 5-10 years and 300% of the normal Council Tax for properties that have been empty for more than 10 years.
- 3.4.2 The current 100% premium on the Council's 277 properties that have been empty between 2 years and 5 years provides around £129K per annum in additional Council Tax income for the Council, whilst the current 200% premium on the Council's 45 properties that have been empty between 5 years and 10 years provides a further £42K per annum in additional Council Tax income. Finally, the current 300% premium on the Council's 24 properties that have been empty over 10 years provides a further £33K per annum in additional Council Tax income for the Council.
- 3.4.3 The government has indicated that it may bring forward legislation to enable the empty property premium to be charged after a property has been empty for one year (instead of the current two years). There are no further details at this stage and it is unknown when this legislation will be brought forward or any effective date for the change. It is however envisaged that the government may require a 12-month consultation phase before any change can be implemented. The recommendation in this report will allow the imposition of the increased Empty Property Premium for the 2023/24 financial year if the forthcoming legislation allows. This will align with the Council's Fairer Westminster agenda and the aim to bring empty properties back in to use.

3.5 Local Council Tax Discounts

- 3.5.1 Section 13A of the Local Government Finance Act 1992 allows a local authority the discretion to create its own "local" Council Tax discounts for local situations which are not already covered by the national statutory discounts. The government's guidance gives the example of a local discount for properties affected by flooding
- 3.5.2 Local discounts granted under Section 13A (I) (c) must be fully funded by the local authority.
- 3.5.3 It has been determined for each financial year since 2013/14 that the Director of Revenues & Benefits would be authorised to determine any individual applications from residents requiring additional assistance under the Local Discount provisions. In 2022/23 there were approved applications totalling £122k. These applications primarily related to care leavers, flood victims and vulnerable residents. It is recommended that the delegation to the Director of Revenues and Benefits to determine individual applications is retained for 2023/24.

3.6 Council Tax Reduction Scheme

- 3.6.1 The Local Government Finance Act 2012 replaced the Council Tax Benefit scheme with a new locally determined Council Tax Reduction Scheme (also known as a local Council Tax Support scheme) from April 2013. This is effectively now a Council Tax discount.
- 3.6.2 Each local authority is required to annually set a local Council Tax Reduction scheme for working age claimants. The government continues to operate a statutory national scheme for pensioners, which provides them with broadly the same level of Council Tax Support as they received under the previous Council Tax Benefit scheme but has been adjusted by the government since its introduction to incorporate a number of welfare reform initiatives.
- 3.6.3 The local Council Tax Reduction scheme was initially funded through a specific central government grant set at 90% of each local authority's Council Tax Benefit expenditure. The government funding since 2014/15 has been rolled into the government's overall funding settlement and due to the overall cuts in funding for local government effectively increases the initial 10% funding reduction.
- 3.6.4 Since 2013/14, the City Council has agreed a Council Tax Reduction scheme which mirrored the previous Council Tax Benefit scheme, i.e. the City Council absorbed the government's 10% funding cut and did not pass the cut on to the borough's working age claimants. Technically this means that the original Council Tax Reduction Schemes (Default Scheme) Regulations are mirrored within the City Council's local scheme, with the addition that rates used to calculate the discount are uprated each year, and War Disabled Pensions, War Widow, Pensions and Armed Forces Compensation scheme payments are disregarded in full when calculating a claimant's income. It is recommended that this income disregard should also apply to Housing Benefit and claims for Discretionary Housing Payment (DHP).
- 3.6.5 It is recommended that the Council should retain the same Council Tax Reduction Scheme in 2023/24.
- 3.6.6 The Council has in previous years conducted two consultations on the Council's website in relation to the Council Tax Reduction scheme. The results were limited, but the vast majority of responses were positive. Any future change to the Council's Council Tax Reduction scheme will require a full consultation exercise.
- 3.6.7 There is no statutory requirement to consult residents where there is no significant change to a Council's existing scheme.

4. Council Taxbase

4.1 Background

4.1.1 The Council is required for Council Tax purposes to notify the preceptors and levying bodies of the Council Tax Base.

4.1.2 The position is that: -

- a) the Council must approve and notify the preceptors and levying bodies of the Council Tax Base by 31 January each year,
- b) the appropriate figure must be calculated using the Valuation List and Council Tax records as at 30 November.

4.2 The Calculation of the Taxbase

4.2.1 The calculation of the Council Tax Base is by way of a statutory prescribed formula, which is set out at Appendix 1. The legislative changes relating to the Council Tax Reduction scheme resulted in a change to the formula for 2013/14 onwards (The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012). The change being that an estimate of the number of Band D equivalents relating to the Council Tax Reduction scheme has to be deducted from the overall taxbase. This amendment means that local authority taxbases from 2013/14 onwards are significantly lower than in previous years. However, the reduction was initially compensated for by a new Council Tax Support grant, which the government calculated based on 90% of the Council's previous Council Tax Benefit expenditure. The grant has subsequently been rolled into the government's overall funding settlement.

4.2.2 Appendix 2 shows details of the distribution of properties by Band, and the calculated equivalent Band D properties (known as the "relevant amount") within each Band after applying the formula.

4.2.3 To calculate the Council Tax Base the "relevant amount" figures for each Band have been aggregated and then adjusted to take account of the estimated collection rate and Ministry of Defence properties. The estimated collection rate used in the calculation for 2022/23 was 96%. It is recommended that this percentage should remain for 2023/24 due to the on-going reduction in collection rates nationally arising from the pandemic and the associated difficulties in accurate forecasting. If the forecast collection rate is not achieved, the under collection will be reflected in the Council Tax Collection Fund and the deficit will be shared with the GLA.

4.2.4 The Council Tax Base is calculated, for the whole of the City for 2023/24 as 135,955.46 equivalent Band D properties, for Montpelier Square 91.68 equivalent Band D properties and for Queens Park is 3,637.83 equivalent Band D properties.

- 4.2.5 The Tax Base calculation assumes that the recommendations in this report in relation to the level of Council Tax discounts (including the Council Tax Reduction Scheme) are approved.

5 Financial Implications

- 5.1 The 2023/24 tax base shows a growth of 0.67% when compared with the 2022/23 tax base. The growth will deliver around £418K in additional Council Tax income in 2023/24 for the Council.
- 5.2 The Council's decision in 2013/14 to implement a Council Tax Reduction Scheme which mirrored the previous Council Tax Benefit Scheme, effectively meant that the Council had to absorb the government's 10% cut in funding for the Council Reduction Scheme arrangements. However, the increased Council Tax income derived from the Council Tax discount changes implemented in 2013/14 more than covered the shortfall. This remains the case in 2023/24.
- 5.3 The Business Rate Retention scheme introduced within the Local Government Finance Act 2012 replaced the previous Formula Grant scheme from 1 April 2013. The Retention scheme Funding Baseline was scheduled to be recalculated for the planned scheme Reset in 2020. However, the government's Fair Funding Review, including the funding baseline, and the review / revision of the national Business Rate Retention scheme, has been deferred, partly due to the pandemic and will not now take place in time for the 2023/24 financial year. Therefore, the changes in the Council's Tax Base will not have an effect on the Council's grant funding position for 2023/24.
- 5.4 On 1st October 2013 the Council made the City of Westminster (Reorganisation of Community Governance) Order 2013. This created a new parish of Queen's Park from 1st April 2014. The Queen's Park Community Council was elected on 22nd May 2014 and became a precepting authority. The Queen's Park taxbase of 3,637.83 equivalent Band D properties will result in an overall Council Tax income for the Community Council in 2023/24 (based on the existing precept level) of around £172K.

6. Legal Implications

- 6.1 The legal implications are outlined in the body of the report. There have been no relevant changes in legislation since last year's report.

7 Ward Members Comments

- 7.1 As this report relates to all wards, no Ward Member consultation was required.
- 7.2 The Ward Members for Queens Park were originally consulted as part of the City of Westminster (Reorganisation of Community Governance) Order 2013.

8 Outstanding Issues

8.1 There are no outstanding issues.

9. Reasons for Decision

- 9.1 The taxbase decision is sought in order that the Council complies with the requirements of the Local Government Finance Act 1992.
- 9.2 The retention of the same levels of Council Tax discount, for empty properties and second homes will continue to deliver additional Council Tax income for the Council without disadvantaging any vulnerable members of the community.
- 9.3 The recommendation to allow the Director of Revenues and Benefits to continue to determine any individual local discount claims will enable assistance to be given to individual Council Taxpayers. This will provide the mechanism for granting the local Council Tax discount for Care Leavers, flood victims and other vulnerable Council Taxpayers.
- 9.4 The Council's proposed 100% Council Tax Reduction Scheme will mean that the level of Council Tax support provided to the borough's working age claimants will effectively mirror that previously provided under the national Council Tax Benefit scheme.
- 9.5 The recommendation to continue the Long-Term Empty Property Premium at the maximum allowed for within current legislation aligns with the Council's Fairer Westminster agenda and the aim to bring empty properties back in to use.

10. Background Papers

10.1 There are no additional background papers.

IF YOU HAVE ANY QUESTIONS ABOUT THIS REPORT PLEASE CONTACT
MARTIN HINCKLEY, DIRECTOR OF REVENUES & BENEFITS, ON 07816 215828
OR BY E-MAIL mhinckley@westminster.gov.uk

APPENDIX 1 – Taxbase Formula.

Formula for calculating the Council Tax Base.

For 2023 / 2024 the “relevant amount” for each band is to be calculated in accordance with the formula:

$$((H - Q + E + J) - Z) \times F / G$$

where:

H is the number of chargeable dwellings on the list on the relevant day, (30 November 2022) less an estimate of the number which are exempt.

For these purposes the authority is to take account of any alterations to the list which were shown as having effect on that day, or of any alterations which, though not shown on the list, the authority has been informed of by the Listing officer and had effect on that day. The authority is also to take account of the effect of the regulations under section 13 of the 1992 Act (“disabled reductions”), treating a dwelling as being in the band in respect of which the reduced amount is calculated.

Q is a factor to take account of the discounts to which the amount of council tax payable was subject on the relevant day based on the relevant discount percentage(s).

E is an adjustment to reflect any Council Tax Premium for long term empty properties.

J is an adjustment (positive or negative) in respect of changes in the number of chargeable dwellings or discounts or premiums during the period from the relevant day (i.e. 30 November 2022) to 31 March 2024 calculated as the difference between:

- (i) an estimate of the number of full year equivalent chargeable dwellings not on the list on the relevant day (30 November 2022) but which will be listed in that band for the whole or part of the year, plus
- (ii) an estimate of discounts which are estimated to be applicable on the relevant day, but which will not be applicable for the whole or part of the year, expressed as a full year equivalent number, based on the relevant discount percentage(s).
- (iii) an estimate of the aggregate of the number of chargeable dwellings which are on the list on the relevant day, but which will not be during the year, or part of the year, and the number which are not exempt on the relevant day, but which will be during the year or part of the year, plus
- (iv) the authority’s estimate of the number of discounts, other than those in the formula above, to which Council Tax dwellings calculated for item (H) in the formula above, will be subject for the whole or part year (based on the relevant discount percentage (s)).

Z is the total amount that the authority estimates will be applied pursuant to the authority's council tax reduction scheme in relation to the band, expressed as an equivalent number of chargeable dwellings in that band.

F is the amount of Council Tax payable in respect of dwellings situated in the same billing authority's area (or the same part of such an area) and listed in different valuation bands in the following proportions: -

5 : 6 : 7 : 8 : 9 : 11 : 13 : 15 : 18

where 5 is for band A (Disabled), 6 is for band A, 7 is for band B etc.

G is the number applicable to band D (i.e. 9).

Full Year Equivalents.

Where an authority estimates that discounts / exemptions etc. will apply for only part of the year, or that the dwelling will only be banded for part of the year, the full year equivalent must be calculated for the purposes of the above formula. This will be the number of days for which the dwelling is banded / exempt etc. divided by the number of days in the year.

Appeals.

For the purpose of calculating the Tax Base an authority may estimate the number of appeals against banding that may have an effect on the number of properties within each band.

Council Tax Base.

In order to calculate the Council Tax Base, the "relevant amount" for each band is aggregated and the sum multiplied by the Council's estimated collection rate. An adjustment is made to this figure in respect of MOD property in the area.

MOD Adjustment.

This adjustment is an amount, estimated to be equivalent to the number of Band D dwellings, in respect of where a contribution in lieu of Council Tax is to be made by the Ministry of Defence for Class O (exempt) dwellings.

APPENDIX 2. - Tax base Calculations for 2023/24

TAXBASE FOR THE WHOLE CITY.

DISTRIBUTION OF PROPERTIES BY BAND AS AT 30.11.22 FOR THE WHOLE CITY.	EQUIVALENT BAND "D" PROPERTIES FOR EACH AFTER APPLYING THE FORMULA $((H - Q + E + J) - Z) \times F / G$
BAND A : 1,736	BAND A : 956.50
BAND B : 6,509	BAND B : 4,118.72
BAND C : 15,772	BAND C : 11,848.89
BAND D : 22,811	BAND D : 19,713.75
BAND E : 24,179	BAND E : 25,644.97
BAND F : 18,956	BAND F : 24,114.28
BAND G : 24,128	BAND G : 36,163.75
BAND H : 16,643	BAND H : 31,512.50
Total : 130,734	Total : 154,073.36

Less Z - = 12,934.76 = 141,138.60
X Collection Rate (96%)
Plus MOD Adjustment + 462.40

TAXBASE = 135,955.46

APPENDIX 2.

TAXBASE FOR MONTPELIER SQUARE ONLY.

DISTRIBUTION OF PROPERTIES BY BAND AS AT 30.11.22.	EQUIVALENT BAND "D" PROPERTIES FOR EACH AFTER APPLYING THE FORMULA $((H - Q + E + J) - Z) \times F / G$
BAND A : 0	BAND A : 0.00
BAND B : 0	BAND B : 0.00
BAND C : 0	BAND C : 0.00
BAND D : 1	BAND D : 1.00
BAND E : 0	BAND E : 0.00
BAND F : 0	BAND F : 0.00
BAND G : 3	BAND G : 5.00
BAND H : 47	BAND H : 89.50
Total : 51	Total : 95.50

Less Z = 0.00
Plus MOD Adjustment = + 0.00
X Collection Rate (96%) = 91.68

TAXBASE = 91.68

APPENDIX 2.

TAXBASE FOR QUEENS PARK COMMUNITY COUNCIL.

DISTRIBUTION OF PROPERTIES BY BAND AS AT 30.11.22 FOR QUEENS PARK PARISH.	EQUIVALENT BAND "D" PROPERTIES FOR EACH AFTER APPLYING THE FORMULA $((H - Q + E + J) - Z) \times F / G$
BAND A : 63	BAND A : 34.67
BAND B : 274	BAND B : 181.22
BAND C : 849	BAND C : 637.56
BAND D : 1,946	BAND D : 1,722.00
BAND E : 1,898	BAND E : 2,102.53
BAND F : 253	BAND F : 337.64
BAND G : 53	BAND G : 82.92
BAND H : 3	BAND H : 6.00
Total : 5,339	Total : 5,104.53

Less Z = 1,315.12 = 3789.41
X Collection Rate (96%)
Plus MOD Adjustment + 0.00

TAXBASE = 3,637.83

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City of Westminster Cabinet Report

Meeting or Decision Maker: Cabinet

Date: 12th December 2022

Classification: General Release

*Appendix 2 (B) Commercial Waste Fees
exempt from public disclosure*

Title: Fees and Charges Review

Wards Affected: All

**Cabinet Member/Lead
Member:** Councillor Boothroyd

Key Decision: Yes

Financial Summary: Budgeted income from fees and charges for 2022/23 is £130m. The income from fees and charges helps to manage demand and cover costs for providing services. Changes proposed to fees and charges are anticipated to deliver £6.220m additional income in a full year and circa £0.455m in 2022/23.

Report of: Gerald Almeroth, Executive Director of Finance and Resources

1. Executive Summary

- 1.1. This report sets out the context for this year's annual review of fees and charges. A significant focus of the approach to fees and charges is full cost recovery, to ensure that charges remain in line with increases being experienced in the cost of delivering services.
- 1.2. Budgeted income from fees and charges for 2022/23 is £130m. This includes discretionary charges set by the Council through this annual review process and statutory charges set by statute.
- 1.3. The fees and charges review undertaken is in line with previous years approaches, proposing as a starting principle that all charges adopt an inflationary increase. This keeps fees and charges aligned with full cost recovery as much as is possible.
- 1.4. The September 2022 Consumer Price Index (CPI) annual increase of 10.1% is being used as the measure of inflation as it is approximately one year since the last increase in fees and charges were applied. This inflationary increase of 10.1% has been applied to all fees and charges where a standard inflationary rise is supported and appropriate.
- 1.5. In some exceptional cases it is recommended that a different approach is taken and fees and charges either reduce, remain the same or increase at a rate above or below inflation. In several cases the actual fee or charge is also rounded so as to simplify the fee structure and charging mechanism. Further detail of these exceptions is included within this report, at paragraph 5.10 – 5.19.

2. Recommendations

2.1. That Cabinet is recommended to:

1. Approve the changes to fees and charges as outlined in **Appendix 2** of this report
2. Approve that authority be delegated to the Executive Director for Finance and Resources, in consultation with the relevant Cabinet Member, to approve any changes required in light of consultation feedback.
3. Note the fees for which no increase is proposed for 2023/24. Details of these fees are included in **Appendix 2** of this report.
4. Approve the Fees and Charges Policy at **Appendix 1**.

3. Reasons for Decision

- 3.1. To agree the Council's fees and charges position and changes from 1 January 2023 at the earliest.

4. Background, including Policy Context

- 4.1. The budget for fees and charges in 2022/23 is £130m. Fees and charges are reviewed annually with a strong supporting link to the medium-term financial planning process. The Council's Fees and Charges Policy is attached at **Appendix 1**. The main points are as follows:
- Fees and charges will be reviewed annually as part of the budget setting process.
 - Income from charges for a service should not exceed the costs over a realistic period of time.
 - Fees and charges will be calculated on a full cost recovery basis. Any concessions will be specified and separately agreed.
 - Fees and charges will be approved or noted by Cabinet each year with implementation of those charges shortly thereafter.
- 4.2. Some fees and charges are set and amended by statute or through contractual arrangements and so do not require Cabinet decision. Examples include parking penalty charge notices and planning application fees. However, for the remaining fees and charges the Council has discretion to amend as appropriate.
- 4.3. For some services income received from fees and charges during 2022/23 continues to be affected by ongoing economic recovery following the pandemic. A smaller number of income streams continue to be experiencing reduced demand, such as commercial waste.
- 4.4. Last year a 3.1% inflationary rise was applied to the majority of the fees and charges, however there were a number of above inflation increases applied some parking charges including an increase in resident parking permits of 3.5%
- 4.5. This year, an inflationary assumption of 10.1% has been used and applied to fees and charges where a standard inflationary rise is supported unless the service is actively reviewing their pricing structures. Inflation has risen steeply over the last year with the CPI annual increase reaching 10.1% in September. The application of the annual inflationary increase (CPI) as at September 2022 is considered appropriate given the time that had passed since the previous increase to fees and charges.
- 4.6. The Office for Budget Responsibility (OBR) forecasts that inflation will remain high (around 8%) until the second quarter of 2023, when it will then start to return to the 2% target rate.
- 4.7. The full year impact of the proposed changes to Council fees and charges is an increase of £6.220m (compared to an increase of £3.592m last year).
- 4.8. A full list of the proposed fees and charges is set out in **Appendix 2**.

5. Proposed Changes to Fees and Charges

All increases by inflation of 10.1% and above are detailed below

Commercial Waste

- 5.1. Overall commercial waste charges will increase by an average of 10.9% (a range of 0 – 30% increase across the range of different bins/bags products). Overall impact is £1.1m.
- 5.2. As part of the overall uplift, mixed recycling will be increased by 5% whilst charges for paper/card, glass and food waste recycling to be frozen to encourage more customers to recycle and increase the council's recycling rates

Sayers Croft

- 5.3. Proposed increase 10.1% across the 23/24 Academic Year. 10.1% has been used as central inflationary figure but in line with strategic pricing direction at Sayers the actual price rises vary. Average increase for Westminster schools is 10.1% and for non-Westminster schools is 13.0%. Overall impact is £0.148m.

City Promotions, Events & Filming

- 5.4. Proposed up to 20% increases. Service have sought to apply increases proportionately across price points to ensure it continues to drive revenue and recover costs, but whilst trying to remain competitive. Overall impact is £0.070m

Local Land Charges

- 5.5. It is proposed that local land charges are increased by 10.1%. Overall impact is £0.130m.

HMO Licensing

- 5.6. HMO licences proposed to be uplifted by 48.7%. The proposed increase is to fully recover costs of enforcement and new fee structure would see fee charged, mid-range in comparison to other London boroughs. Overall impact is £0.271m.

Libraries

- 5.7. Proposed increases 10.1% and above. The service has undertaken a review that has resulted in the complete removal of some services and introducing new fees and charges. Overall impact is £0.054m

Discretionary planning fees

- 5.8. Proposed increases 10.1% - 25%. All fees are to be increased by at least 10.1%, but certain fees are to be increased by a greater % where market evidence demonstrates current fees are below the fee levels for comparative services (Planning Performance Agreements – PPAs, and larger Pre-Apps) or where there is development industry demand for appropriate resourcing of services (PPAs & Planning Resource Agreements - PRAs). Overall impact is £0.388m.

Building Control

- 5.9. All fees proposed to be increased by 10.1% and above. A revised pricing scheme is proposed from January 2023 for new work received under the Building Regulations and London Building Acts. The fees reflect the increase in costs since 2015. Overall impact is £0.050m

All increases below 10.1% are detailed below.

Legal Charges

- 5.10. A nil increase is proposed. Benchmarking data against other London Boroughs suggests that WCC is amongst the highest in terms of fees charged. The impact of not imposing a 10.1% increase would be approximately £73k of lost income, based on current budgets, for a full financial year.

Automatic Public Conveniences

- 5.11. Proposed nil increase as not cost effective to change the charging mechanisms. Income forgone from not uplifting by inflation is £1k.

Leisure

- 5.12. 7% - 9% is proposed for most Leisure-related Fees & Charges as part of the Leisure Service Contract. This has been reached in discussion with the contractor, balancing a commercial return and affordability for users. 11.7% is proposed for swim lessons, which are routinely inflated above the leisure average, and which maintain popularity still.

- 5.13. 0% is proposed for Health & Wellbeing fees & charges. This is a smaller set of activities which within the context of the contract are targeted to achieve specific outcomes, to incentivise people to keep active, rather than a commercial return.

Highways

- 5.14. A 5% increase is proposed in road management fees for 23/24. The majority of costs incurred to deliver these services are staffing related with WCC staff processing the charges. The 5% increase reflects an average 5% pay award increase across a range of grades. A 5% increase all fees would raise additional income of £0.490m. Impact of not increasing by full 10.1% inflation would be £495k of lost income.

Parking

- 5.15. Charges related to on street parking enforcement, permits and kerbside permissions are governed by the Road Traffic Regulation Act 1984. Under the governance of the act, the authority sets charges to sustain infrastructure around the flow of traffic and to keep roads clear, amongst other activities on the highway, and to cover the costs of providing the service. These are not set in relation to metrics around inflation or other revenue-related considerations.

Paid for Parking

- 5.16. An average increase of 8.8% across all zones is proposed. These increases are based on demand pressures arising from recent Occupancy Survey. Overall impact of this increase is £2.250m.

Trade Permits

- 5.17. An average increase of 8.8% is proposed, based on demand pressures arising from the Occupancy Survey, with an impact of £70k.

Resident Permits

- 5.18. A 5% increase is proposed. Increase is again based on occupancy survey which suggests that high demand is not consistent across the city and 5% increase is felt to encourage the use of more sustainable transport. The impact of the increase is estimated at £200k.

Kerbside Permissions (Dispensations and Suspensions)

- 5.19. A 5% increase is proposed. A higher increase is not felt to be sustainable as it has potential to encourage kerbside operators to operate without appropriate permissions. The impact of the increase is estimated at £850k.

The following fees and charges are set outside of routine annual cabinet agreement process.

Registrars

- 5.20. The Registration Service fees are set two years in advance, with financial years 2022/23 and 2023/24 set in 2020/21. However, 2024/25 fees and charges have been presented for consideration at **Appendix 2**.

Adult Education

- 5.21. Setting of fees and charges for Adult Education services is delegated to the WAES Board. Decision taken in Feb 2022 to not increase fees for academic year 2022/23

Licencing

- 5.22. Licencing fees are approved by the Licencing Committee, who are responsible for all matters relating to the discharge by the Authority of its licensing functions including determining fees and charges.
- 5.23. Licencing Committee agreed charges for 23/24 at its meeting on 23rd November 2022. Licencing fees have agreed to be increased by an average of 10.4%

6. Financial Implications

- 6.1. Full cost recovery for chargeable services is a key element of the Council's Fees and Charges Policy. This ensures that any increases in the cost of delivering chargeable services are reflected in the setting of fees and charges to avoid additional cost pressures on the council. Such pressures would be in addition to the pressures already being faced by the council in relation to reduced demand for its chargeable services as a consequence of the pandemic's impact on the local economy.
- 6.2. The application of a 10.1% inflationary rise across most fees and charges, results in total additional income of £6.220m in a full year. £6.2m is an average increase of 4.8% against the total fees and charges income, but if you exclude fees where these are set by other bodies or Central Government, then this increases to just over 6%.
- 6.3. For 2022/23 the level of benefit is less given that not all fees are planned to be introduced in this financial year due to considerations needed for the implementation of some fees. It is estimated that the part year impact would be an increase in income of £0.455m. The table below shows a summary of impact across the main service areas.

	% Change (Average uplift)	22/23 Q4 Impact £m
Building Control	10-20%	0.013

Land Charges	10.10%	0.022
Paid for Parking	8.80%	0.281
Kerbside Permissions	5.00%	0.106
Parking Permits (Trade)	8.80%	0.009
Parking Permits (Residents)	5.00%	0.025
Total		0.455

6.4. The impact of the changes to fees and charges proposes an increase of £2.628m from 2022/23. The table on the following page shows the comparative increases across the services between the years. Whilst the changes implemented last year increased income from fees and charges by £3.592m overall, this year the changes result in additional income of £6.220m. This is largely due to the higher inflation rate being applied across the board.

	22/23	23/24	Change between 22/23 - 23/24

	% Change	Est. annual Impact £m	% Change (Average uplift)	Est. annual Impact £m	Impact £m
Paid for Parking	3.50%	1.390	7-10%	2.250	0.860
Kerbside Permissions	3.10%	0.605	5.00%	0.850	0.245
Parking Permits (Trade)	3.50%	0.039	8.80%	0.070	0.031
Parking Permits (Residents)	-	-	5.00%	0.200	0.200
Commercial Waste	3.10%	0.425	10.90%	1.100	0.675
Bulky Household Waste	3.10%	0.004	0.00%	0.000	-0.004
Cemeteries	3.10%	0.008	-	n/a	-0.008
Licencing & PPL	0-3.10 %	0.058	10.40%	0.149	0.091
Road Management – (plus CCOP)*	3.10%	0.294	5.00%	0.490	0.196
Road Management - New Fees for 21/22*	New in 21.22	0.400	-	-	-0.400
New Highways Licences	New in 21.22	0.065	-	-	-0.065
Land Charges	7.00%	0.100	10.10%	0.130	0.030
Building Control	-	-	10-20%	0.050	0.050
Planning Fees	3.10%	0.104	18.20%	0.388	0.284
Leisure	3.10%	-	7-11%	-	-
Sayers Croft	6.90%	0.100	10.10%	0.148	0.048
City Promotions & Events	0.00%	-	10.10%	0.070	0.070
Legal	0.00%	-	0.00%	0.000	0.000
HMO licences	-	-	48.00%	0.271	0.271
Libraries –Venue & Events Hire	0.00%	-	11.10%	0.054	0.054
Total		3.592		6.220	2.628

*this includes uplifts for new fees introduced in 21/22

7. Legal Implications

- 7.1. Legal Implications are contained within the Fees and Charges Policy at paragraphs 1.3 and 1.4. This Policy can be found in **Appendix 1**.
- 7.2. Some services the Council provides are mandatory and governed by specific legislation whilst other services provided are discretionary. Discretionary services are those which the Council is permitted to provide but not required to provide.
- 7.3. The Cabinet has the authority under chapter 3 of the Council's Constitution to decide the recommendations in section 2 of this report.
- 7.4. The Council has a general power of competence under section 1 of the Localism Act 2011. This is the power to do anything an individual can do provided it is not prohibited by other legislation. The general power of competence expressly includes the power to do something for the benefit of the authority, its area, or persons resident or present in its area. The Council also has subsidiary powers under section 111 of the Local Government Act 1972 (LGA 1972) to authorise the provision of a service to facilitate the discharge of a specific function.
- 7.5. The Council has the power to charge for discretionary services under section 93 of the Local Government Act 2003 (LGA 2003). Discretionary services are those services authorised by statute that a local authority is not required to provide but may do so voluntarily (section 93(1)(a), LGA 2003). The Office of the Deputy Prime Minister (ODPM) has published guidance relating to charging for discretionary services entitled 'General Power for Best Value Authorities to Charge for Discretionary Services - Guidance on the power in the Local Government Act 2003' (2003 ODPM Guidance).
- 7.6. A recipient of the discretionary service must agree to its provision and cannot be required to pay for a service they do not wish to receive or use. Anyone who requires the service agrees to take it up on those terms. (section 93(1), LGA 2003). The section 93 charging power does not apply where there is a power to charge for a particular service elsewhere in other legislation or if other legislation expressly excludes an authority from charging (section 93(2) LGA 2003). Section 93 allows the Council to recover the costs of providing services or improvements to services that it might not otherwise be able to justify providing or be in a position to provide. The Council is under a general duty to secure that, from one financial year to the next, the income from charges for services does not exceed the costs of its provision. (section 93(3), LGA 2003).
- 7.7. There are no provisions within section 93 for calculating income and expenditure of discretionary charges. This is left to the Council's discretion. The 2003 ODPM Guidance suggests how income and expenditure should be calculated and suggests that a local authority in deciding on its methodology for assessing costs may find it helpful to draw on the Chartered Institute of Public Finance and Accountancy Best Value Accounting Code of Practice (Code). The

Council can set the level of charge for each discretionary service as long as the income from charges for each kind of service does not exceed the costs of its provision (section 93(5), LGA 2003). The Council does not have to recover the full costs of providing the service if there are policy reasons for limiting the charges in relation to a particular user of the service.

- 7.8. The Council has the power under section 19(1)(a) of the Local Government (Miscellaneous Provisions) Act 1976 (LGMPA 1976) to charge for the provision of recreational facilities and may charge whatever payment it considers to be appropriate. The Council also has the power under section 45 of the Road Traffic Regulation Act 1984 to charge for street parking.
- 7.9. In accordance with the above, the Council has the statutory power to charge the fees and charges outlined in Appendix 2.

8. Carbon Impact

- 8.1. Paper/card, glass and food waste recycling charges are to be frozen to encourage more customers to recycle and increase the council's recycling rates.

9. Equalities Implications

- 9.1. The Council must have regard to its public sector equality duty under section 149 of the Equality Act 2010. In summary section 149 provides that a Public Authority must, in the exercise of its functions, have due regard to the need to: (a) eliminate discrimination harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristics and persons who do not share it.
- 9.2. Section 149 (7) of the Equality Act 2010 defines the relevant protected characteristics as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 9.3. The Council believes that these proposals do not adversely impact or unlawfully discriminate against any protected characteristics.

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

Lyndsey Gamble, Strategic Finance Manager, Strategic Projects and Commercial

APPENDICES

Appendix 1 - Fees and Charges Policy

Appendix 2 - Proposed Fees and Charges by Service Area

Appendix 1 – Fees and Charges Policy

- 1.1. It is proposed that the overall principle aim will be to ensure that the council's fees and charges are set within a framework of value for public money, whereby financial, performance, access and equality are considered fully and appropriately, and decisions taken represent a transparent and balanced approach.
- 1.2. Fees and charges will be reviewed annually as part of the budget setting process and in line with the agreed corporate timeline for each relevant year to be submitted as part of the budget proposals, or other such timeline as Council may agree.
- 1.3. The legal basis for charging is based on the specific provisions contained in the Local Government Act 2003. In addition to existing statutory provisions which expressly authorise charging section 93 of the 2003 Act allows a local authority to charge for any services which it has discretion to provide. Charges cannot be made for any services for which there is a duty to provide or where legislation expressly prohibits the charging for discretionary services.
- 1.4. In exercising its charging powers a local authority is under a duty to ensure that taking one financial year with another the income from any charges for a service does not exceed the cost of providing the relevant service. This means that over a realistic period of time any surpluses or under recovery of income should be addressed through a review of the charging policy. However the reinvestment of any income generated in excess of the cost of providing the service would not represent a surplus. The underlying principle behind the legislation is that one service should not be cross subsidising another as each service must be viewed as distinct for charging purposes. Statutory Guidance has been issued by the Secretary of State which needs to be taken into account in considering the exercise of the charging powers and which addresses the above principles in greater detail.
- 1.5. The key features included in the policy are outlined below:
 - Fees and Charges will be structured to support the Authority's priorities.
 - The income generated from Fees and Charges will be used to support the work of the Authority.
 - Fees and Charges will normally be calculated on a marginal or full cost recovery basis, depending on the state of the market and any other relevant factors. Any concessions will be specified and separately agreed if it meets a Council policy objective.
 - Market research, comparative data, management knowledge and any other relevant information will be used where appropriate to ensure that charges are properly prepared.
 - Fees and Charges will not be used in such a way that would restrict access to information or services.
 - The impact on income from fees and charges will be taken into consideration when a decision is taken to change any services provided by the Authority.
 - The cost of collection will be considered to ensure that fees and charges are economical to collect.

- Highlighting the impacts of not increasing charges should be an essential part of the budget setting process.
- 1.6 The general principle for all charging areas should be full cost recovery and the service will have to justify any deviation from this approach and highlight implicit subsidies arising from any decision not to pursue full cost recovery. However, the Council can decide through a policy objective not to charge full cost recovery and effectively create a subsidy paid by the council tax payer to achieve that objective. In such cases, these decisions will be highlighted through the annual fees and charges review.
 - 1.7 In the longer term the Council should aspire to identify and highlight, within internal financial processes and to Government, implicit subsidies provided in service areas such as adult social care where regulations prevent recovery of the full costs of providing a service.
 - 1.8 The income generated from fees and charges will be monitored on a monthly basis as part of the overall budget monitoring process.
 - 1.9 It is proposed that, to ensure all areas regularly review and update charges, fees and charges are reviewed each financial year, based on prior year information and current year budgets. All fees and charges will then be approved by Cabinet each financial year with fees and charges changes implemented thereafter. This will be undertaken by service areas with support from finance and in conjunction with the relevant Cabinet Member.
 - 1.10 This will allow a schedule of fees and charges to be agreed and published each year, which will be updated during the year to reflect any decisions made at other agreed times. As part of this policy therefore, the opportunity will be taken on an annual basis to review the rationale behind and potential for charging for services.
 - 1.11 Where full cost recovery is not the basis for the level of the fee, the default position should be an inflationary increase. Decisions not to increase a charge by inflation and / or not to recover full costs will need to be justified. It should be noted that the process of fee setting may not suggest a change in fees but should demonstrate that fees have been reviewed and an informed decision made not to change the fee.
- 2. What level of fee to set:**
- 2.1. It is important to fully consider statute/legislation that governs each service before setting a charging structure.
 - 2.2 When charging for discretionary services, authorities can recover up to the cost of provision for each 'kind of service'.
 - 2.3. Different users may be charged differentially or not at all, e.g. free or reduced fees to children.
 - 2.4. Considerations that need to be taken into account are:

- the impact of increased charges on residents and service users;
- what level of charge the market will bear; and
- whether full cost recovery will create perverse incentives, i.e. encourage fly-tipping.

2.5. These considerations may mean that fees are set below full cost recovery.

2.6. It is noted that different considerations apply in the case of parking charges, which as well as cost recovery are also set on the basis of transport policy considerations.

3. How to decide what the scope of the service is for full cost recovery:

3.1. When charging for discretionary services, authorities can recover up to the cost of provision for each 'kind of service'. A 'kind of service' referring to a group of services that can realistically be classed together rather than each discrete service being classified on its own.

3.2. The level at which services are grouped at should be decided upon through professional judgement. For example, within licensing where there is program specific legislation this will be used as the boundary of cost recovery. Therefore, using the gambling act as an example, the fee will be based only on the total cost to deliver the Gambling act, as opposed to the cost to deliver several different licensing regimes.

4. How to calculate fees for full cost recovery:

4.1. Authorities have a degree of discretion in defining what the cost of provision is.

4.2. Prior year surpluses or deficits should be taken into consideration when calculating the new charge as services should not over-recover 'taking one year with another'. Any over- or under-recovery that resulted in a surplus or deficit of income in one period should be addressed by an authority when setting its charges for future periods so that, over time, revenue equates to cost.

4.3 Standard methodology for calculating the cost of a service includes:

- employee costs;
- premises and transport;
- supplies and services;
- third party payments (Services supplied and charged by external parties such as other local authorities or private contractors);
- transfer payments (payments transferring through the council such as Housing benefits monies and adults social services clients);
- support services and overheads (including any allocation of management or commissioning costs) and
- depreciation.

4.4 Some costs such as overheads may need to be apportioned. Where these are included in the calculation, an appropriate allowance should be made for management and overheads where this is not produced automatically by accounting systems.

- 4.5. To ensure charges stand up to audit it is imperative that all apportionment and allocation of costs to various charges are carried out on the councils financial system and have backing documents to support your method of allocation/apportionment.

Appendix 2

Long list of Fees

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
City Promotions, Events and filming							
City Promotions, Events and filming	Application and Administration Fees - Application fee (Charity Organiser)	Per application	£ 25.00	£ 30.00	20%	Discretionary	01 April 2023
City Promotions, Events and filming	Application and Administration Fees - Application fee (Organiser turnover is under £1m)	Per application	£ 145.00	£ 160.00	10%	Discretionary	01 April 2023
City Promotions, Events and filming	Application and Administration Fees - Application fee (Organiser is turnover over £1m)	Per application	£ 340.00	£ 360.00	6%	Discretionary	01 April 2023
City Promotions, Events and filming	Application and Administration Fees - Late notice application fee	Per application	£ 680.00	£ 750.00	10%	Discretionary	01 April 2023
City Promotions, Events and filming	Application and Administration Fees - Officer planning time fee (Charity Organiser)	Per Hour	£ 25.00	£ 30.00	20%	Discretionary	01 April 2023
City Promotions, Events and filming	Application and Administration Fees - Officer planning time fee (Organiser is turnover over £1m)	Per Hour	£ 160.00	£ 170.00	6%	Discretionary	01 April 2023
City Promotions, Events and filming	Application and Administration Fees - Officer planning time fee (Organiser is turnover over £1m)	Per Hour	£ 185.00	£ 200.00	8%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 1 - Standard Hire Fee Per Day	Per Day	£ 6,500.00	£ 7,000.00	8%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 1 - Filming Per Day	Per Day	£ 6,500.00	£ 7,000.00	8%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 1 - Charity Event Organiser	Per Day	£ 6,500.00	£ 7,000.00	8%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 1 - Community Event Organiser	Per Day	£ 6,500.00	£ 7,000.00	8%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 2 - Standard Hire Fee Per Day	Per Day	£ 3,500.00	£ 4,000.00	14%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 2 - Filming Per Day	Per Day	£ 2,000.00	£ 2,000.00	0%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 2 - Charity Event Organiser	Per Day	£ 900.00	£ 900.00	0%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 2 - Community Event Organiser	Per Day	£ 500.00	£ 500.00	0%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 3 - Standard Hire Fee Per Day	Per Day	£ 1,500.00	£ 1,500.00	0%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 3 - Filming Per Day	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 3 - Charity Event Organiser	Per Day	£ 500.00	£ 500.00	0%	Discretionary	01 April 2023
City Promotions, Events and filming	Park Hire Fees - Tier 3 - Community Event Organiser	Per Day	£ 350.00	£ 350.00	0%	Discretionary	01 April 2023
HMO Licencing							
PCN	HMO Licence	per Licence	£ 975.00	£ 1,450.00	49%	Discretionary	01 April 2023
Legal Services							
Legal Services	Property work.	Fixed (standard) fee	£ 250.00	£ 250.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: Collective Enfranchisement	Fixed (standard) fee	£ 1,840.00	£ 1,840.00	0%	Discretionary	Nil increase, not applicable

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Legal Services	Residential Property Work: Deeds Of Release Of Rights	Fixed (standard) fee	£ 1,600.00	£ 1,600.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: Deeds of Variation	Fixed (standard) fee	£ 960.00	£ 960.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: Flat Enlargements / Divisions.	Fixed (standard) fee	£ 2,080.00	£ 2,080.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: Lease Extensions	Fixed (standard) fee	£ 1,280.00	£ 1,280.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: Mortgages & Charges	Fixed (standard) fee	£ 240.00	£ 240.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: Notices	Fixed (standard) fee	£ 50.00	£ 50.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: Property Sales and Leases (Non RTB)	Fixed (standard) fee	£ 1,760.00	£ 1,760.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: Residential Licences	Fixed (standard) fee	£ 800.00	£ 800.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Residential Property Work: All other residential work and add hourly rate for protracted matters	Hourly rate	£ 160.00	£ 160.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Commercial Property work: Commercial Licences	Fixed (standard) fee	£ 1,200.00	£ 1,200.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Commercial Property work: All other Commercial work and add hourly rate for protracted matters	Hourly rate	£ 160.00	£ 160.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Planning work: Section 106 Agreements	Hourly rate	£ 260.00	£ 260.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Planning work: Section 106 Agreements – PPAs	Hourly rate	£ 320.00	£ 320.00	0%	Discretionary	Nil increase, not applicable
Legal Services	Planning work: Section 38 / 278 Agreements	Hourly rate	£ 220.00	£ 220.00	0%	Discretionary	Nil increase, not applicable
Local Land charges							
Local Land charges	Basic Search Fee	Per application	£ 200.00	£ 220.00	10%	Discretionary	1st February 2023
Local Land charges	Register Parts Only (LLC1)	Per application	£ 40.00	£ 45.00	13%	Discretionary	1st February 2023
Local Land charges	CON29	Per application	£ 160.00	£ 175.00	9%	Discretionary	1st February 2023
Local Land charges	Extra Parcel of Land - LLC1 + CON29	Per application	£ 55.00	£ 60.00	9%	Discretionary	1st February 2023
Local Land charges	Extra Parcel of Land - LLC ONLY	Per application	£ 7.00	£ 8.00	14%	Discretionary	1st February 2023
Local Land charges	Part II Optional Enquires	Per application	£ 32.00	£ 35.00	9%	Discretionary	1st February 2023
Local Land charges	Additional Enquiries	Per application	£ 35.00	£ 40.00	14%	Discretionary	1st February 2023
Local Land charges	Basic Search Fee (via NLIS)	Per application	£ 200.00	£ 220.00	10%	Discretionary	1st February 2023
Local Land charges	Register Parts Only (LLC1) Via NLIS	Per application	£ 40.00	£ 45.00	13%	Discretionary	1st February 2023
Local Land charges	CON29 - NLIS	Per application	£ 160.00	£ 175.00	9%	Discretionary	1st February 2023
Local Land charges	Extra parcel of Land - CON29	Per application	£ 48.00	£ 53.00	10%	Discretionary	1st February 2023
Local Land charges	CON 29 Question 1.1 (a to l)	Per application	£ 25.00	£ 28.00	12%	Discretionary	1st February 2023
Local Land charges	CON 29 Question 2.1 (a to d)	Per application	£ 25.00	£ 28.00	12%	Discretionary	1st February 2023
Local Land charges	CON 29 Question 3.4 (a to f)	Per application	£ 25.00	£ 28.00	12%	Discretionary	1st February 2023
Local Land charges	CON 29 Question 3.6 (a to l)	Per application	£ 25.00	£ 28.00	12%	Discretionary	1st February 2023
Local Land charges	CON 29 Question 3.7 (a to g)	Per application	£ 8.00	£ 10.00	25%	Discretionary	1st February 2023
Local Land charges	CON 29 Question 3.9 (a to l)	Per application	£ 8.00	£ 8.00	0%	Discretionary	1st February 2023
Local Land charges	CON 29 Question 3.10 (a to h)	Per application	£ 7.00	£ 8.00	14%	Discretionary	1st February 2023
Local Land charges	CON 29 Question 3.11 (a)	Per application	£ 4.00	£ 4.00	0%	Discretionary	1st February 2023
Parking							
PCN	Lower Charge PCN	per PCN	£ 80.00	£ 80.00	0%	Statutory	N/A

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
PCN	Higher Charge PCN	per PCN	£ 130.00	£ 130.00	0%	Statutory	N/A
PCN	MTC PCN	per PCN	£ 130.00	£ 130.00	0%	Statutory	N/A
PCN	Charge Certificate	per Charge Certificate	+50%	+50%	0%	Statutory	N/A
PCN	Debt Registration	per Debt Registration	£ 9.00	£ 9.00	0%	Statutory	N/A
Pay to Park	A zone pay-to-park tariff	hourly	£ 3.93	£ 4.22	7%	Discretionary	Feb - Apr 2023
Pay to Park	A zone pay-to-park tariff (diesel surcharge)	hourly	£ 5.89	£ 6.33	7%	Discretionary	Feb - Apr 2023
Pay to Park	B zone pay-to-park tariff	hourly	£ 3.11	£ 3.42	10%	Discretionary	Feb - Apr 2023
Pay to Park	B zone pay-to-park tariff (diesel surcharge)	hourly	£ 4.66	£ 5.13	10%	Discretionary	Feb - Apr 2023
Pay to Park	C zone pay-to-park tariff	hourly	£ 1.81	£ 1.94	7%	Discretionary	Feb - Apr 2023
Pay to Park	surcharge)	hourly	£ 2.71	£ 2.91	7%	Discretionary	Feb - Apr 2023
Pay to Park	D zone pay-to-park tariff	hourly	£ 2.64	£ 2.83	7%	Discretionary	Feb - Apr 2023
Pay to Park	surcharge)	hourly	£ 3.96	£ 4.24	7%	Discretionary	Feb - Apr 2023
Pay to Park	E zone pay-to-park tariff	hourly	£ 5.18	£ 5.69	10%	Discretionary	Feb - Apr 2023
Pay to Park	E zone pay-to-park tariff (diesel surcharge)	hourly	£ 7.77	£ 8.53	10%	Discretionary	Feb - Apr 2023
Pay to Park	F zone pay-to-park tariff	hourly	£ 5.28	£ 5.80	10%	Discretionary	Feb - Apr 2023
Pay to Park	F zone pay-to-park tariff (diesel surcharge)	hourly	£ 7.92	£ 8.70	10%	Discretionary	Feb - Apr 2023
Pay to Park	G zone pay-to-park tariff	hourly	£ 5.28	£ 5.80	10%	Discretionary	Feb - Apr 2023
Pay to Park	surcharge)	hourly	£ 7.92	£ 8.70	10%	Discretionary	Feb - Apr 2023
Pay to Park	Coach Bay pay-to-park tariff	hourly	£ 4.00	£ 4.00	0%	Discretionary	Feb - Apr 2023
Pay to Park	Taxi Bay pay-to-park tariff	hourly	£ 1.00	£ 1.00	0%	Discretionary	Feb - Apr 2023
Pay to Park	Market Trader Bay pay-to-park tariff	hourly	£ 1.00	£ 1.00	0%	Discretionary	Feb - Apr 2023
Motorcycle	Motorcycle bay - Daily	daily	£ 1.00	£ 1.00	0%	Discretionary	Feb - Apr 2023
Motorcycle	Motorcycle bay - Weekly	weekly	£ 3.50	£ 3.50	0%	Discretionary	Feb - Apr 2023
Motorcycle	Motorcycle bay - Monthly	monthly	£ 13.50	£ 13.50	0%	Discretionary	Feb - Apr 2023
Motorcycle	Motorcycle bay - Quarterly	quarterly	£ 33.50	£ 33.50	0%	Discretionary	Feb - Apr 2023
Motorcycle	Motorcycle Bay - Annual	annual	£ 100.00	£ 100.00	0%	Discretionary	Feb - Apr 2023
Pay to Park	Parking card - A Zone	Per card	£ 3.93	£ 4.22	7%	Discretionary	Feb - Apr 2023
Pay to Park	Parking card - B Zone	Per card	£ 3.11	£ 3.42	10%	Discretionary	Feb - Apr 2023
Pay to Park	Parking card - C Zone	Per card	£ 1.81	£ 1.94	7%	Discretionary	Feb - Apr 2023
Pay to Park	Parking card - D Zone	Per card	£ 2.64	£ 2.83	7%	Discretionary	Feb - Apr 2023
Pay to Park	Parking card - E Zone	Per card	£ 5.18	£ 5.69	10%	Discretionary	Feb - Apr 2023
Pay to Park	Parking card - F Zone	Per card	£ 5.28	£ 5.80	10%	Discretionary	Feb - Apr 2023
Pay to Park	Parking card - G Zone	Per card	£ 5.28	£ 5.80	10%	Discretionary	Feb - Apr 2023
Pay to Park	Parking card - Coach parking bay	Per card	£ 4.00	£ 4.00	0%	Discretionary	Feb - Apr 2023
Trade Permits	A zone Trades Permit	daily	£ 39.30	£ 42.20	7%	Discretionary	Feb - Apr 2023
Trade Permits	B zone Trades Permit	daily	£ 31.10	£ 34.20	10%	Discretionary	Feb - Apr 2023
Trade Permits	C zone Trades Permit	daily	£ 18.10	£ 19.40	7%	Discretionary	Feb - Apr 2023
Trade Permits	D zone Trades Permit	daily	£ 26.40	£ 28.30	7%	Discretionary	Feb - Apr 2023
Trade Permits	E zone Trades Permit	daily	£ 51.80	£ 56.90	10%	Discretionary	Feb - Apr 2023
Trade Permits	F zone Trades Permit	daily	£ 52.80	£ 58.00	10%	Discretionary	Feb - Apr 2023
Trade Permits	G zone Trades Permit	daily	£ 52.80	£ 58.00	10%	Discretionary	Feb - Apr 2023
Resident Permits	Resident permit (>1200cc)	annual	£ 158.00	£ 166.00	5%	Discretionary	Feb - Apr 2023
Resident Permits	Resident permit (<1200cc)	annual	£ 112.00	£ 117.50	5%	Discretionary	Feb - Apr 2023
Resident Permits	Motorcycle resident permit	annual	£ 57.00	£ 57.00	0%	Discretionary	Feb - Apr 2023
Resident Permits	Eco resident permit	annual	£ -	£ -	0%	Discretionary	Feb - Apr 2023
Resident Permits	Doctor permit	annual	£ 141.00	£ 148.00	5%	Discretionary	Feb - Apr 2023
Resident Permits	Hospital Permit	annual	£ 141.00	£ 148.00	5%	Discretionary	Feb - Apr 2023
Resident Permits	Teachers C2 permit	annual	£ 120.00	£ 120.00	0%	Discretionary	Feb - Apr 2023
Resident Permits	Business C2 permit	annual	£ 285.00	£ 285.00	0%	Discretionary	Feb - Apr 2023
Resident Permits	Permit change of detail	per application	£ 10.00	£ 10.00	0%	Discretionary	Feb - Apr 2023
Resident Permits	Add/change vehicle	per application	£ 10.00	£ 10.00	0%	Discretionary	Feb - Apr 2023
Resident Permits	Refund admin fee	per application	£ 10.00	£ 10.00	0%	Discretionary	Feb - Apr 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Resident Permits	Replacement	per application	£ 30.00	£ 30.00	0%	Discretionary	Feb - Apr 2023
Resident Permits	Disabled badge change of detail	per application	£ 10.00	£ 10.00	0%	Discretionary	Feb - Apr 2023
Resident Permits	Disabled badge replacement	per application	£ 30.00	£ 30.00	0%	Discretionary	Feb - Apr 2023
Suspensions	Suspension standard rate - Day 1	daily	£ 49.00	£ 51.00	4%	Discretionary	Feb 2023
Suspensions	Suspension standard rate - Days 2-5	daily	£ 53.00	£ 55.00	4%	Discretionary	Feb 2023
Suspensions	Suspension standard rate - Days 6-42	daily	£ 80.00	£ 84.00	5%	Discretionary	Feb 2023
Suspensions	Suspension standard rate - Day 43 onwards	daily	£ 107.00	£ 112.00	5%	Discretionary	Feb 2023
Suspensions	Suspension premium rate - Day 1	daily	£ 53.00	£ 55.00	4%	Discretionary	Feb 2023
Suspensions	Suspension premium rate - Days 2-5	daily	£ 57.00	£ 59.00	4%	Discretionary	Feb 2023
Suspensions	Suspension premium rate - Days 6-42	daily	£ 86.00	£ 90.00	5%	Discretionary	Feb 2023
Suspensions	Suspension premium rate - Day 43 onwards	daily	£ 116.00	£ 121.00	4%	Discretionary	Feb 2023
Suspensions	LJUG suspension days 1-3	per 3 day period Inclusive	£ 70.00	£ 70.00	0%	Discretionary	Feb 2023
Suspensions	LJUG suspension day 4 onwards	daily	£ 55.00	£ 55.00	0%	Discretionary	Feb 2023
Suspensions	Major Works Suspension Concession	daily after initial 22 days	£ 9.00	£ 9.00	0%	Discretionary	Feb 2023
Suspensions	Broadband Provision Suspension Concession	daily *	£ 9.00	£ 9.00	0%	Discretionary	Feb 2023
Suspensions	Suspension refund admin fee	per application	£ 20.00	£ 20.00	0%	Discretionary	Feb 2023
Suspensions	Short Notice suspension admin fee	per application	£ 20.00	£ 20.00	0%	Discretionary	Feb 2023
Dispensations	Yellow line dispensation - Day 1	daily	£ 49.00	£ 51.00	4%	Discretionary	Feb 2023
Dispensations	Yellow line dispensation - Days 2-5	daily	£ 53.00	£ 55.00	4%	Discretionary	Feb 2023
Dispensations	Yellow line dispensation - Days 6-7 & onwards	daily	£ 80.00	£ 84.00	5%	Discretionary	Feb 2023
Dispensations	Special permission - Day 1	daily	£ 73.00	£ 76.00	4%	Discretionary	Feb 2023
Dispensations	Special permission - Day 2 onwards	daily	£ 80.00	£ 84.00	5%	Discretionary	Feb 2023
Dispensations	Skip licence	monthly	£ 83.50	£ 87.00	4%	Discretionary	Feb 2023
Planning							
Planning - Pre application advice	Householder Development - Improving Environmental Performance	per application	£ 300.00	£ 336.00	12%	Discretionary	01 April 2023
Planning - Pre application advice	Householder Development	per application	£ 372.00	£ 408.00	10%	Discretionary	01 April 2023
Planning - Pre application advice	Householder Basement Development	per application	£ 744.00	£ 816.00	10%	Discretionary	01 April 2023
Planning - Pre application advice	Other Development	per application	£ 744.00	£ 816.00	10%	Discretionary	01 April 2023
Planning - Pre application advice	Small-Scale Development	per application	£ 1,644.00	£ 1,812.00	10%	Discretionary	01 April 2023
Planning - Pre application advice	Small-Scale Development - Amendments	per application	£ 1,224.00	£ 1,344.00	10%	Discretionary	01 April 2023
Planning - Pre application advice	Minor Development	per application	£ 2,040.00	£ 2,244.00	10%	Discretionary	01 April 2023
Planning - Pre application advice	Minor Development - Amendments	per application	£ 1,536.00	£ 1,692.00	10%	Discretionary	01 April 2023
Planning - Pre application advice	Medium Scale Development	per application	£ 4,020.00	£ 5,028.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Medium Scale Development - Amendments/ Follow Up	per application	£ 3,012.00	£ 3,768.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Major Scale Development	per application	£ 6,432.00	£ 8,040.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Major Scale Development - Follow Up Meeting	per application	£ 4,824.00	£ 6,036.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Major Scale Development - Amendments	per application	£ 4,824.00	£ 6,036.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Large-Scale Development	per application	£ 6,432.00	£ 8,040.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Large-Scale Development - Amendments	per application	£ 4,824.00	£ 6,036.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Specialist Officer Advice - Place Shaping Officer	per application	£ 384.00	£ 480.00	25%	Discretionary	01 April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Planning - Pre application advice	Specialist Officer Advice - Building Control Officer (only offered where development is a relevant building under Planning Gateway One)	per application	£ 966.00	£ 1,212.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Specialist Officer Advice - Environmental Health Officer - Other, Small-Scale and Minor Development	per application	£ 516.00	£ 648.00	26%	Discretionary	01 April 2023
Planning - Pre application advice	Specialist Officer Advice - Environmental Health Officer - Medium Scale	per application	£ 1,032.00	£ 1,296.00	26%	Discretionary	01 April 2023
Planning - Pre application advice	Specialist Officer Advice - Environmental Health Officer - Major and Large- Scale	per application	£ 2,580.00	£ 3,228.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Planning advice and correspondence - Request to confirm compliance with an enforcement related notice.	per application	£ 348.00	£ 432.00	24%	Discretionary	01 April 2023
Planning - Pre application advice	Planning advice and correspondence - Request to confirm compliance with an enforcement related notice.	per application	£ 528.00	£ 660.00	25%	Discretionary	01 April 2023
Planning - Pre application advice	Planning advice and correspondence - Request to withdraw an enforcement notice.	per application	£ 600.00	£ 756.00	26%	Discretionary	01 April 2023
Planning - Pre application advice	Planning advice and correspondence - Request to withdraw an enforcement notice.	per application	£ 780.00	£ 972.00	25%	Discretionary	01 April 2023
Planning - Planning performance agreements	Householder Development	per development	£ 14,508.00	£ 17,592.00	21%	Discretionary	01 April 2023
Planning - Planning performance agreements	Minor or Less Complex Development	per development	£ 21,780.00	£ 26,400.00	21%	Discretionary	01 April 2023
Planning - Planning performance agreements	Major Development	per development	£ 45,000.00	£ 54,564.00	21%	Discretionary	01 April 2023
Planning - Planning performance agreements	Major Development (where development is a relevant building under Planning Gateway One)	per development	£ 47,760.00	£ 59,700.00	25%	Discretionary	01 April 2023
Planning - Planning performance agreements	Large Scale Major Development	per development	£Proposal Specific Fee	£Proposal Specific Fee	Site Specific	Discretionary	01 April 2023
Planning - Vary S106 Agreements	Requests to vary S106 agreements on Householder Developments	per development	£ 744.00	£ 816.00	10%	Discretionary	01 April 2023
Planning - Vary S106 Agreements	Requests to vary S106 agreements on Small Scale Developments	per development	£ 2,040.00	£ 2,244.00	10%	Discretionary	01 April 2023
Planning - Vary S106 Agreements	Requests to vary S106 agreements on Medium Scale Developments	per development	£ 4,020.00	£ 4,428.00	10%	Discretionary	01 April 2023
Planning - Vary S106 Agreements	Requests to vary S106 agreements on Major and Large Scale Developments	per development	£ 7,032.00	£ 7,740.00	10%	Discretionary	01 April 2023
PRAs - Estate Wide	Resource agreement to manage development proposals, attend early engagement and enforcement across estates/land ownership.	per agreement	£ 72,000.00	£ 79,272.00	10%	Discretionary	01 April 2023
PRAs - Large Development Sites	Resource agreement to manage multiple phases of large developments up to 100 residential units or 50,000m2 non-residential floorspace (pre-app, application, S73 application/NMA and approval of details phases).	per agreement	£ 72,000.00	£ 79,272.00	10%	Discretionary	01 April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
PRAs - Bespoke Agreements	Resource agreement to manage multiple phases of large developments above 100 residential units or 50,000m2 non-residential floorspace (pre-app, application, S73 application/NMA and approval of details phases).	per agreement	£Site Specific Fee	£Site Specific Fee	Site Specific	Discretionary	01 April 2023
Archived Planning Records Fees	Scanned full planning archive for a property (view only remote access)	per property record	£ 400.00	£ 444.00	11%	Discretionary	01 April 2023
Archived Planning Records Fees	Decision notices (incl. appeal decisions and enforcement notices)	per document	£ 16.50	£ 18.17	10%	Discretionary	01 April 2023
Archived Planning Records Fees	Delegated or committee officer reports	per document	£ 16.50	£ 18.17	10%	Discretionary	01 April 2023
Archived Planning Records Fees	Legal agreements (agreements including drawings will incur an additional fee)	per document	£ 16.50	£ 18.17	10%	Discretionary	01 April 2023
Archived Planning Records Fees	Other A4 correspondence / documents (incl. letters, application forms, representations etc.)	per document	£ 16.50	£ 18.17	10%	Discretionary	01 April 2023
Archived Planning Records Fees	A3 or A4 plans and drawings	per document	£ 16.50	£ 18.17	10%	Discretionary	01 April 2023
Road Management							
Road Management	Utility Inspection Fees for utility works-under New Roads and Streetworks Act 1991		£56.07 - £87.01	£56.07 - £87.01	0%	Statutory	16th January 2023
Road Management	Charges for "Unreasonable Occupation of the Highway"- s74 of NRSWA1991		£100 - £10,000	£100 - £10,000	0%	Statutory	16th January 2023
Road Management	Charges for a Permit under the London Permit Scheme for Roadworks and Streetworks (Westminster) 2010		£35 - £240	£35 - £240	0%	Statutory	16th January 2023
Road Management	Fixed Penalty Notices under Traffic Management Act 2004 and London Permit Scheme		£80 - £500	£80 - £500	0%	Statutory	16th January 2023
Road Management	Temporary Traffic Order - Special Events (Traffic Management Act 2004)		£ 989.76	£ 1,039.25	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Notice - Minor Road (Traffic Management Act 2004)		£ 3,136.96	£ 3,293.81	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Notice - Major Road (Traffic Management Act 2004)		£ 3,922.00	£ 4,118.10	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) Penalty Notice		£ 6,341.58	£ 6,658.66	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) Penalty Notice		£ 7,928.60	£ 8,325.03	5%	Discretionary	16th January 2023
Road Management	Section 50 licence fee (Roads and Street Works Act 1991)		£140 - £960	£140 - £960	0%	Statutory	16th January 2023
Road Management	Crane Licence Minor Roads (s169 of Highways Act 1980)		£ 419.83	£ 440.82	5%	Discretionary	16th January 2023
Road Management	Crane Licence Major Roads (s169 of Highways Act 1980)		£ 661.88	£ 694.97	5%	Discretionary	16th January 2023
Road Management	Crane licence where a TTO is required (fee payable in addition to TTO fee)		£ 340.09	£ 357.10	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Minor Road, Less than 50m, Less than 2 months		£ 546.03	£ 573.33	5%	Discretionary	16th January 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Road Management	Temporary Structure Licence - Minor Road, Less than 50m, 3-4 months		£ 913.01	£ 958.66	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Minor Road, Less than 50m, 5-6 months		£ 1,319.35	£ 1,385.32	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Major Road, Less than 50m, Less than 2 months		£ 1,092.05	£ 1,146.66	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Major Road, Less than 50m, 3-4 months		£ 1,826.02	£ 1,917.32	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Major Road, Less than 50m, 5-6 months		£ 2,639.98	£ 2,771.98	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Minor Road, More than 50m, Less than 2 months		£ 2,685.69	£ 2,819.97	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Minor Road, More than 50m, 3-4 months		£ 2,929.50	£ 3,075.97	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Major Road, More than 50m, Less than 2 months		£ 5,370.12	£ 5,638.62	5%	Discretionary	16th January 2023
Road Management	Temporary Structure Licence - Major Road, More than 50m, 3-4 months		£ 5,860.27	£ 6,153.28	5%	Discretionary	16th January 2023
Road Management	Management fee for Rechargeable works undertaken by Conway's		30%	30%	0%	Discretionary	16th January 2023
Road Management	Management fee for Technical Approvals undertaken by Conway's		6%	6%	0%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 1 month		£ 2,407.16	£ 2,527.52	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 2 month		£ 2,495.49	£ 2,620.27	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 3 month		£ 2,583.83	£ 2,713.02	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 4 month		£ 2,673.27	£ 2,806.93	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 5 month		£ 2,761.61	£ 2,899.69	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 6 month		£ 2,851.05	£ 2,993.60	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 7 month		£ 2,939.38	£ 3,086.35	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 8 month		£ 3,027.72	£ 3,179.11	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 9 month		£ 3,117.16	£ 3,273.02	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 10 month		£ 3,205.50	£ 3,365.77	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 11 month		£ 3,293.83	£ 3,458.52	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 12 month		£ 3,383.27	£ 3,552.44	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 13 month		£ 3,471.61	£ 3,645.19	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 14 month		£ 3,559.94	£ 3,737.94	5%	Discretionary	16th January 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 15 month		£ 3,649.38	£ 3,831.85	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 16 month		£ 3,737.72	£ 3,924.61	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 17 month		£ 3,827.16	£ 4,018.52	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 18 month		£ 3,915.50	£ 4,111.27	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) up to 2 years		£ 5,051.07	£ 5,303.62	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) up to 3 Years		£ 6,147.35	£ 6,454.72	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) up to 4 years		£ 7,243.62	£ 7,605.80	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 1 month		£ 3,565.47	£ 3,743.74	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 2 month		£ 3,743.24	£ 3,930.40	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 3 month		£ 3,832.68	£ 4,024.32	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 4 month		£ 3,921.02	£ 4,117.07	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 5 month		£ 4,009.35	£ 4,209.82	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 6 month		£ 4,098.79	£ 4,303.73	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 7 month		£ 4,187.13	£ 4,396.49	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 8 month		£ 4,275.47	£ 4,489.24	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 9 month		£ 4,364.91	£ 4,583.15	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 10 month		£ 4,453.24	£ 4,675.90	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 11 month		£ 4,541.58	£ 4,768.66	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 12 month		£ 4,631.02	£ 4,862.57	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 13 month		£ 4,719.36	£ 4,955.32	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 14 month		£ 4,808.80	£ 5,049.24	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 15 month		£ 4,897.13	£ 5,141.99	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 16 month		£ 4,985.47	£ 5,234.74	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 17 month		£ 5,074.91	£ 5,328.65	5%	Discretionary	16th January 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 18 month		£ 5,155.00	£ 5,412.75	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) up to 2 years		£ 6,298.81	£ 6,613.76	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) up to 3 years		£ 7,395.10	£ 7,764.85	5%	Discretionary	16th January 2023
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) up to 4 years		£ 8,491.37	£ 8,915.94	5%	Discretionary	16th January 2023
Road Management	Charges for repeat printing of Licences		£ 52.58	£ 55.21	5%	Discretionary	16th January 2023
Road Management	Cancellation Fee (less than 4 working days)		100% refund	100% refund	0%		16th January 2023
Roads Management	Cancellation Fee (Between 5 days and when Licence issued)		50% refund	50% refund	0%		16th January 2023
Roads Management	Licence issued		No refund	No refund	0%		16th January 2023
Roads Management	Cycle hangars		£ 74.23	£ 77.94	5%	Discretionary	16th January 2023
Roads Management	RJO (Rechargeable Job Order), initial enquiry and estimate		£ 251.03	£ 263.58	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Minor Road Less than 50m2 - 0-2 Months		£ 1,092.06	£ 1,146.66	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Minor Road Less than 50m2 - 3-4 Months		£ 1,826.00	£ 1,917.30	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Minor Road Less than 50m2 - 5-6 Months		£ 2,638.70	£ 2,770.64	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Minor Road More than 50m2 - 0-2 Months		£ 5,371.39	£ 5,639.96	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Minor Road More than 50m2 - 3-4 Months		£ 5,858.99	£ 6,151.94	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 0-2 Months		£ 2,184.11	£ 2,293.32	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 3-4 Months		£ 3,652.05	£ 3,834.65	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 5-6 Months		£ 5,279.96	£ 5,543.96	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 0-2 Months		£ 10,740.24	£ 11,277.25	5%	Discretionary	16th January 2023
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 3-4 Months		£ 11,720.53	£ 12,306.56	5%	Discretionary	16th January 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Road Management	Event Fee - Tier 1 - multiple road closures, large footprint, high impact. co-ord meetings. co-ord of works. stakeholder engagement.		£ 3,495.55	£ 3,670.33	5%	Discretionary	16th January 2023
Road Management	Event Fee - Tier 2 - Small footprint, low impact. co-ord meetings. co-ord of works. stakeholder engagement.		£ 2,359.96	£ 2,477.96	5%	Discretionary	16th January 2023
Road Management	Event Fee - Tier 3 - Not requiring a closure, just positive TM (Stop Works or traffic holds)		£ 1,088.74	£ 1,143.17	5%	Discretionary	16th January 2023
Road Management	Event Fee - Tier 4 - Community Event (ie streetparty, waiter run, memorial events, religious events)		£ 51.55	£ 54.13	5%	Discretionary	16th January 2023
Road Management	Event Fee - Tier 5 - National Event - VE Day, Queens Birthday, Jubilee events, Coronation event		Fees waived	Fees waived	Fees Waived	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 1 Scoping Meeting		£ 87.64	£ 92.02	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 2 Provision of Existing Data		£ 164.96	£ 173.21	5%	Discretionary	16th January 2023
Roads Management	Level 3 Design review and approval ≤20 assets		£ 329.92	£ 346.42	5%	Discretionary	16th January 2023
Roads Management	Level 3 Design review and approval >20 assets		£ 412.40	£ 433.02	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 4 CMS commissioning ≤20 assets		£ 185.58	£ 194.86	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 4 CMS commissioning >20 assets		£ 371.16	£ 389.72	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 5 installation inspections ≤20 assets		£ 247.44	£ 259.81	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 5 installation inspections >20 assets		£ 494.88	£ 519.62	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 6 installation clearance inspections ≤20 assets		£ 139.19	£ 146.14	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 6 installation clearance inspections >20 assets		£ 278.37	£ 292.29	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 7 additional fee level ≤20 assets		£ 92.79	£ 97.43	5%	Discretionary	16th January 2023
Roads Management	Light Column Third Party Attachment Level 7 additional fee level >20 assets		£ 185.58	£ 194.86	5%	Discretionary	16th January 2023
Road Management	Crane Oversailing Licence: A licence to place a crane on the public highway/oversail the highway		£ 450.00	£ 472.50	5%	Discretionary	16th January 2023
Road Management	Short notice fee for crane licences		£ 850.00	£ 892.50	5%	Discretionary	16th January 2023
Road Management	Temporary Structure discount for site with CoCP		25%	25%	0%	Discretionary	16th January 2023
Road Management	Festive Lighting		New	20% Of Overall Fee	NEW	Discretionary	16th January 2023
Road Management	Unlicensed site fee uplift		New	25% of Overall Fee	NEW	Discretionary	16th January 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Code of Construction Practice	Basement Excavation - costs and services		£8,834 - £11,432			Discretionary	16th January 2023
Code of Construction Practice	Level 1 – Major developments – Costs and services		£36,200 - £41,397			Discretionary	16th January 2023
Code of Construction Practice	Level 2 – Medium size developments – Costs and services		£22,430 - £27,627			Discretionary	16th January 2023
Libraries							
Libraries	Overdue charges Books/Audio Fines (adult) - maximum £10	Per day	£ 0.25	£ 0.25	0%	Discretionary	1st April 2023
Libraries	Overdue charges Books/Audio Fines (16-17 yrs) - maximum £2	Per day	£ 0.10	£ 0.10	0%	Discretionary	1st April 2023
Libraries	Overdue charges Charge for posting overdue notices (adult)	Per notice	£ 1.00	£ 1.00	0%	Discretionary	1st April 2023
Libraries	Overdue charges Charge for posting overdue notices (under 18)	Per notice	£ 0.40	£ 0.40	0%	Discretionary	1st April 2023
Libraries	Overdue charges Text notices	Per notice	£ 0.20	£ 0.20	0%	Discretionary	1st April 2023
Libraries	Overdue charges Income recovery charge for long overdue fines and payments	Per notice	£ 7.75	£ 7.75	0%	Discretionary	1st April 2023
Libraries	Other / General Charges Replacement library card (15+)	Per card	£ 3.00	£ 3.30	10%	Discretionary	1st April 2023
Libraries	Other / General Charges Replacement library card (under 15s)	Per card	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Other / General Charges Visitors subscription	Per month (max 2 items each time)	£ 10.00	£ 11.00	10%	Discretionary	1st April 2023
Libraries	Other / General Charges Reservations (adult)	Per reservation	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Other / General Charges Reservations (adult) with Res card	Per reservation	£ 0.80	£ 0.80	0%	Discretionary	1st April 2023
Libraries	Other / General Charges Reservations (adult) - concessions	Per reservation	£ 0.60	£ 0.60	0%	Discretionary	1st April 2023
Libraries	Other / General Charges Self service reservations (adult)	Per reservation	£ 1.00	£ 1.00	0%	Discretionary	1st April 2023
Libraries	Other / General Charges Self service reservations (adult) with City Save Card	Per reservation	£ 0.80	£ 0.80	0%	Discretionary	1st April 2023
Libraries	Other / General Charges Self service reservations (adult) - concessions	Per reservation	£ 0.50	£ 0.50	0%	Discretionary	1st April 2023
Libraries	Other / General Charges Self service reservations (adult) - concessions with City Save Card	Per reservation	£ 0.40	£ 0.40	0%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items CD single (adult)	Per loan	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Language course on cassette/CD	Per loan	£ 2.50	£ 2.75	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Language course on cassette/CD (concessions)	Per loan	£ 1.25	£ 1.40	12%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Language course on cassette/CD (City Save Card)	Per loan	£ 1.80	£ 2.00	11%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Language course on cassette/CD (City Save Card & concessions)	Per loan	£ 0.80	£ 0.90	13%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Lending charges of non-book items Language course on CD-Rom/video/DVD	Per loan	£ 2.20	£ 2.50	14%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Language course on video/DVD (City Save Card)	Per loan	£ 1.80	£ 2.00	11%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items On line language courses	Per course	£ 6.00	£ 6.75	13%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items On line language courses (City Save Card)	Per course	£ 4.80	£ 5.30	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items On line language courses (concessions)	Per course	£ 3.00	£ 3.30	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items On line language courses (concessions & City Save Card)	Per course	£ 2.40	£ 2.70	13%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Talking Books	Per 3 week loan	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items DVD hire new release	Per loan	£ 2.50	£ 2.75	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items New release DVD with City Save Card	Per loan	£ 2.00	£ 2.20	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Feature DVDs	Per loan	£ 2.00	£ 2.20	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Feature DVDs with City Save Card	Per loan	£ 1.60	£ 1.80	13%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Children's DVDs non feature	Per loan	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Children's DVD features + Feature films U	Per loan	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Children's DVD with City Save Card	Per loan	£ 0.80	£ 0.90	13%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Instructional DVD per week	Per loan	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items Instructional DVD per week with City Save Card	Per loan	£ 0.80	£ 0.90	13%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items TV Series 1 to 4 CDS per week	Per loan	£ 2.50	£ 2.75	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items TV Series 1 to 4 CDS per week City Save Card	Per loan	£ 2.00	£ 2.20	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items TV Series 4+ per week	Per loan	£ 4.00	£ 4.40	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items TV Series 4+ per week with City Save Card	Per loan	£ 3.20	£ 3.50	9%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items DVD Subscription (Westminster = 1/4ly)	Per quarter	£ 30.00	£ 33.00	10%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items DVD Subscription (Westminster = 1/4ly) City Save Card	Per quarter	£ 24.00	£ 24.00	0%	Discretionary	1st April 2023
Libraries	Lending charges of non-book items DVD Subscription (Westminster = 1/4ly) Concessions	Per quarter	£ 15.00	£ 16.50	10%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Lending charges of non-book items DVD Subscription (Westminster = 1/4ly) City Save Card + Conc	Per quarter	£ 12.50	£ 13.75	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - short piece hire	Per month	£ 20.00	£ 25.00	25%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - medium piece hire	Per month	£ 25.00	£ 30.00	20%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - long piece hire	Per month	£ 30.00	£ 35.00	17%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - extra long piece hire	Per month	£ 35.00	£ 40.00	14%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - lost part replacement	Per piece	£ 15.00	Full replacement cost + £10 admin fee		Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - 20% discount is given to orchestras who rehearse in Westminster			maintain		Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - short piece hire - postage & packaging	Per package	£ 14.00	£ 16.00	14%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - medium piece hire - postage & packaging	Per package	£ 20.00	£ 22.00	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - long piece hire - postage & packaging	Per package	£ 30.00	£ 33.00	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - extra long piece hire - postage & packaging	Per package	£ 30.00	£ 33.00	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Orchestral set - lost conductor score	Per score		Full replacement cost + £10 admin fee		Discretionary	1st April 2023
Libraries	Music Library Charges Choral set - Part-song folders	Per month	£ 10.00	£ 12.00	20%	Discretionary	1st April 2023
Libraries	Music Library Charges Choral set - 20 copies of larger choral works	Per month	£ 20.00	£ 22.00	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Choral set - overdue set	Per month		Additional month's charge		Discretionary	1st April 2023
Libraries	Music Library Charges Choral set - Missing copies	Per month		Full replacement cost +£2.50 admin fee		Discretionary	1st April 2023
Libraries	Music Library Charges Choral set - 20% discount is given to choral groups who rehearse in Westminster			maintain		Discretionary	1st April 2023
Libraries	Music Library Charges B/W A4 photocopy	Per page	£ 0.20	£ 0.25	25%	Discretionary	1st April 2023
Libraries	Music Library Charges B/W A3 photocopy	Per page	£ 0.40	£ 0.50	25%	Discretionary	1st April 2023
Libraries	Music Library Charges Colour A4 photocopy	Per page	£ 0.80	£ 0.90	13%	Discretionary	1st April 2023
Libraries	Music Library Charges Colour A3 photocopy	Per page	£ 1.50	£ 1.65	10%	Discretionary	1st April 2023
Libraries	Music Library Charges B/W A4 - staff assisted photocopy	Per page	£ 0.40	£ 0.50	25%	Discretionary	1st April 2023
Libraries	Music Library Charges B/W A3 - staff assisted photocopy	Per page	£ 0.50	£ 0.60	20%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Music Library Charges Colour A4 - staff assisted photocopy	Per page	£ 2.00	£ 2.20	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Colour A3 - staff assisted photocopy	Per page	£ 2.00	£ 2.20	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Duplex printing B&W	Per page	£ 0.30	£ 0.40	33%	Discretionary	1st April 2023
Libraries	Music Library Charges Duplex printing Colour	Per page	£ 1.20	£ 1.50	25%	Discretionary	1st April 2023
Libraries	Music Library Charges Printing from staff terminals	Per page	£ 0.20	£ 0.25	25%	Discretionary	1st April 2023
Libraries	Music Library Charges Sending Fax All destinations - First page	Per page	£ 1.50	£ 1.65	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Sending Fax All destinations - Subsequent pages	Per page	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Sending Fax All destinations - First page with City Save Card	Per page	£ 1.20	£ 1.50	25%	Discretionary	1st April 2023
Libraries	Music Library Charges Sending Fax All destinations - Subsequent pages with City Save Card	Per page	£ 0.80	£ 1.00	25%	Discretionary	1st April 2023
Libraries	Music Library Charges Receiving fax	Per page	£ 1.00	£ 1.50	50%	Discretionary	1st April 2023
Libraries	Music Library Charges Scanning - up to A4 - First page and emailed	Per page	New	£ 1.65	NEW	Discretionary	1st April 2023
Libraries	Music Library Charges Scanning - up to A4 - subsequent pages and emailed	Per page	New	£ 1.10	NEW	Discretionary	1st April 2023
Libraries	Music Library Charges Internet use (first hour is free for library members)	Per hour	£ 1.00	£ 1.10	10%	Discretionary	1st April 2023
Libraries	Music Library Charges Advert in community notice space max rate	Per week	£ 1.50	£ 50.00	3233%	Discretionary	1st April 2023
Libraries	Music Library Charges Advert in community notice space (City Save Card) max rate	Per week	£ 1.20	£ 40.00	3233%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Research (after first 15 minutes) Commercial requests	Per hour	£ 36.00	£ 60.00	67%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Research (after first 15 minutes) non-commercial / personal requests	Per hour	£ 36.00	£ 40.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Archives:'Rushed Research' + building history	Per hour	£ 62.00	£ 70.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Talks given at Archive Centre	Per talk (prices exclude VAT)	£ 95.00	£ 105.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Talks given at Archive Centre with City Save Card	Per talk (prices exclude VAT)	£ 75.00	£ 85.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Talks given outside Archive Centre up to 60 mins, travel expenses to be covered separately, max rate charged	Per talk (prices exclude VAT)	£ 135.00	£ 200.00	48%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	given outside Archive Centre with City Save Card up to 60 mins, travel expenses to be covered separately max rate charged	Per talk (prices exclude VAT)	£ 120.00	£ 150.00	25%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Talks given outside Archive Centre - concessions for up to 60 mins, travel expenses to be covered separately. Max rate charged	Per talk (prices exclude VAT)	£ 105.00	£ 120.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Guided tours of the Archive Centre up to 90 mins and for up to 15 people	Per talk (prices exclude VAT)	£ 95.00	£ 110.00	16%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Guided tours of the Archive Centre with City Save Card up to 90 mins and for up to 15 people	Per talk (prices exclude VAT)	£ 75.00	£ 85.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Guided tours of the Archive Centre - concessions	Per talk (prices exclude VAT)	£ 68.00	£ 75.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Guided tours of the Archive Centre with City Save Card - concessions up to 90 mins and for up to 15 people	Per talk (prices exclude VAT)	£ 54.00	£ 60.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Talks given at Archive Centre - concessions up to 90 mins and for up to 15 people	Per talk (prices exclude VAT)	£ 68.00	£ 80.00	18%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Talks given at Archive Centre with City Save Card - concessions up to 90 mins and for up to 15 people	Per talk (prices exclude VAT)	£ 54.00	£ 60.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Filming	Per hour	£ 150.00	£ 175.00	17%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Security charge outside core hours	Per hour (2 hours charge)	£ 16.00	£ 20.00	25%	Discretionary	1st April 2023
Libraries	Archives Digital Imaging and Printing - up to A4 size	Per page	£ 8.00	£ 9.00	13%	Discretionary	1st April 2023
Libraries	Archives Digital Imaging and Printing - up to A3 size	Per page	£ 16.00	£ 18.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Archives Digital files - low resolutions (web/online use, typical size 500k)	Per file	£ 5.50	£ 10.00	82%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Archives Digital files - medium resolution (standard reproduction, typical size 20mb)	Per file	£ 10.50	£ 15.00	43%	Discretionary	1st April 2023
Libraries	Archives Digital files - high resolution (highest quality reproduction, typical size 50mb)	Per file	£ 16.00	£ 20.00	25%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Archives digital files on CD	per CD	£ 3.00	£ 4.00	33%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Archives digital files on USB	per USB		£3 plus cost of USB stick	NEW	Discretionary	1st April 2023
Libraries	Archives self-service photography (personal use)	Per day	£ 5.50	£ 6.00	9%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Archives & Local Studies charges Archives self-service photography (commercial & A307 use)	Per day	£ 10.50	£ 15.00	43%	Discretionary	1st April 2023
Libraries	Archives research service - local history, business history and Gillow furniture research	Per hour	£ 42.00	£ 50.00	19%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Friends of Archives membership	Per annum	Individual: £14 or Joint: £22	Individual: £14 or Joint: £22	NEW	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Conservation services	per hour excl. VAT		£ 45.00	NEW	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reference image provided remotely (via email or file transfer)	Per file	£ 5.00	£ 5.00	0%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Postage & Packaging of prints A3 (UK)	Per request	£ 4.46	£ 8.00	79%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: books, periodicals, newspapers & magazines (one country, one language)	Per image excl. VAT	£ 35.00	£ 40.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: books, periodicals, newspapers & magazines (world, one language)	Per image excl. VAT	£ 50.00	£ 55.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: books, periodicals, newspapers & magazines (world, multiple languages)	Per image excl. VAT	£ 70.00	£ 80.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: non-profit publications (one country, one language)	Per image excl. VAT	£ 20.00	£ 22.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: non-profit publications (world, one language)	Per image excl. VAT	£ 35.00	£ 40.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: non-profit publications (world, multiple languages)	Per image excl. VAT	£ 50.00	£ 55.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: digital publications (one country, one language)	Per image excl. VAT	£ 60.00	£ 70.00	17%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: digital publications (world, one language)	Per image excl. VAT	£ 80.00	£ 90.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: digital publications (world, multiple languages)	Per image excl. VAT	£ 100.00	£ 110.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: reports and surveys	Per image excl. VAT	£ 25.00	£ 30.00	20%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: advertising (one country, one language)	Per image excl. VAT	£ 115.00	£ 130.00	13%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Archives & Local Studies charges Reproduction: advertising (world, one language)	Per image excl. VAT	£ 140.00	£ 160.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: advertising (world, multiple languages)	Per image excl. VAT	£ 170.00	£ 190.00	12%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: exhibitions - temporary (non-commercial or small)	Per image excl. VAT	£ 30.00	£ 35.00	17%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: exhibitions - temporary (commercial or large)	Per image excl. VAT	£ 60.00	£ 70.00	17%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: exhibitions - permanent (non-commercial or small)	Per image excl. VAT	£ 45.00	£ 50.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: exhibitions - permanent (commercial or large)	Per image excl. VAT	£ 90.00	£ 100.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: covers - book, audio book, magazine (one country, one language)	Per image excl. VAT	£ 115.00	£ 130.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: covers - book, audio book, magazine (world, one language)	Per image excl. VAT	£ 140.00	£ 160.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: covers - book, audio book, magazine (world, multiple languages)	Per image excl. VAT	£ 170.00	£ 190.00	12%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: covers - CD, DVD, (one country, one language)	Per image excl. VAT	£ 150.00	£ 170.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: covers - CD, DVD, (world, one language)	Per image excl. VAT	£ 200.00	£ 220.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: covers - CD, DVD, (world, multiple languages)	Per image excl. VAT	£ 250.00	£ 275.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: websites (educational or small audience)	Per image excl. VAT	£ 45.00	£ 50.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: websites (commercial)	Per image excl. VAT	£ 90.00	£ 100.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: TV/flash fee (UK local)	Per image excl. VAT	£ 90.00	£ 100.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: TV/flash fee (UK national)	Per image excl. VAT	£ 140.00	£ 160.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: TV/flash fee (world)	Per image excl. VAT	£ 190.00	£ 215.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: TV/flash fee (UK educational)	Per image excl. VAT	£ 45.00	£ 50.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: video (UK local)	Per image excl. VAT	£ 90.00	£ 100.00	11%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Archives & Local Studies charges Reproduction: video (UK national)	Per image excl. VAT	£ 140.00	£ 160.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: video (world)	Per image excl. VAT	£ 190.00	£ 215.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: video (UK educational)	Per image excl. VAT	£ 45.00	£ 50.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Filming	Per hour excl. VAT	£ 150.00	£ 165.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Merchandise - card, stationary, prints, posters etc. (one country, one language) non-exclusive license	Per image excl. VAT	£ 115.00	£ 130.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Merchandise - card, stationary, prints, posters etc. (world, one language) non-exclusive license	Per image excl. VAT	£ 140.00	£ 160.00	14%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Merchandise - card, stationary, prints, posters etc. (world, multiple languages) non-exclusive license	Per image excl. VAT	£ 170.00	£ 200.00	18%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Merchandise - games, t- shirts, mugs, etc. (one country, one language) non-exclusive license	Per image excl. VAT	£ 200.00	£ 220.00	10%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Merchandise - games, t- shirts, mugs, etc (world, one language) non-exclusive license	Per image excl. VAT	£ 225.00	£ 250.00	11%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Merchandise -games, t- shirts, mugs, etc (world, multiple languages) non-exclusive license	Per image excl. VAT	£ 250.00	£ 300.00	20%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Interior Design & Décor (offices, restaurants, pubs, hoardings) non- exclusive license	1-5 images excl VAT	£ 115.00	£ 130.00	13%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Interior Design & Décor (offices, restaurants, pubs, hoardings) non- exclusive license	additional images excl. VAT	£ 15.00	£ 20.00	33%	Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Social Media (standard account) non-exclusive license or own image - acknowledgement required	Per image excl. VAT	£ -	£ -		Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Reproduction: Social Media (commercial or verified account) acknowledgement / copyright required	per image excl. VAT	£ -	£ 25.00		Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Archives storage	Per linear sq metre	£ 44.00	£ 50.00	14%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Archives & Local Studies charges Lost items belonging to the library	Per item	Full replacement cost (with minimum charges)	Full replacement cost (with minimum charges)		Discretionary	1st April 2023
Libraries	Archives & Local Studies charges Lost items belonging to other institutions	Per item	Full replacement cost (including any penalty or administration charge from the other institution)	Full replacement cost (including any penalty or administration charge from the other institution)		Discretionary	1st April 2023
Libraries	Meeting Room costs Mayfair Library - wedding ceremony hire	Per Ceremony	£ 100.00	£ 110.00	10%	Discretionary	1st April 2023
Libraries	Meeting Room costs Westminster Reference Library - Exhibition space	Per week	£ 250.00	£ 300.00	20%	Discretionary	1st April 2023
Libraries	Meeting Room costs Exhibition Space / wall - max charge	Per week	NEW	£ 150.00	NEW	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Ex-small room, Central Westminster	Per hour	£ 30.00	£ 35.00	17%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Ex-small room, Central Westminster	Per half day	£ 90.00	£ 10.00	-89%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Ex-small room, Central Westminster	Per day	£ 210.00	£ 230.00	10%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Small room, Central Westminster	Per hour	£ 35.00	£ 40.00	14%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Small room, Central Westminster	Per half day	£ 120.00	£ 135.00	13%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Small room, Central Westminster	Per day	£ 230.00	£ 260.00	13%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Medium room, Central Westminster	Per hour	£ 45.00	£ 50.00	11%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Medium room, Central Westminster	Per half day	£ 150.00	£ 170.00	13%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Medium room, Central Westminster	Per day	£ 280.00	£ 310.00	11%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Large room, Central Westminster	Per hour	£ 80.00	£ 90.00	13%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Large room, Central Westminster	Per half day	£ 265.00	£ 295.00	11%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Large room, Central Westminster	Per day	£ 390.00	£ 430.00	10%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Ex-Large room, Central Westminster	Per half day	£ 300.00	£ 330.00	10%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Ex-Large room, Central Westminster	Per day	£ 430.00	£ 480.00	12%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Ex-small room, Outer Westminster	Per hour	£ 20.00	£ 22.00	10%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Ex-small room, Outer Westminster	Per half day	£ 65.00	£ 70.00	8%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Ex-small room, Outer Westminster	Per day	£ 120.00	£ 130.00	8%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Small room, Outer Westminster	Per hour	£ 25.00	£ 30.00	20%	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Meeting Room costs Room hire banding - Small room, Outer Westminster	Per half day	£ 85.00	£ 90.00	6%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Small room, Outer Westminster	Per day	£ 160.00	£ 175.00	9%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Medium room, Outer Westminster	Per hour	£ 35.00	£ 40.00	14%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Medium room, Outer Westminster	Per half day	£ 115.00	£ 130.00	13%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Medium room, Outer Westminster	Per day	£ 220.00	£ 250.00	14%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Large room, Outer Westminster	Per hour	£ 45.00	£ 50.00	11%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Large room, Outer Westminster	Per half day	£ 145.00	£ 160.00	10%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - Large room, Outer Westminster	Per day	£ 260.00	£ 290.00	12%	Discretionary	1st April 2023
Libraries	Meeting Room costs Room hire banding - out of hours additional charge: Additional hour charge plus additional 25% out of hours surcharge and cost of security/staffing requirement	Per hour	£ 100.00	Additional hourly rate charge plus 25% out of hours surcharge and cost of security/staffing	25%	Discretionary	1st April 2023
Libraries	Meeting Room costs Enhanced Membership scheme - max rate	Annual	£ 48.00	£ 75.00	56%	Discretionary	1st April 2023
Libraries	Meeting Room costs Event ticket - Maximum charge author and miscellaneous events	Per event	£ 50.00	£ 60.00	20%	Discretionary	1st April 2023
Libraries	Meeting Room costs Event ticket - Maximum charge author and miscellaneous events concession rate	Per event	£ 40.00	£ 50.00	25%	Discretionary	1st April 2023
Libraries	Meeting Room costs Refreshments per person	Per booking (prices exclude VAT)	£ 2.50	£ 2.75	10%	Discretionary	1st April 2023
Libraries	Meeting Room costs Pod use for hire - max. 2 people	per hour	New	£ 10.00	NEW	Discretionary	1st April 2023
Libraries	Meeting Room costs Pod use for hire - max 4 people	per hour	New	£ 15.00	NEW	Discretionary	1st April 2023
Libraries	Co-working (in house) - Fixed desk	Per month	£ 195.00	£ 210.00	8%	Discretionary	1st April 2023
Libraries	Co-working (in house) - Hot desk	Per day	£ 20.00	£ 22.00	10%	Discretionary	1st April 2023
Libraries	Co-working (in house) - Hot desk	Per week / Mon-Fri	£ 45.00	£ 70.00	56%	Discretionary	1st April 2023
Libraries	Co-working (in house) - Hot desk	Per month	£ 95.00	£ 115.00	21%	Discretionary	1st April 2023
Libraries	Co-working (in house) - Group desk (sits up to 6 people)	Per month	£ 585.00	£ 840.00	44%	Discretionary	1st April 2023
Libraries	Co-working (in house) - Group desk (sits up to 4 people)	Per month	new	£ 630.00	NEW	Discretionary	1st April 2023
Libraries	Library Shop offer USB Sticks - max price linked to unit cost and capacity	Per item (indicative price)	£ 7.00	£ 20.00	186%	Discretionary	1st April 2023
Libraries	Library Shop offer Headphones - max price linked to unit cost	Per item (indicative price)	£ 3.00	£ 20.00	567%	Discretionary	1st April 2023
Libraries	Library Shop offer Tote Bags - max price linked to unit cost	Per item (indicative price)	New	£ 15.00	NEW	Discretionary	1st April 2023
Libraries	Library Shop offer Stationery Items - price linked to unit cost	Per item (indicative price)	New	£ 25.00	NEW	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Bulky Waste collection & Disposal							
Bulky Waste collection & Disposal	Household Special Collection - First 6 items	Per lift (up to 5 items)	£ 32.00	£ 32.00	0%	Statutory	Nil increase, not applicable
Bulky Waste collection & Disposal	Household Special Collection - Additional items	Per item	£ 6.00	£ 6.00	0%	Statutory	Nil increase, not applicable
Registrars 2023/24							
Registrars	Ceremonies Church Saturday	Per ceremony	£ 197.00	£ 197.00	No change	Statutory and Discretionary	1st April 2023
Registrars	Ceremonies Church Sunday	Per ceremony	£ 197.00	£ 197.00	No change	Statutory and Discretionary	1st April 2023
Registrars	Ceremonies Church Day	Per ceremony	£ 197.00	£ 197.00	No change	Statutory and Discretionary	1st April 2023
Registrars	Ceremonies Church Evening	Per ceremony	£ 197.00	£ 197.00	No change	Statutory and Discretionary	1st April 2023
Registrars	Ceremonies Mayfair Library - Week Day	Per ceremony	£ 630.00	£ 630.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Mayfair Library - Week Evening	Per ceremony	£ 710.00	£ 710.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Mayfair Library - Weekend Bank Holidays	Per ceremony	£ 950.00	£ 950.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Mayfair Library - Weekend Saturday	Per ceremony	£ 690.00	£ 690.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Mayfair Library - Weekend Sunday	Per ceremony	£ 790.00	£ 790.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH Bank Holidays	Per ceremony	£ 971.00	£ 971.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH Saturday High season	Per ceremony	£ 851.00	£ 851.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH Saturday Low season	Per ceremony	£ 707.00	£ 707.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH Sunday High season	Per ceremony	£ 911.00	£ 911.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH Sunday Low season	Per ceremony	£ 761.00	£ 761.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH Day	Per ceremony	£ 599.00	£ 599.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH Evening	Per ceremony	£ 677.00	£ 677.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH - Premium Bank Holidays	Per ceremony	£ 1,181.00	£ 1,181.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH - Premium Day	Per ceremony	£ 709.00	£ 709.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH - Premium Evening	Per ceremony	£ 797.00	£ 797.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH - Premium Saturday High season	Per ceremony	£ 1,021.00	£ 1,021.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH - Premium Saturday Low season	Per ceremony	£ 853.00	£ 853.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH - Premium Sunday High season	Per ceremony	£ 1,101.00	£ 1,101.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies OMTH - Premium Sunday Low season	Per ceremony	£ 951.00	£ 951.00	No change	Discretionary	1st April 2023
Registrars	Add on to ceremony "Toast the happy couple" drinks	Per ceremony	£ 90.00	£ 90.00	No change	Discretionary	1st April 2023
Registrars	OMTH Event Hire (Internal) - Westminster	per hour	£ 100.00	£ 100.00	No change	Discretionary	1st April 2023
Registrars	OMTH Event Hire (Internal) - Other rooms	per hour	£ 50.00	£ 50.00	No change	Discretionary	1st April 2023
Registrars	Westminster	per hour	£ 275.00	£ 275.00	No change	Discretionary	1st April 2023
Registrars	rooms	per hour	£ 125.00	£ 125.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Register Office CH Day	Per ceremony	£ 57.00	£ 57.00	No change	Statutory	1st April 2023
Registrars	Ceremonies Venue Day	Per ceremony	£ 765.00	£ 765.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Venue Bank Holidays	Per ceremony	£ 1,250.00	£ 1,250.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Venue Saturday	Per ceremony	£ 875.00	£ 875.00	No change	Discretionary	1st April 2023

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Registrars	Ceremonies Venue Sunday	Per ceremony	£ 1,140.00	£ 1,140.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Venue Evening	Per ceremony	£ 899.00	£ 899.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Rehearsal (WCC Venue) Day	per rehearsal	£ 130.00	£ 130.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Rehearsal (WCC Venue) Evening	per rehearsal	£ 150.00	£ 150.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Rehearsal (Approved Venue) Day	per rehearsal	£ 220.00	£ 220.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Rehearsal (Approved Venue) Evening	per rehearsal	£ 262.00	£ 262.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Meet your registrar (WCC venue) Day	per meeting	£ 125.00	£ 125.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Meet your registrar (WCC venue) Evening	per meeting	£ 160.00	£ 160.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Family Private Citizenship (Customer's office) Day	per ceremony	£ 800.00	£ 800.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Family Private Citizenship (WCC venue) Saturday	per ceremony	£ 180.00	£ 180.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Family Private Citizenship (WCC venue) Sunday	per ceremony	£ 250.00	£ 250.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Family Private Citizenship (WCC venue) Day	per ceremony	£ 140.00	£ 140.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Family Private Citizenship (WCC venue) Evening	per ceremony	£ 190.00	£ 190.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Notice (customer's office) Day	per appointment	£ 625.00	£ 625.00	No change	Discretionary	1st April 2023
Registrars	Ceremonies Notice (office) Day	per appointment	£ 35.00	£ 35.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Private Citizenship (Customer's office) Day	per ceremony	£ 800.00	£ 800.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Private Citizenship (WCC venue) Saturday	per ceremony	£ 145.00	£ 145.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Private Citizenship (WCC venue) Sunday	per ceremony	£ 180.00	£ 180.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Private Citizenship (WCC venue) Day	per ceremony	£ 120.00	£ 120.00	No change	Discretionary	1st April 2023
Registrars	Citizenship Private Citizenship (WCC venue) Evening	per ceremony	£ 155.00	£ 155.00	No change	Discretionary	1st April 2023
Registrars	Births Portland Hospital births Day	per appointment	£ 165.00	£ 165.00	No change	Statutory and Discretionary	1st April 2023
Cemeteries and Parks							
Cemeteries	SALES OF NEW GRAVES (WCC Residents): East Finchley						
Cemeteries	Class I (Pathside)	Per event	£ 2,385.30	£ 2,385.30	0%	Discretionary	No change, subject to review
Cemeteries	Class II (Non-Pathside)	Per event	£ 1,574.20	£ 1,574.20	0%	Discretionary	No change, subject to review
Cemeteries	Oversized (210 x 90 cms)	Per event	£ 3,985.40	£ 3,985.40	0%	Discretionary	No change, subject to review
Cemeteries	Double (195 x 195 cms)	Per event	£ 5,340.40	£ 5,340.40	0%	Discretionary	No change, subject to review
Cemeteries	Ashes Plot (60 x 60 cms)	Per event	£ 506.90	£ 506.90	0%	Discretionary	No change, subject to review
Cemeteries	Burial Chamber	Per event	£ 7,561.50	£ 7,561.50	0%	Discretionary	No change, subject to review

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Cemeteries	SALES OF NEW GRAVES (Non Residents): East Finchley						No change, subject to review
Cemeteries	Class I (Pathside)	Per event	£ 6,352.30	£ 6,352.30	0%	Discretionary	No change, subject to review
Cemeteries	Class II (Non-Pathside)	Per event	£ 3,849.70	£ 3,849.70	0%	Discretionary	No change, subject to review
Cemeteries	Oversized (210 x 90 cms)	Per event	£ 9,939.90	£ 9,939.90	0%	Discretionary	No change, subject to review
Cemeteries	Double (195 x 195 cms)	Per event	£ 13,318.60	£ 13,318.60	0%	Discretionary	No change, subject to review
Cemeteries	Ashes Plot (60 x 60 cms)	Per event	£ 1,385.50	£ 1,385.50	0%	Discretionary	No change, subject to review
Cemeteries	Burial Chamber	Per event	£ 9,190.40	£ 9,190.40	0%	Discretionary	No change, subject to review
Cemeteries	SALES OF NEW GRAVES (WCC Residents): Hanwell and Mill Hill						No change, subject to review
Cemeteries	Class I (Pathside)	Per event	£ 2,234.70	£ 2,234.70	0%	Discretionary	No change, subject to review
Cemeteries	Class II (Non-Pathside)	Per event	£ 1,424.90	£ 1,424.90	0%	Discretionary	No change, subject to review
Cemeteries	Oversized (210 x 90 cms)	Per event	£ 2,665.90	£ 2,665.90	0%	Discretionary	No change, subject to review
Cemeteries	Double (195 x 195 cms)	Per event	£ 3,591.30	£ 3,591.30	0%	Discretionary	No change, subject to review
Cemeteries	Ashes Plot (60 x 60 cms)	Per event	£ 510.00	£ 510.00	0%	Discretionary	No change, subject to review
Cemeteries	Public Burial	Per event	£ 264.30	£ 264.30	0%	Discretionary	No change, subject to review
Cemeteries	Burial Chamber	Per event	£ 7,561.50	£ 7,561.50	0%	Discretionary	No change, subject to review
Cemeteries	Ashes Niches	Per event	£ 349.40	£ 349.40	0%	Discretionary	No change, subject to review
Cemeteries	Woodland - Meadow Plot	Per event	£ 1,572.20	£ 1,572.20	0%	Discretionary	No change, subject to review
Cemeteries	Baby/Infant Grave Plot	Per event	£ -	£ -	0%		No change, subject to review
Cemeteries	SALES OF NEW GRAVES (Non Residents): Hanwell and Mill Hill						No change, subject to review
Cemeteries	Class I (Pathside)	Per event	£ 6,215.10	£ 6,215.10	0%	Discretionary	No change, subject to review
Cemeteries	Class II (Non-Pathside)	Per event	£ 3,323.10	£ 3,323.10	0%	Discretionary	No change, subject to review
Cemeteries	Oversized (210 x 90 cms)	Per event	£ 6,646.20	£ 6,646.20	0%	Discretionary	No change, subject to review
Cemeteries	Double (195 x 195 cms)	Per event	£ 8,954.50	£ 8,954.50	0%	Discretionary	No change, subject to review
Cemeteries	Ashes Plot (60 x 60 cms)	Per event	£ 1,435.50	£ 1,435.50	0%	Discretionary	No change, subject to review
Cemeteries	Public Burial	Per event	£ 542.30	£ 542.30	0%	Discretionary	No change, subject to review
Cemeteries	Burial Chamber	Per event	£ 9,017.60	£ 9,017.60	0%	Discretionary	No change, subject to review

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Cemeteries	Ashes Niches	Per event	£ 870.60	£ 870.60	0%	Discretionary	No change, subject to review
Cemeteries	Woodland - Meadow Plot	Per event	£ 3,917.30	£ 3,917.30	0%	Discretionary	No change, subject to review
Cemeteries	Baby/Infant Grave Plot	Per event	£ 2,676.40	£ 2,676.40	0%	Discretionary	No change, subject to review
Cemeteries	Interment Fees (WCC Residents)						No change, subject to review
Cemeteries	Second Interment in Burial Chamber	Per event	£ 257.60	£ 257.60	0%	Discretionary	No change, subject to review
Cemeteries	Earth Grave (Depth for one)	Per event	£ 815.00	£ 815.00	0%	Discretionary	No change, subject to review
Cemeteries	Earth Grave (Depth for two)	Per event	£ 972.70	£ 972.70	0%	Discretionary	No change, subject to review
Cemeteries	Earth Grave (Depth for three)	Per event	£ 1,120.00	£ 1,120.00	0%	Discretionary	No change, subject to review
Cemeteries	Cremated Remains	Per event	£ 126.20	£ 126.20	0%	Discretionary	No change, subject to review
Cemeteries	Ashes Niche (second interment)	Per event	£ 126.20	£ 126.20	0%	Discretionary	No change, subject to review
Cemeteries	Casket/Coffin oversize surcharge	Per event	£ 105.20	£ 105.20	0%	Discretionary	No change, subject to review
Cemeteries	Stillborn (single depth)	Per event	£ -	£ -	0%	Discretionary	No change, subject to review
Cemeteries	Infant, 0-5 years (single depth)	Per event	£ -	£ -	0%	Discretionary	No change, subject to review
Cemeteries	Child, 6-12 years	Per event	£ -	£ -	0%	Discretionary	No change, subject to review
Cemeteries	Interment Fees (Non Residents)						No change, subject to review
Cemeteries	Second Interment in Burial Chamber	Per event	£ 599.40	£ 599.40	0%	Discretionary	No change, subject to review
Cemeteries	Earth Grave (Depth for one)	Per event	£ 2,076.90	£ 2,076.90	0%	Discretionary	No change, subject to review

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Cemeteries	Earth Grave (Depth for two)	Per event	£ 2,318.80	£ 2,318.80	0%	Discretionary	No change, subject to review
Cemeteries	Earth Grave (Depth for three)	Per event	£ 2,672.60	£ 2,672.60	0%	Discretionary	No change, subject to review
Cemeteries	Cremated Remains	Per event	£ 336.50	£ 336.50	0%	Discretionary	No change, subject to review
Cemeteries	Ashes Niche (second interment)	Per event	£ 314.50	£ 314.50	0%	Discretionary	No change, subject to review
Cemeteries	Casket/Coffin oversize surcharge	Per event	£ 241.90	£ 241.90	0%	Discretionary	No change, subject to review
Cemeteries	Stillborn (single depth)	Per event	£ 352.30	£ 352.30	0%	Discretionary	No change, subject to review
Cemeteries	Infant, 0-5 years (single depth)	Per event	£ 893.90	£ 893.90	0%	Discretionary	No change, subject to review
Cemeteries	Child, 6-12 years	Per event	£ 1,193.60	£ 1,193.60	0%	Discretionary	No change, subject to review
Cemeteries	Memorials (Permit Application Fees)						No change, subject to review
Cemeteries	Headstone - Plaque - Inscription	Per event	£ 110.40	£ 110.40	0%	Discretionary	No change, subject to review
Cemeteries	kerbed memorial	Per event	£ 168.30	£ 168.30	0%	Discretionary	No change, subject to review
Cemeteries	Memorials (Removal, Holding or replacement Fees)						No change, subject to review
Cemeteries	Headstone - Plaque	Per event	£ 163.00	£ 163.00	0%	Discretionary	No change, subject to review
Cemeteries	kerbed memorial	Per event	£ 247.10	£ 247.10	0%	Discretionary	No change, subject to review
Cemeteries	Memorials (Safety Fees)						No change, subject to review
Cemeteries	Lay Down unsafe Memorial (Less than 1 m high)	Per event	£ 63.80	£ 63.80	0%	Discretionary	No change, subject to review
Cemeteries	Lay Down unsafe Memorial (1 m - 2 m high)	Per event	£ 145.90	£ 145.90	0%	Discretionary	No change, subject to review
Cemeteries	Miscellaneous						No change, subject to review
Cemeteries/Parks	Provide Memorial Bench	Per event	£ 1,475.50	£ 1,475.50	0%	Discretionary	No change, subject to review
Cemeteries	Application for Permission to Exhume (Res & Non Res)	Per event	£ 215.60	£ 215.60	0%	Discretionary	No change, subject to review
Cemeteries	Use of Chapel for burial elsewhere (Per hour)	Per event	£ 199.80	£ 199.80	0%	Discretionary	No change, subject to review
Cemeteries	Search Burial records and registers	Per event	£ 68.40	£ 68.40	0%	Discretionary	No change, subject to review
Cemeteries	Transfer of grave rights	Per event	£ 26.30	£ 26.30	0%	Discretionary	No change, subject to review
Cemeteries	Duplicate signed Deed for Grave	Per event	£ 47.30	£ 47.30	0%	Discretionary	No change, subject to review
Parks	Hanging baskets	Per basket	£ 178.00	£ 178.00	0%	Discretionary	No change, subject to review

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Proposed Registrar Fees 2024/25							
Ceremonies Church Saturday	Per ceremony	197	£ 197.00	£ 197.00	0%	Mixture of Statutory and Discretionary	Fees for 2020/21 already set (Fees set 2 years in advance) request is to set fees for 22 onwards to ensure adequate pricing for future bookings
Ceremonies Church Sunday	Per ceremony	197	£ 197.00	£ 197.00	0%	Mixture of Statutory and Discretionary	As above
Ceremonies Church Day	Per ceremony	197	£ 197.00	£ 197.00	0%	Mixture of Statutory and Discretionary	As above
Ceremonies Church Evening	Per ceremony	197	£ 197.00	£ 197.00	0%	Mixture of Statutory and Discretionary	As above
Ceremonies Mayfair Library - Week Day	Per ceremony	550	£ 630.00	£ 693.00	10%	Mixture of Statutory and Discretionary	As above
Ceremonies Mayfair Library - Week Evening	Per ceremony	625	£ 710.00	£ 788.00	11%	Mixture of Statutory and Discretionary	As above
Ceremonies Mayfair Library - Weekend Bank Holidays	Per ceremony	865	£ 950.00	£ 1,088.00	15%	Mixture of Statutory and Discretionary	As above
Ceremonies Mayfair Library - Weekend Saturday	Per ceremony	615	£ 690.00	£ 788.00	14%	Mixture of Statutory and Discretionary	As above
Ceremonies Mayfair Library - Weekend Sunday	Per ceremony	710	£ 790.00	£ 888.00	12%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Bank Holidays	Per ceremony	926	£ 971.00	£ 1,141.00	18%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Saturday AM High season	Per ceremony	795	£ 851.00	£ 931.00	9%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Saturday PM and Evening High season	Per ceremony	851	£ 891.00	£ 991.00	11%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Saturday Low season	Per ceremony	675	£ 707.00	£ 811.00	15%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Sunday High season	Per ceremony	854	£ 911.00	£ 1,041.00	14%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Sunday Low season	Per ceremony	722	£ 761.00	£ 921.00	21%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Day	Per ceremony	565	£ 599.00	£ 671.00	12%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Friday High Season	Per ceremony	671	£ 705.00	£ 755.00	7%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Friday Evening High Season	Per ceremony	731	£ 771.00	£ 841.00	9%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH Evening	Per ceremony	632	£ 677.00	£ 769.00	14%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Bank Holidays	Per ceremony	1126	£ 1,181.00	£ 1,369.00	16%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Day High Season	Per ceremony	659	£ 709.00	£ 795.00	12%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Evening High season	Per ceremony	759	£ 797.00	£ 902.00	13%	Mixture of Statutory and Discretionary	As above

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Ceremonies OMTH - Premium Friday High season	Per ceremony	781	£ 809.00	£ 881.00	9%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Friday evening High season	Per ceremony	911	£ 956.00	£ 1,039.00	9%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Saturday AM High season	Per ceremony	919	£ 964.00	£ 1,061.00	10%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Saturday PM and Evening High season	Per ceremony	965	£ 1,021.00	£ 1,183.00	16%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Saturday AM Low season	Per ceremony	821	£ 853.00	£ 895.00	5%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Saturday PM and Evening Low season	Per ceremony	821	£ 853.00	£ 991.00	16%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Sunday High season	Per ceremony	1034	£ 1,101.00	£ 1,269.00	15%	Mixture of Statutory and Discretionary	As above
Ceremonies OMTH - Premium Sunday Low season	Per ceremony	902	£ 951.00	£ 1,071.00	13%	Mixture of Statutory and Discretionary	As above
Add on to ceremony "Toast the happy couple" drinks	Per ceremony	75	£ 90.00	£ 99.00	10%	Discretionary	As above
OMTH Event Hire (Internal) - Westminster	per hour	100	£ 100.00	£ 110.00	10%	Discretionary	As above
OMTH Event Hire (Internal) - Other rooms	per hour	50	£ 50.00	£ 55.00	10%	Discretionary	As above
OMTH Event Hire (External) - Westminster	per hour	250	£ 275.00	£ 300.00	9%	Discretionary	As above
OMTH Event Hire (External) - Other rooms	per hour	100	£ 125.00	£ 135.00	8%	Discretionary	As above
Ceremonies Register Office CH Day	Per ceremony	57	£ 57.00	£ 57.00	0%	Statutory	As above
Ceremonies Venue Day	Per ceremony	711	£ 765.00	£ 825.00	8%	Mixture of Statutory and Discretionary	As above
Ceremonies Venue Bank Holidays	Per ceremony	1186	£ 1,250.00	£ 1,350.00	8%	Discretionary	As above
Ceremonies Venue Saturday	Per ceremony	831	£ 875.00	£ 950.00	9%	Discretionary	As above
Ceremonies Venue Sunday	Per ceremony	1120	£ 1,140.00	£ 1,200.00	5%	Discretionary	As above
Ceremonies Venue Evening	Per ceremony	871	£ 899.00	£ 950.00	6%	Discretionary	As above
Ceremonies Rehearsal (WCC Venue) Day	per rehearsal	128	£ 130.00	£ 145.00	12%	Discretionary	As above
Ceremonies Rehearsal (WCC Venue) Evening	per rehearsal	135	£ 150.00	£ 165.00	10%	Discretionary	As above
Ceremonies Rehearsal (Approved Venue) Day	per rehearsal	205	£ 220.00	£ 240.00	9%	Discretionary	As above
Ceremonies Rehearsal (Approved Venue) Evening	per rehearsal	250	£ 262.00	£ 290.00	11%	Discretionary	As above
Ceremonies Meet your registrar (WCC venue) Day	per meeting	112	£ 125.00	£ 140.00	12%	Discretionary	As above
Ceremonies Meet your registrar (WCC venue) Evening	per meeting	152	£ 160.00	£ 175.00	9%	Discretionary	As above
Citizenship Family Private Citizenship (Customer's office) Day	per ceremony	800	£ 800.00	£ 881.00	10%	Discretionary	As above
Citizenship Family Private Citizenship (WCC venue) Saturday	per ceremony	180	£ 180.00	£ 180.00	0%	Discretionary	As above
Citizenship Family Private Citizenship (WCC venue) Sunday	per ceremony	250	£ 250.00	£ 250.00	0%	Discretionary	As above
Citizenship Family Private Citizenship (WCC venue) Day	per ceremony	140	£ 140.00	£ 140.00	0%	Discretionary	As above
Citizenship Family Private Citizenship (WCC venue) Evening	per ceremony	190	£ 190.00	£ 190.00	0%	Discretionary	As above
Ceremonies Notice (customer's office) Day	per appointment	560	£ 625.00	£ 690.00	10%	Discretionary	As above
Ceremonies Notice (office) Day	per appointment	35	£ 35.00	£ 35.00	0%	Statutory	As above

Service	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Citizenship Private Citizenship (Customer's office) Day	per ceremony	800	£ 800.00	£ 881.00	10%	Discretionary	As above
Citizenship Private Citizenship (WCC venue) Saturday	per ceremony	145	£ 145.00	£ 145.00	0%	Discretionary	As above
Citizenship Private Citizenship (WCC venue) Sunday	per ceremony	180	£ 180.00	£ 180.00	0%	Discretionary	As above
Citizenship Private Citizenship (WCC venue) Day	per ceremony	120	£ 120.00	£ 120.00	0%	Discretionary	As above
Citizenship Private Citizenship (WCC venue) Evening	per ceremony	155	£ 155.00	£ 155.00	0%	Discretionary	As above
Births Portland Hospital births Day	per appointment	155	£ 165.00	£ 175.00	6%	Mixture of Statutory and Discretionary	As above
Confetti	Per box		£ 2.50	£ 3.00	20%	Discretionary	As above
Confetti	Per 5 boxes		£ 10.00	£ 12.00	20%	Discretionary	As above

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Appendix 2: Building Control Fees and Charges

Commercial Charges						
Proposed use of building and type of work	Cost of work	Proposed	Proposed	Proposed	Proposed	Effective Date
		Plan Charge (incl.VAT)	Plan Charge (excl.VAT)	Inspection Charge (incl.VAT)	Inspection Charge (excl.VAT)	
Commercial new build	< £150,000	£ 696.00	£ 580.00	£ 1,044.00	£ 870.00	Jan 23
Commercial new build	< £750,000	£ 926.40	£ 772.00	£ 1,389.60	£ 1,158.00	Jan 23
Commercial new build	< £1.25m	£ 1,156.80	£ 964.00	£ 1,735.20	£ 1,446.00	Jan 23
Commercial new build	< £1.75m	£ 1,392.00	£ 1,160.00	£ 2,088.00	£ 1,740.00	Jan 23
Commercial new build	< £2.2m	£ 1,564.80	£ 1,304.00	£ 2,347.20	£ 1,956.00	Jan 23
Commercial new build	< £2.6m	£ 1,737.60	£ 1,448.00	£ 2,606.40	£ 2,172.00	Jan 23
Commercial new build	< £3m	£ 1,910.40	£ 1,592.00	£ 2,865.60	£ 2,388.00	Jan 23
Commercial refurbishment	< £30,000	£ 1,164.00	£ 970.00	N/A	N/A	Jan 23
Commercial refurbishment	< £60,000	£ 2,316.00	£ 1,930.00	N/A	N/A	Jan 23
Commercial refurbishment	< £100,000	£ 1,156.80	£ 964.00	£ 1,735.20	£ 1,446.00	Jan 23
Commercial refurbishment	< £250,000	£ 1,449.60	£ 1,208.00	£ 2,174.40	£ 1,812.00	Jan 23
Commercial refurbishment	< £500,000	£ 1,737.60	£ 1,448.00	£ 2,606.40	£ 2,172.00	Jan 23
Commercial refurbishment	< £750,000	£ 1,910.40	£ 1,592.00	£ 2,865.60	£ 2,388.00	Jan 23
Commercial refurbishment	< £1m	£ 2,083.20	£ 1,736.00	£ 3,124.80	£ 2,604.00	Jan 23
Commercial refurbishment	< £1.5m	£ 2,256.00	£ 1,880.00	£ 3,384.00	£ 2,820.00	Jan 23
Commercial refurbishment	< £2m	£ 2,659.20	£ 2,216.00	£ 3,988.80	£ 3,324.00	Jan 23
Commercial fit out (no structural)	< £5,000	£ 444.00	£ 370.00	N/A	N/A	Jan 23
Commercial fit out (no structural)	< £20,000	£ 732.00	£ 610.00	N/A	N/A	Jan 23
Commercial fit out (no structural)	< £35,000	£ 1,020.00	£ 850.00	N/A	N/A	Jan 23
Commercial fit out (no structural)	< £50,000	£ 523.20	£ 436.00	£ 784.80	£ 654.00	Jan 23
Commercial fit out (no structural)	< £100,000	£ 638.40	£ 532.00	£ 957.60	£ 798.00	Jan 23
Commercial fit out (no structural)	< £250,000	£ 753.60	£ 628.00	£ 1,130.40	£ 942.00	Jan 23
Commercial fit out (no structural)	< £500,000	£ 1,041.60	£ 868.00	£ 1,562.40	£ 1,302.00	Jan 23
Commercial fit out (no structural)	< £750,000	£ 1,272.00	£ 1,060.00	£ 1,908.00	£ 1,590.00	Jan 23
Commercial fit out (no structural)	< £1m	£ 1,622.40	£ 1,352.00	£ 2,433.60	£ 2,028.00	Jan 23

Residential Charges								
Proposed use of building and type of work	Cost of work	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Effective Date
		Plan Charge (incl.VAT)	Plan Charge (excl.VAT)	Inspection Charge (incl.VAT)	Inspection Charge (excl.VAT)	Building Notice Charge (incl.VAT)	Building Notice Charge (excl.VAT)	
Residential new build	< £30,000	£ 1,164.00	£ 970.00	N/A	N/A	£ 1,164.00	£ 970.00	Jan 23
Residential new build	< £100,000	£ 753.60	£ 628.00	£ 1,130.40	£ 942.00	£ 1,884.00	£ 1,570.00	Jan 23
Residential new build	< £250,000	£ 984.00	£ 820.00	£ 1,476.00	£ 1,230.00	£ 2,460.00	£ 2,050.00	Jan 23
Residential new build	< £500,000	£ 1,156.80	£ 964.00	£ 1,735.20	£ 1,446.00	£ 2,892.00	£ 2,410.00	Jan 23
Residential new build	< £750,000	£ 1,392.00	£ 1,160.00	£ 2,088.00	£ 1,740.00	£ 3,480.00	£ 2,900.00	Jan 23
Residential new build	< £1m	£ 1,564.80	£ 1,304.00	£ 2,347.20	£ 1,956.00	£ 3,912.00	£ 3,260.00	Jan 23
Residential new build	< £1.5m	£ 1,737.60	£ 1,448.00	£ 2,606.40	£ 2,172.00	£ 4,344.00	£ 3,620.00	Jan 23
Residential new build	< £2m	£ 2,025.60	£ 1,688.00	£ 3,038.40	£ 2,532.00	£ 5,064.00	£ 4,220.00	Jan 23
Residential refurbishment	< £10,000	£ 876.00	£ 730.00	N/A	N/A	£ 876.00	£ 730.00	Jan 23
Residential refurbishment	< £30,000	£ 1,164.00	£ 970.00	N/A	N/A	£ 1,164.00	£ 970.00	Jan 23
Residential refurbishment	< £50,000	£ 1,596.00	£ 1,330.00	N/A	N/A	£ 1,596.00	£ 1,330.00	Jan 23
Residential refurbishment	< £80,000	£ 926.40	£ 772.00	£ 1,389.60	£ 1,158.00	£ 2,316.00	£ 1,930.00	Jan 23
Residential refurbishment	< £150,000	£ 1,214.40	£ 1,012.00	£ 1,821.60	£ 1,518.00	£ 3,036.00	£ 2,530.00	Jan 23
Residential refurbishment	< £500,000	£ 1,737.60	£ 1,448.00	£ 2,606.40	£ 2,172.00	£ 4,344.00	£ 3,620.00	Jan 23
Residential refurbishment	< £1m	£ 2,313.60	£ 1,928.00	£ 3,470.40	£ 2,892.00	£ 5,784.00	£ 4,820.00	Jan 23
Residential refurbishment	< £1.5m	£ 2,894.40	£ 2,412.00	£ 4,341.60	£ 3,618.00	£ 7,236.00	£ 6,030.00	Jan 23

Minor works charges												
Type of work and proposed use of building if relevant	Limitation	Current Building Notice Charge	Current Building Notice Charge	Current Plan Charge	Current Plan Charge	Proposed Building Notice Charge	Proposed Building Notice Charge	Proposed Plan Charge	Proposed Plan Charge	Building Notice Charge	Plan Charge	Effective Date
		(incl.VAT)	(excl.VAT)	(incl.VAT)	(excl.VAT)	(incl.VAT)	(excl.VAT)	(incl.VAT)	(excl.VAT)	(incl.VAT)	(excl.VAT)	% change
Underpinning up to 10m	One property	£ 432.00	£ 360.00	£ 432.00	£ 360.00	£ 516.00	£ 430.00	£ 516.00	£ 430.00	19.44%	19.44%	Jan 23
Underpinning >10m	One property	£ 624.00	£ 520.00	£ 624.00	£ 520.00	£ 732.00	£ 610.00	£ 732.00	£ 610.00	17.31%	17.31%	Jan 23
New openings in a structural wall	One property < 5 openings	£ 432.00	£ 360.00	£ 432.00	£ 360.00	£ 516.00	£ 430.00	£ 516.00	£ 430.00	19.44%	19.44%	Jan 23
Fit out of a bathroom or kitchen	One property	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Electrical re-wire of dwelling	One dwelling	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Drainage works	One property	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Replacement fire doors	One property	£ 252.00	£ 210.00	£ 252.00	£ 210.00	£ 300.00	£ 250.00	£ 300.00	£ 250.00	19.05%	19.05%	Jan 23
Replacement staircase	One property	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Replacement roof coverings or wall cladding/surface:	One property	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Works to controlled services and fittings	One property	£ 252.00	£ 210.00	£ 252.00	£ 210.00	£ 300.00	£ 250.00	£ 300.00	£ 250.00	19.05%	19.05%	Jan 23
Window replacement to a dwelling	One dwelling	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Install micro energy systems e.g. solar panels and PV	One property	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Tea point in an office or retail	One property	£ 252.00	£ 210.00	£ 252.00	£ 210.00	£ 300.00	£ 250.00	£ 300.00	£ 250.00	19.05%	19.05%	Jan 23
Escape lighting installation/alterations	One property	£ 252.00	£ 210.00	£ 252.00	£ 210.00	£ 300.00	£ 250.00	£ 300.00	£ 250.00	19.05%	19.05%	Jan 23
Fire alarm installation/alterations domestic	One dwelling	£ 252.00	£ 210.00	£ 252.00	£ 210.00	£ 300.00	£ 250.00	£ 300.00	£ 250.00	19.05%	19.05%	Jan 23
Fire alarm installation/alterations non-domestic	One property	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Dry riser installation	One property	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23
Foam inlets	One property	£ 312.00	£ 260.00	£ 312.00	£ 260.00	£ 372.00	£ 310.00	£ 372.00	£ 310.00	19.23%	19.23%	Jan 23

London Building Acts Section 30 fees (VAT does not apply)					
Type of application		Current Fee	Proposed Fee	% change	Effective Date
Putting up a special building or structure intended to be kept permanently		£115	£250		
				117.39%	Jan-23
Putting up temporary buildings or structures to be used for a special event as follows:	grandstand	£325	£400	23.08%	Jan-23
	stage	£325	£400	23.08%	Jan-23
	framed tower for loudspeakers, lighting, video screens, and so on	£126 (plus 50% for each extra tower of a similar type)	£175 (plus 50% for each extra tower of a similar type)	38.89%	Jan-23
	other complicated structures (such as framed marquees)	£325	£400	23.08%	Jan-23

Appendix 2 - Proposed Leisure Fees

		2022				
Activity/Facility	Type	Non-Resident 2022 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
			30% off non-resident price	40% off the junior/senior price*	40% off the junior/senior price for activities* 20% off non-resident price	25% off facility non-resident price
Activities						
Swimming						
Swimming Sessions						
Adult	per session	£ 7.50	£ 2.55	£ -	£ -	£ -
Junior/Senior	per session	£ 4.15	£ -	£ -	£ -	£ -
Family Rate (Up to 2 x Adult)	per session	£ 17.25	£ 5.10	£ -	£ -	£ -
Inflatable Splash Session	per session	£ 8.45	£ 5.92	£ 5.07	£ 5.07	£ 6.34
Swimming Courses*						
Adult (45min)	per session	£ 12.15	£ 8.51	£ 7.29	£ -	£ -
Junior (30min)*	per session	£ 8.00	£ 5.60	£ 4.80	£ -	£ -
Spa, Health & Fitness						
Spa						
Adult	per entry	£ 25.70	£ 17.99	£ 8.49	£ -	£ -
Senior	per entry	£ 14.15	£ -	£ 8.49	£ -	£ -
Health Suite						
All Sites						
Adult	per entry	£ 15.55	£ 10.89	£ 5.16	£ -	£ -
Junior (16-18yrs Only) /Senior	per entry	£ 8.60	£ 6.02	£ 5.16	£ -	£ -
Health Suite						
Queen Mother						
Adult	per entry	£ 11.35	£ 7.95	£ 3.75	£ -	£ -
Junior (16-18yrs Only) /Senior	per entry	£ 6.25	£ 4.38	£ 3.75	£ -	£ -
Fitness Suite (Gym)						
All Sites						
Adult	per entry	£ 9.10	£ 6.37	£ 3.03	£ -	£ -
Junior/Senior	per entry	£ 5.05	£ 3.54	£ 3.03	£ 3.03	£ -
Gym Induction						
All sites						
Adult	per entry	£ 42.20	£ -	£ -	£ -	£ -
Junior/Senior	per entry	£ 23.25	£ -	£ -	£ -	£ -
Group Exercise Classes						
All sites						
Adult	per entry	£ 9.75	£ 6.83	£ 3.24	£ -	£ -
Junior/Senior	per entry	£ 5.40	£ 3.78	£ 3.24	£ 3.24	£ -
Indoor Sports						
Badminton						
All Sites						
Adult	per court phr	£ 15.15	£ 10.61	£ 5.01	£ -	£ 11.36
Junior/Senior	per court phr	£ 8.35	£ 5.85	£ 5.01	£ 5.01	£ 6.26
Table Tennis						
All sites						

2023				
Non-Resident 2023 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
	30% off non-resident price	40% off the junior/senior price*	40% off the junior/senior price for activities* 20% off non-resident price	25% off facility non-resident price
Non-Standard Increases				
£ 8.05	£ 2.74	£ -		
£ 4.45	£ -	£ -		
£ 18.75	£ 5.48	£ -		
£ 9.05	£ 6.34	£ 5.43	£ 5.43	£ 6.79
£ 13.43	£ 9.40	£ 8.06		
£ 8.95	£ 6.27	£ 5.37		
£ 27.50	£ 19.25	£ 9.09		
£ 15.15		£ 9.09		
£ 16.65	£ 11.66	£ 5.52		
£ 9.20	£ 6.44	£ 5.52		
£ 12.15	£ 8.51	£ 4.02		
£ 6.70	£ 4.69	£ 4.02		
£ 9.75	£ 6.83	£ 3.24		
£ 5.40	£ 3.78	£ 3.24	£ 3.24	
£ 42.20	£ -	£ -		
£ 23.25	£ -	£ -	£ -	
£ 10.45	£ 7.32	£ 3.45		
£ 5.75	£ 4.03	£ 3.45	£ 3.45	
£ 16.25	£ 11.38	£ 5.37		£ 12.19
£ 8.95	£ 6.27	£ 5.37	£ 5.37	£ 6.71

Activity/Facility	Type	Non-Resident 2022 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
			30% off non-resident price	40% off the junior/senior price*	40% off the junior/senior price for activities* 20% off non-resident price	25% off facility non-resident price
Adult	per table phr	£ 6.05	£ 4.24	£ 2.01	£ -	£ 4.54
Junior/Senior	per table phr	£ 3.35	£ 2.35	£ 2.01	£ 2.01	£ 2.51
Squash (45 mins)						
Adult	per court phr	£ 12.85	£ 9.00	£ 4.26	£ -	£ 9.64
Junior/Senior	per court phr	£ 7.10	£ 4.97	£ 4.26	£ 4.26	£ 5.33
Sports Courses*						
Adult*	per	£ 11.70	£ 8.19	£ 7.02	£ -	£ -
Junior/Senior*	per	£ 7.75	£ 5.43	£ 4.65	£ -	£ -
Health & Wellbeing/Inclus	per	£ 3.25	£ 2.28	£ 1.95	£ -	£ -
Climbing*						
Adult*	per person, per session	£ 9.40	£ 6.58	£ 5.64	£ -	£ -
Junior/Senior*	per person, per session	£ 8.20	£ 5.74	£ 4.92	£ -	£ -
30 Day Climbing Pass*	per person, per pass	£ 46.40	£ 32.48	£ 27.84	£ -	£ -
Outdoor Sports						
Tennis - Macadam Courts						
Adult	per court phr	£ 11.30	£ 7.91	£ 3.75	£ -	£ 8.48
Junior/Senior	per court phr	£ 6.25	£ 4.38	£ 3.75	£ 3.75	£ 4.69
Tennis - Synthetic Courts						
Adult	per court phr	£ 17.20	£ 12.04	£ 5.70	£ -	£ 12.90
Junior/Senior	per court phr	£ 9.50	£ 6.65	£ 5.70	£ 5.70	£ 7.13
Bowls Session						
Adult	per person, per session	£ 3.75	£ 2.63	£ 2.25	£ -	£ 2.81
Hire of woods (£10 deposit)	per session	£ 2.85	£ 2.00	£ -	£ -	£ -
Cricket Nets						
Adult	per lane phr	£ 7.55	£ 5.29	£ 2.52	£ -	£ 5.66
Junior/Senior	per lane phr	£ 4.20	£ 2.94	£ 2.52	£ 2.52	£ 3.15
Other						
Holiday Sports Camps*						

Non-Resident 2023 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
	30% off non-resident price	40% off the junior/senior price*	40% off the junior/senior price for activities* 20% off non-resident price	25% off facility non-resident price
£ 6.50	£ 4.55	£ 2.16		£ 4.88
£ 3.60	£ 2.52	£ 2.16	£ 2.16	£ 2.70
£ 13.75	£ 9.63	£ 4.56		£ 10.31
£ 7.60	£ 5.32	£ 4.56	£ 4.56	£ 5.70
£ 12.55	£ 8.79	£ 7.53		
£ 8.30	£ 5.81	£ 4.98		
£ 3.25	£ 2.28	£ 1.95		
£ 10.10	£ 7.07	£ 6.06		
£ 8.80	£ 6.16	£ 5.28		
£ 49.65	£ 34.76	£ 29.79		
£ 12.35	£ 8.65	£ 4.08		£ 9.26
£ 6.80	£ 4.76	£ 4.08	£ 4.08	£ 5.10
£ 18.75	£ 13.13	£ 6.21		£ 14.06
£ 10.35	£ 7.25	£ 6.21	£ 6.21	£ 7.76
£ 3.75	£ 2.63	£ 2.25		£ 2.81
£ 2.85	£ 2.00			
£ 8.10	£ 5.67	£ 2.70		£ 6.08
£ 4.50	£ 3.15	£ 2.70	£ 2.70	£ 3.38

Activity/Facility	Type	Non-Resident 2022 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
			30% off non-resident price	40% off the junior/senior price*	40% off the junior/senior price for activities*	25% off facility non-resident price
Junior*	per person, per week	£ 67.25	£ 47.08	£ 40.35	£ -	£ -
Each additional sibling*	per person, per week	£ 33.65	£ 23.56	£ 20.19	£ -	£ -
Sensory Room						
Sensory Room entry	per session	£ 2.60	£ 1.82	£ 1.56	£ 1.56	£ -
Children's Parties						
Party	per person	£ 10.90	£ 7.63	£ 6.54	£ -	£ -
Shower						
Adult	per person	£ 3.15	£ 2.21	£ 1.05	£ -	£ -
Junior/Senior	per person	£ 1.75	£ 1.23	£ 1.05	£ -	£ -
Facilities						
Indoor Sports						
Pool Hire	phr					
Main Pool All Lanes - 4 Lanes	Porchester	£ 108.60	£ -	£ -	£ -	£ 81.45
Main Pool All Lanes - 3 Lanes	Seymour	£ 81.45	£ -	£ -	£ -	£ 61.09
Main Pool All Lanes - 6 Lanes	Queen Mother	£ 135.75	£ -	£ -	£ -	£ 101.81
Main Pool All Lanes - 4 Lanes	Marshall Street	£ 108.60	£ -	£ -	£ -	£ 81.45
Teaching Pool - 20m x 8m	Porchester	£ 108.60	£ 76.02	£ 65.16	£ -	£ 81.45
Teaching - 14m x 5m (0.5m deep)	Queen Mother	£ 64.95	£ 45.47	£ 38.97	£ -	£ 48.71
Leisure Pool - 16m x 16m	Queen Mother	£ 64.95	£ 45.47	£ 38.97	£ -	£ 48.71
Pool Hire (Single Lane)	All-sites	£ 36.20	£ 25.34	£ 21.72	£ -	£ 27.15
Pool Hire (multiple lane)	All-sites	£ 27.15	£ 19.01	£ 16.29	£ 21.72	£ 20.36
School Swimming - Instructor Costs						
Instructor Costs (per 20 Swimmers)	phr	£ 35.65	£ -	£ -	£ 28.52	£ -
Sports Hall Hire						
5 Court Sportshall	phr	£ 84.40	£ -	£ -	£ 67.52	£ 63.30
4 Court Sportshall	phr	£ 67.50	£ -	£ -	£ 54.00	£ 50.63
3 Court Sportshall	phr	£ 50.65	£ -	£ -	£ 40.52	£ 37.99
2 Court Sportshall	phr	£ 33.75	£ -	£ -	£ 27.00	£ 25.31
Outdoor Sports						
Synthetic Pitches						
Casual Use (Open Pitch)	phr	£ -	£ -	£ -	£ -	£ -
3G - 11-a-side	phr	£ 129.60	£ -	£ -	£ -	£ 97.20
Junior/Senior	phr	£ 33.70	£ -	£ -	£ 26.96	£ 25.28
Hockey Pitch/water-based	phr	£ 143.10	£ -	£ -	£ -	£ 107.33
Junior/Senior	phr	£ 37.25	£ -	£ -	£ 29.80	£ 27.94
8 or 9-a-side (Half 11-a-side)	phr	£ 86.30	£ -	£ -	£ -	£ 64.73
Junior/Senior	phr	£ 22.45	£ -	£ -	£ 17.96	£ 16.84
7-a-side	phr	£ 75.55	£ -	£ -	£ -	£ 56.66
Junior/Senior	phr	£ 19.65	£ -	£ -	£ 15.72	£ 14.74
6-a-side	phr	£ 64.75	£ -	£ -	£ -	£ 48.56
Junior/Senior	phr	£ 16.85	£ -	£ -	£ 13.48	£ 12.64

Non-Resident 2023 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
	30% off non-resident price	40% off the junior/senior price*	40% off the junior/senior price for activities*	25% off facility non-resident price
£ 72.00	£ 50.40	£ 43.20		
£ 36.00	£ 25.20	£ 21.60		
£ 2.60	£ 1.82	£ 1.56	£ 1.56	
£ 11.70	£ 8.19	£ 7.02		
£ 3.15	£ 2.21	£ 1.05		
£ 1.75	£ 1.23	£ 1.05		
£ 116.40				£ 87.30
£ 87.30				£ 65.48
£ 145.50				£ 109.13
£ 116.40				£ 87.30
£ 116.40	£ 81.48	£ 69.84		£ 87.30
£ 69.50	£ 48.65	£ 41.70		£ 52.13
£ 69.50	£ 48.65	£ 41.70		£ 52.13
£ 38.75	£ 27.13	£ 23.25		£ 29.06
£ 29.10	£ 20.37	£ 17.46	£ 23.28	£ 21.83
£ 38.15			£ 30.52	
£ 90.40			£ 72.32	£ 67.80
£ 72.30			£ 57.84	£ 54.23
£ 54.25			£ 43.40	£ 40.69
£ 36.15			£ 28.92	£ 27.11
£ -	£ -	£ -		
£ 141.30				£ 105.98
£ 36.75			£ 29.40	£ 27.56
£ 156.00				£ 117.00
£ 40.60			£ 32.48	£ 30.45
£ 94.10				£ 70.58
£ 24.50			£ 19.60	£ 18.38
£ 82.35				£ 61.76
£ 21.45			£ 17.16	£ 16.09
£ 70.60				£ 52.95
£ 18.40			£ 14.72	£ 13.80

Activity/Facility	Type	Non-Resident 2022 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
5-a-side	phr	£ 54.00	£ -	£ -	£ -	£ 40.50
Junior/Senior	phr	£ 14.05	£ -	£ -	£ 11.24	£ 10.54
Netball Court						
Adult	phr	£ 54.00	£ -	£ -	£ -	£ -
Junior/Senior	phr	£ 14.05	£ -	£ -	£ 11.24	£ 10.54
Cricket Wicket & Outfield						
Casual Use (Open Pitch Policy)		£ -	£ -	£ -	£ -	£ -
Adult	Half day (Twenty 20 / up to 4 hrs)	£ 109.60	£ -	£ -	£ -	£ 82.20
Junior/Senior	Half day (Twenty 20 / up to 4 hrs)	£ 28.50	£ -	£ -	£ 22.80	£ 21.38
Adult	Full day (40 overs / up to 7 hrs)	£ 164.40	£ -	£ -	£ -	£ 123.30
Junior/Senior	Full day (40 overs / up to 7 hrs)	£ 42.75	£ -	£ -	£ 34.20	£ 32.06
Softball/Rounders						
Adult	phr	£ 24.90	£ -	£ -	£ -	£ 18.68
Junior/Senior	phr	£ 6.50	£ -	£ -	£ 5.20	£ 4.88
Beach Court						
Adult	phr	£ 34.90	£ -	£ -	£ -	£ 26.18
Junior/Senior	phr	£ 9.10	£ -	£ -	£ 7.28	£ 6.83
Track						
Casual Use (Open Track Policy)		£ -	£ -	£ -	£ -	£ -
Events - Full Track - Adult	phr	£ 77.35	£ -	£ -	£ -	£ 58.01
Events - Full Track - Junior	phr	£ 20.15	£ -	£ -	£ 16.12	£ 15.11
Parkour Park						
Casual Use		£ -	£ -	£ -	£ -	£ -
Adult	phr	£ 51.75	£ -	£ -	£ -	£ 38.81
Junior/Senior	phr	£ 13.50	£ -	£ -	£ 10.80	£ 10.13
Muti-Use Games Area (MUGA)						
Casual Use (Open Pitch Policy)		£ -	£ -	£ -	£ -	£ -
Adult	phr	£ 33.75	£ -	£ -	£ -	£ 25.31
Junior/Senior	phr	£ 8.80	£ -	£ -	£ 7.04	£ 6.60
Room Hire						
Exercise/Dance Studios						
Exercise/Dance Studios	phr	£ 48.10	£ -	£ -	£ -	£ -
Junior/Senior	phr	£ 12.55	£ -	£ -	£ 10.04	£ 9.41
Gymnastics / Boxing Halls						
Gymnastics / Boxing Halls	phr	£ 48.10	£ -	£ -	£ 38.48	£ 36.08
Meeting Rooms						
Queen Mother	phr	£ 48.10	£ 33.67	£ 28.86	£ 38.48	£ 36.08
Padd Rec, Bowls Pavilion	phr	£ 48.10	£ 33.67	£ 28.86	£ 38.48	£ 36.08
Seymour	phr	£ 48.10	£ 33.67	£ 28.86	£ 38.48	£ 36.08
Moberly	phr	£ 48.10	£ 33.67	£ 28.86	£ 38.48	£ 36.08
The Porchester Centre						
Main Hall	Full Day	£6,936.20	£4,855.34	#####	£5,548.96	£5,202.15
Small Hall Hire	phr	£ 151.40	£ 105.98	£ 90.84	£ 121.12	£ 113.55
Duchess of York Room	phr	£ 106.10	£ 74.27	£ 63.66	£ 84.88	£ 79.58

Non-Resident 2023 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
£ 58.90				£ 44.18
£ 15.35			£ 12.28	£ 11.51
£ 57.80				
£ 15.05			£ 12.04	£ 11.29
£ -	£ -	£ -		
£ 117.30				£ 87.98
£ 30.50			£ 24.40	£ 22.88
£ 175.95				£ 131.96
£ 45.75			£ 36.60	£ 34.31
£ 24.90				£ 18.68
£ 6.50			£ 5.20	£ 4.88
£ 37.35				£ 28.01
£ 9.75			£ 7.80	£ 7.31
£ -	£ -	£ -		
£ 82.80				£ 62.10
£ 21.55			£ 17.24	£ 16.16
£ -	£ -	£ -		
£ 55.40				£ 41.55
£ 14.45			£ 11.56	£ 10.84
£ -				
£ 36.15				£ 27.11
£ 9.40			£ 7.52	£ 7.05
£ 51.50				
£ 13.40			£ 10.72	£ 10.05
£ 51.50				
£ 51.50	£ 36.05	£ 30.90	£ 41.20	£ 38.63
£ 51.50	£ 36.05	£ 30.90	£ 41.20	£ 38.63
£ 51.50	£ 36.05	£ 30.90	£ 41.20	£ 38.63
£ 51.50	£ 36.05	£ 30.90	£ 41.20	£ 38.63
£ 7,421.75	£5,195.23	£ 4,453.05	£5,937.40	#####
£ 162.00	£ 113.40	£ 97.20	£ 129.60	£ 121.50
£ 113.55	£ 79.49	£ 68.13	£ 90.84	£ 85.16

Activity/Facility	Type	Non-Resident 2022 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
			30% off non-resident price	40% off the junior/senior price*	40% off the junior/senior price for activities* 20% off non-resident price	25% off facility non-resident price
Commerical Kitchen	phr	£ 229.75	£ 160.83	£ 137.85	£ 183.80	£ 172.31
Bridgefield House		£ 113.80	£ 79.66	£ 68.28	£ 91.04	£ 85.35
Seymour Leisure Centre						
Bryanston Room	phr	£ 60.95	£ 42.67	£ 36.57	£ 48.76	£ 45.71
Crawford Room	phr	£ 60.95	£ 42.67	£ 36.57	£ 48.76	£ 45.71

Non-Resident 2023 Price	AW Card (Resident)	AW Card (Concession)	Schools (Westminster)	AW Mark (Organisations)
	30% off non-resident price	40% off the junior/senior price*	40% off the junior/senior price for activities* 20% off non-resident price	25% off facility non-resident price
£ 245.85	£ 172.10	£ 147.51	£ 196.68	£ 184.39
£ 121.80	£ 85.26	£ 73.08	£ 97.44	£ 91.35
£ 65.25	£ 45.68	£ 39.15	£ 52.20	£ 48.94
£ 65.25	£ 45.68	£ 39.15	£ 52.20	£ 48.94

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Appendix 2: Savers Croft Fees

		Westminster Schools - Price Per Head						Non-Westminster Schools - Price Per Head					
		22/23 Prices			23/24 Proposed Prices			22/23 Prices			23/24 Proposed Prices		
Date	23/24 dates	Week	Half Week	Weekend	Week	Half Week	Weekend	Week	Half Week	Weekend	Week	Half Week	Weekend
W1	04/09-												
Sept	08/09	£134	£70	£69	£148	£77	£76	£249	£150	£140	£274	£164	£154
W2	11/09-												
Sept	15/09	£152	£86	£69	£167	£95	£76	£249	£150	£140	£274	£164	£154
W3	18/09-												
Sept	22/09	£161	£92	£69	£177	£101	£76	£249	£150	£140	£274	£164	£154
W4	25/09-												
Sept	29/09	£156	£89	£69	£172	£98	£76	£249	£150	£140	£274	£164	£154
W1	02/10-												
Oct	06/10	£142	£80	£69	£156	£88	£76	£249	£150	£140	£274	£164	£154
W2	09/10-												
Oct	13/10	£128	£74	£69	£141	£81	£76	£198	£119	£130	£235	£141	£150
W3	16/10-												
Oct	20/10	£121	£71	£69	£133	£78	£76	£198	£119	£130	£235	£141	£150
W4	23/10-												
Oct	27/10	£92	£62	£69	£101	£68	£76	£198	£119	£130	£235	£141	£150
W5	30/10-												
Oct	03/11	£122	£71	£69	£134	£78	£76	£198	£119	£130	£235	£141	£150
W1	06/11-												
Nov	10/11	£122	£71	£70	£134	£78	£77	£165	£99	£119	£195	£117	£138
W2	13/11-												
Nov	17/11	£95	£62	£70	£105	£68	£77	£165	£99	£119	£195	£117	£138
W3	20/11-												
Nov	24/11	£95	£62	£70	£105	£68	£77	£165	£99	£119	£195	£117	£138
W4	27/11-												
Nov	01/12	£79	£62	£76	£87	£68	£84	£165	£99	£119	£195	£117	£138
W1	04/12-												
Dec	08/12	£79	£62	£76	£87	£68	£84	£165	£99	£119	£182	£109	£131
W2	11/12-												
Dec	15/12	£79	£62	£76	£87	£68	£84	£165	£99	£119	£182	£109	£131
W3	18/12-												
Dec	22/12	£79	£62	CLOSED	£87	£66	CLOSED	£165	£99	CLOSED	£182	£109	CLOSED
W4	25/12-												
Dec	29/12	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
W5	01/01-												
Dec	05/01	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
W1	08/01-												
Jan	12/01	£104	£62	£69	£115	£68	£76	£198	£119	£130	£198	£119	£130
W2	15/01-												
Jan	19/01	£118	£70	£69	£130	£77	£76	£198	£119	£130	£235	£141	£150
W3	22/01-												
Jan	26/01	£118	£70	£69	£130	£77	£76	£198	£119	£130	£235	£141	£150
W4	29/01-												
Jan	02/02	£135	£77	£75	£149	£85	£83	£249	£150	£140	£274	£164	£154
W1	05/02-												
Feb	09/02	£136	£79	£75	£150	£87	£83	£249	£150	£140	£274	£164	£154
W2	12/02-												
Feb	16/02	£134	£78	£75	£148	£86	£83	£249	£150	£140	£274	£164	£154
W3	19/02-												
Feb	23/02	£199	£111	£75	£219	£122	£83	£308	£183	£150	£308	£185	£177
W4	26/02-												
Feb	01/03	£207	£114	£75	£228	£126	£83	£308	£183	£150	£308	£185	£177
W1	04/03-												
Mar	08/03	£207	£114	£75	£228	£126	£83	£308	£183	£150	£372	£223	£177
W2	11/03-												
Mar	15/03	£207	£114	£77	£228	£126	£85	£308	£183	£150	£372	£223	£177
W3	18/03-												
Mar	22/03	£207	£114	£75	£228	£126	£83	£308	£183	£150	£372	£223	£177
W4	25/03-												
Mar	29/03	£207	£109	£75	£228	£120	£83	£308	£183	£150	£372	£223	£177
W5	01/04-												
Mar	05/04	£206	£109	£95	£227	£120	£105	£308	£183	£150	£372	£223	£177
W1	08/04-												
April	12/04	£129	£109	£95	£142	£120	£105	£308	£183	£150	£372	£223	£177
W2	15/04-												
April	19/04	£129	£109	£95	£142	£120	£105	£308	£183	£150	£372	£223	£177

		Westminster Schools - Price Per Head						Non-Westminster Schools - Price Per Head					
		22/23 Prices			23/24 Proposed Prices			22/23 Prices			23/24 Proposed Prices		
Date	23/24 dates	Week	Half Week	Weekend	Week	Half Week	Weekend	Week	Half Week	Weekend	Week	Half Week	Weekend
W3	22/04-												
April	26/04	£240	£130	£95	£264	£143	£105	£338	£203	£161	£372	£223	£177
W4	29/04-												
April	03/05	£240	£130	£95	£264	£143	£105	£338	£203	£161	£372	£223	£177
W1	06/05-												
May	10/05	£181	£130	£95	£199	£143	£105	£338	£203	£161	£372	£223	£177
W2	13/05-												
May	17/05	£240	£130	£95	£264	£143	£105	£338	£203	£161	£372	£223	£177
W3	20/05-												
May	24/05	£240	£130	£95	£264	£143	£105	£338	£203	£161	£372	£223	£177
W4	27/05-												
May	31/05	£240	£130	£95	£264	£143	£105	£338	£203	£161	£372	£223	£177
W1	03/06-												
June	07/06	£120	£69	£95	£132	£76	£105	£338	£203	£161	£372	£223	£177
W2	10/06-												
June	14/06	£240	£130	£79	£264	£143	£87	£338	£203	£161	£372	£223	£177
W3	17/06-												
June	21/06	£240	£130	£76	£264	£143	£84	£338	£203	£161	£372	£223	£177
W4	24/06-												
June	28/06	£212	£117	£76	£233	£129	£84	£338	£203	£161	£372	£223	£177
W5	01/07-												
June	05/07	£168	£94	£76	£185	£103	£84	£338	£203	£161	£372	£223	£177
W1	08/07-												
July	12/07	£168	£94	£76	£185	£103	£84	£308	£183	£150	£372	£223	£177
W2	15/07-												
July	19/07	£161	£92	£76	£177	£101	£84	£308	£183	£150	£372	£223	£177
W3	22/07-												
July	26/07	£166	£93	£69	£183	£102	£76	£198	£119	£130	£218	£131	£143
W4	29/07-												
July	02/08	£166	£93	£69	£183	£102	£76	£198	£119	£130	£218	£131	£143
W1	05/08-												
Aug	09/08	£165	£93	£69	£182	£102	£76	£198	£119	£130	£218	£131	£143
W2	12/08-												
Aug	16/08	£165	£93	£69	£182	£102	£76	£198	£119	£130	£218	£131	£143
W3	19/08-												
Aug	23/08	£165	£93	£69	£182	£102	£76	£198	£119	£130	£218	£131	£143
W4	26/08-												
Aug	30/08	£165	£93	£69	£182	£102	£76	£198	£119	£130	£218	£131	£143



City of Westminster

Cabinet Report

Meeting or Decision Maker:	Cabinet
Date:	12 December 2022
Classification:	General Release save for Appendix 6 – exempt from disclosure by virtue of the Local Government Act 1972, Schedule 12A Part 1, paragraph 12 in that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
Title:	Responsible Procurement & Commissioning Strategy
Wards Affected:	All
Fairer Westminster/Policy Context:	This Strategy seeks to support the delivery of a Fairer Westminster by providing a framework for supply chain activities.
Cabinet Member/Lead Member:	Cllr David Boothroyd
Key Decision:	No
Financial Summary:	This Strategy is not associated with any specific financial outlay
Report of:	Gerald Almeroth, Executive Director – Finance & Resources

1. Executive Summary

1.1 This report presents the updated Responsible Procurement and Commissioning (RPC) Strategy for approval, alongside three documents that will be key tools in support its implementation:

- a) Modern Slavery Statement – Westminster City Council’s first Statement published in line with the Modern Slavery Act 2015.

- b) Supplier Charter – a set of commitments that suppliers are asked to make to demonstrate that they share the council's responsible business ambitions.
 - c) Ethical Procurement Policy – a set of core supplier requirements that will apply to all new contracts.
- 1.2 This new Strategy which replaces the RPC Strategy launched in February 2022 will be a key driver in delivering against specific outcomes within our new Fairer Westminster Strategy. The main changes include a stronger focus on workers' rights, a more holistic and ambitious approach on climate action and more robust action on tackling modern slavery and exploitation
- 1.3 The RPC Strategy covers areas of local impact and social value, as well as wider aspects related to sustainable development and responsible business. It is comprised of 12 objectives, grouped into four pillars:
- Fairer Communities
 - Fairer Economy
 - Fairer Environment
 - Fairer Council
- 1.4 Achieving these objectives will contribute towards the delivery of elements of the Fairer Westminster Strategy's 'Fairer Housing' outcomes, however this is not represented as a separate pillar in this RPC Strategy.
- 1.5 As well as being designed to help deliver specific Fairer Westminster outcomes, the 12 RPC objectives will also contribute towards broader United Nations Sustainable Development Goals (UN SDGs).
- 1.6 The accompanying **Modern Slavery Statement** will be published separately to the RPC Strategy. It is a requirement of Section 54 of the Modern Slavery Act (2015) to have a separate Statement describing the steps taken to ensure modern slavery forms no part of a business or its supply chains. It is anticipated that the scope of s.54 the Act will be broadened to public authorities next year. Westminster City Council's Modern Slavery Statement describes in detail our policies, procedures, training and procurement mechanisms used to mitigate the risks of modern slavery and includes an action plan for continuous improvement.
- 1.7 The **Supplier Charter** is a set of commitments that suppliers are asked to make to demonstrate that they share the council's responsible business ambitions. It is an RPC implementation tool that will be used as part of our supplier selection process for all new contracts tendered. Existing suppliers will also be strongly encouraged to sign up to the Supplier Charter retrospectively, we will use the positive relationships we have established with strategic suppliers to achieve this.
- 1.8 The **Ethical Procurement Policy** is a set of core requirements on aspects including working conditions, freedom of association & collective bargaining,

regular employment, humane treatment & blacklisting and payment of the Living Wage. These requirements will apply to all contracts, initially over a value of over £100,000, of any duration and within any sector.

- 1.9 This report provides the background to the RPC Strategy and its accompanying tools, outlines the approach to delivery, performance measurement and governance. The RPC Strategy will guide a collaborative effort between the Procurement and Commercial Service, our commissioners, service leads and contract managers, our leadership and our supply chain to deliver more responsible business in Westminster.

2. Recommendations

That Cabinet:

- i. Approves the Responsible Procurement & Commissioning Strategy and the 12 objectives it seeks to achieve.
- ii. Approves the Modern Slavery Statement and the 6-month action plan it sets out.
- iii. Approves the Supplier Charter and its use as selection criteria within new procurement procedures and voluntary requirements for existing contractors.
- iv. Approves the Ethical Procurement Policy and its use as a policy referred to in the council's terms and conditions.

3. Reasons for Decision

- 3.1 The council spends over £550million each year on third party services and contracts. We have potential to drive positive action on increasingly important issues such as tackling the climate emergency, contributing to local and national recovery, community wealth building, ensuring human and labour rights and greater diversity and inclusion in our supply chain.
- 3.2 This is a cross-council strategy designed to provide a framework to support the delivery of the Fairer Westminster Strategy and the some of the specific outcomes it sets out including; meeting our net zero carbon targets, reducing poverty and inequality in Westminster and procuring responsibly and ensuring the ethical treatment of people involved in our supply chains.

4. Background

- 4.1 This RPC Strategy is an updated version of that released in February 2022. When the Labour Administration took control of the council, all documents relating to responsible procurement and commissioning were reviewed to identify any gaps or deviations from the Labour Manifesto. The Procurement & Commercial Service liaised with relevant Cabinet leads and other interested

parties and two-way feedback was given on the development of the new Fairer Westminster Strategy and the revision of the RPC Strategy.

4.2 The main changes include:

- a stronger focus on workers' rights which is now being driven through the creation of a new Ethical Procurement Policy
- a more holistic and ambitious approach on climate action
- more robust action on tackling modern slavery and exploitation
- a clearer vision of how impact will be measured.

5. Developing the RPC Strategy & accompanying tools

5.1 The RPC Strategy was developed by the Councils Responsible Procurement Manager and wider Procurement and Commercial Services, working in collaboration with teams across the council. This includes the theme leads in the areas covered by the Strategy (e.g. Climate Emergency-, Modern Slavery-, Social Value-, Diversity & Inclusion teams) as well as front-line delivery colleagues (e.g. Cross-Council Cost of Living Group, the Communities Directorate, Westminster Employment Services etc.). have been developed by Procurement & Commercial Services in collaboration with our internal Legal team.

5.2 There has been an extensive engagement and consultation programme, which has included a number of events and workshops participated in by:

- in excess of 170 contract managers and service leads grouped into categories of spend,
- local Westminster businesses that form part of our Responsible Business Network,
- the new Future of Westminster Commission,
- over 100 existing suppliers including larger companies, SMEs and VCSEs,
- other external parties such as multi-agency working groups and subject-matter industry experts.

5.3 The final documents presented with this paper represent what is deemed to be a robust and ambitious approach to ensuring responsible business practices amongst our supply chain whilst:

- mitigating risk of challenge under the PCR Regulations
- maintaining suitable levels of competition to secure value for money for tax payers
- ensuring that we aren't creating artificial barriers to competition for smaller enterprises with fewer resources.

- 5.4 There are detailed action plans for each of the 12 RPC objectives which underpin how the Strategy will be implemented and the activity that will be undertaken.

6. Overview of the RPS documents

- 6.1 The RPC Strategy is structured into four pillars, which correspond to four of the five pillars of the Fairer Westminster Strategy. 12 objectives sit below these pillars, each of which corresponds to a Fairer Westminster Outcome, which are detailed below.

Pillar 1: Fairer Community

Focuses on social value by addressing both short and long-term community need and ensuring fairness, inclusion and representation of people with protected characteristics under the Equality Act 2010. Contractor contributions to the 'cost of living' crisis is covered, alongside legacy programmes aimed at community cohesion and wellbeing. It also includes inherently important issues such as supplier workforce pay gaps. Specific objectives include:

- Increase collaboration with contractors to tackle poverty and inequality in Westminster
- Increase supply chain equality, diversity, and inclusion
- Increase partnership with contractors to strengthen local communities

Pillar 2: Fairer Economy

- 6.2 Covers local economic growth; targeting opportunities to local people and enterprises, driving supplier diversity and facilitating social mobility. It includes the creation of training and employment opportunities for residents and development opportunities for existing supply chain workers. It seeks to increase the support offered to smaller, local enterprises and those that are mission-led and minority-led, as well as increasing our spend with these organisations. This pillar will be tailored over time to ensure alignment with the council's evolving approach to community wealth building. The two objectives under this pillar are:

- Increase spend with and support for target organisations to drive community wealth building
- Increase decent work and training for Westminster residents and professional development of existing supplier staff

Pillar 3: Fairer Environment

- 6.3 Seeks to ensure rigorous environmental management, the mitigation of supply chain environmental impacts, an improvement of our local environment and increased access to green community spaces. This includes our work to baseline and reduce our supply chain carbon footprint, the amount of waste

we generate as well as improve local air quality and biodiversity. Specific objectives include:

- Increase climate action to meet our 2040 net zero city target
- Reduce air pollution from contractor activity
- Reduce waste and integrate circular economy principles within supply chains
- Increase contractor contribution to urban greening & biodiversity

Pillar 4: Fairer Council

6.4 Aims to ensure responsible business practices within our local and global supply chains. It seeks to improve the way that our contractors operate including their treatment of workers and subcontractors and their approach to responsible operations including fair tax conduct and sustainable procurement. The three objectives are:

- Increase due diligence to combat modern slavery & exploitation
- Increase responsible business performance of contractors
- Increase sustainable procurement & supply chains

6.5 Achieving these objectives will contribute towards elements of the Fairer Westminster Strategy's 'Fairer Housing' outcomes, it not represented as a separate pillar in this RPC Strategy.

6.6 The RPC Strategy aims to deliver a focused and impactful approach to delivering responsible business goals, relevant to departmental service leads and suppliers alike. It seeks to set a clear vision and direction of travel. However, the approach taken will be, in each procurement or commissioning exercise, tailored to the nature and value of the contract, the associated risks and opportunities presented by the project and the particular industry or sector.

6.7 The goal is to embed responsible business principles throughout the procurement and commissioning cycle to have the greatest impact possible, whilst ensuring that our suppliers are clear about their role and prepared to make the necessary improvements.

Modern Slavery Statement (Appendix 2)

6.8 The council's first Modern Slavery Statement covers 18 months' work to significantly increase the due diligence procedures used by Westminster to minimise the risk of modern slavery and exploitation in our supply chains. It includes:

- The structure of our organisation, its supply chains and our key risks and priorities

- How we as an organisation ensure that this has no place within our business, in terms of our recruitment procedures and relevant policies e.g. whistleblowing
- The steps we have taken so far to try and ensure that it forms no part of our supply chains, describing in detail our policies, procedures, training and due diligence mechanisms used at each stage of the procurement cycle
- The work we will do to continuously improve our approach to due diligence set out in an action plan October 22 – March 2023. covers the last half of Financial Year 22/23, so that next year when we publish our revised annual Statement, we will be synchronised with our financial reporting cycles.

Supplier Charter (Appendix 3 – Guidance Appendix 4)

- 6.9 The Supplier Charter is a set of commitments that suppliers are asked to make to demonstrate that they share the council's responsible business ambitions. They are required to evidence aspects of their approach to Environmental Performance, Carbon, Air Quality, Waste, Modern Slavery, Prompt Payment, Local / Diverse Supply, Employment & Skills and Community Benefit.
- 6.10 The Supplier Charter is an RPC implementation tool that will be used as pass/fail requirements within the supplier selection process for all new over-threshold contracts tendered. Bidders must commit to evidencing technical and professional ability to align contract delivery with the RPC Strategy in order to tender for our contracts. We are permitted to de-select suppliers who do not commit to meeting these standards under Regulation 60(9) of the Public Contract Regulations (PCR), which sets out permissible selection criteria on a project specific basis. This is one reason why the requirements within the Supplier Charter are tailored according to the nature, duration and value of the contract. Existing suppliers will also be strongly encouraged to sign up to the Supplier Charter retrospectively, we will use the positive relationships we have established with strategic suppliers to achieve this, alongside other incentives such as publicity and case studies on their good practice. This material can be showcased on our website to demonstrate their commitment to responsible business to other potential clients and to communicate the types of activity and levels of ambition we expect from our supply chain.
- 6.11 The Charter sets out the foundations of what we need suppliers to have in place to ensure appropriate focus and continuous improvement throughout the lifetime of the contract. The requirements within the Charter are tailored according to the nature, value and duration of the contract each supplier is delivering or is bidding for:
- to prioritise their focus on the most relevant areas of responsible business
 - to ensure relevance and proportionality

- to uphold the principle of not creating artificial barriers to tendering; especially important as we seek to diversify our supply chain and increase the number of smaller, local businesses, social enterprises and voluntary and community sector organisations.

Ethical Procurement Policy (Appendix 5)

- 6.12 This Policy was developed in response to the new administrations clear mandate to improve workers' rights in our supply chain. It is a set of core requirements on aspects including working conditions, freedom of association & collective bargaining, regular employment, humane treatment & blacklisting and payment of the Living Wage.
- 6.13 The criteria set out in the Ethical Procurement Policy relate to the ethics and fairness of supplier business practices, as opposed to their technical and professional ability to deliver our contracts. For this reason, it is not possible to use the criteria set out in this Policy as 'selection' criteria, but the Procurement & Commercial Service have worked with our Legal team to set out robust, mutually agreed wording that can be used as a supplier-facing policy, which will be incorporated into the 'policies' schedule of our standard terms and conditions. These requirements will apply to all contracts, initially over a value of over £100,000, of any duration and within any sector.

7. Implementation and reporting timeline

- 7.1 A Responsible Procurement & Commissioning Delivery Board is being established which will bring services together from across the Council to oversee the implementation of the RPC Strategy.
- 7.2 The main activities taking place to implement and report the performance of the RPC Strategy over the next 12 months are summarised below:
- Supplier Charter – integrated into our e-procurement templates ready for use within the selection stage of tenders [Dec 2022]
 - RPC (internal) Sharepoint content and guidance launched [Dec 2022]
 - RPC Directory - a set of sample supplier evaluation questions, tailored to 80 different spend categories made available internally [Dec 2022]
 - Initiate internal refreshed RPC training to support strategy implementation [Jan 2023]
 - Supplier-facing event launching the RPC Strategy and accompanying documents with large and small suppliers, encouraging voluntary sign up to the Supplier Charter and Ethical Procurement Policy amongst existing contractors [Mar 2023]

- Initiate external RPC training to existing suppliers and interested bidders, including smaller enterprises [Mar 2023]
- Pilot RPC measures on performance Jan 2023 – March 2023 compiled and assessed [April 2023]
- Second Modern Slavery Statement with progress achieved Oct 2022 – March 2023 and new (annual) action plan published [May 2023]
- Robust quarterly reporting on RPC measures [July 2023, Oct 2023, Jan 2024]
- First annual RPC report to Audit and Performance Committee [Jan 2024]

7.3 The implementation of the RPC Strategy and associated tools will be regularly reviewed and the approach tailored to ensure it has maximum impact in achieving our Fairer Westminster outcomes. The aim is to ensure that the council's expectations of suppliers in regard to responsible business are clear and robust, whilst at the same time, good levels of competition are maintained to ensure value for money. We therefore recognise that our procurement processes must be made as simple, transparent and accessible as possible to avoid creating barriers to smaller businesses and that levels of ambition are tailored according to market maturity. The Procurement & Commercial Service will be responsible for ensuring this balance is maintained throughout the implementation of the strategy.

7.4 Our success in achieving the RPC objectives will be measured at three different levels to gain detailed insight and drive good performance. This will include:

- **Contract performance** – RPC Performance will be assessed on an individual contract basis alongside other quality measures, as part of standard contract management processes e.g. 'number of work placements for people with learning difficulties provided within the relevant timeframe'. This will provide the Council with the information on the progress suppliers are making and the impact they are each having through the delivery of our contracts.
- **RPC Strategy measures** – We will now start to measure the implementation of the RPC Strategy through the development of new measures on each of the 12 objectives. These measures will be used to communicate performance on each objective to senior leadership as well as theme leads across the council e.g. '% suppliers (by annual spend) signed up to the Supplier Charter/ Ethical Sourcing Policy'.
- **Wider measures** - Outcomes of the delivery of the RPC Strategy will contribute towards a wide range of Fairer Westminster commitments and

outcomes, as well as GLA and national targets. RPC reporting will also allow the demonstration of how we are contributing to the UN SDGs. We want to start building a better set of data that will inform future design of service design and procurement activity so that we can drive real change e.g. 'Scope 3 carbon emissions reduction in FY 2022/23'.

8. Financial Implications

- 8.1 There are no direct financial implications arising from this report or the recommendations. However, increases in the percentage weighting for responsible procurement could be offset with the commercial assessment. Each tender will be reviewed case by case, with the final weighting for quality, commercials and responsible procurement approved by the Commercial Gateway Review Board, ensuring the Council are receiving the right balance of quality and value for money.

9. Legal Implications

- 9.1 The proposed Responsible Procurement and Commissioning Strategy (Strategy) seeks to facilitate the Council in meeting the 12 objectives set out in the report.

Modern Slavery Statement

- 9.2 The Modern Slavery Act 2015 (MSA 2015) consolidates offences relating to trafficking and slavery. Section 54 of the MSA 2015 requires commercial organisations with an annual turnover of more than £36m to produce a statement each year setting out the steps they have taken to ensure that modern slavery is not taking place in the business or its supply chains. The Council has voluntarily chosen to publish an annual statement to provide transparency and demonstrate its commitment to tackling modern slavery. The Council has made a commitment in May 2023 to ensuring the publication of a second annual Modern Slavery Statement.

Supplier Charter

- 9.3 The Council as a contracting authority is required to comply with the Public Contracts Regulations 2015 (PCR 2015). Appendix 6 sets out the extent to which the Council can lawfully adopt the Supplier Charter as part of a selection criteria to be used under a public procurement.

Ethical Procurement Policy

- 9.4 The Public Services (Social Value) Act 2012 places a duty on local authorities to have regard to economic, social, and environmental well-being in connection with public services contracts, and for connected purposes. This places a duty on local authorities to consider at the "pre-procurement" stage of any services contract how the procured service could improve the economic, social, and environmental well-being of the relevant area.

- 9.5 The Council may adopt this policy and incorporate it into its standard terms and conditions. The policy covers a range of areas to improve workers' rights in the Council's supply chain.
- 9.6 There is a risk that potential suppliers will be deterred from bidding by the implementation of the Strategy which could also see a rise in contract price.
- 9.7 Legal Services will work with the procurement team to update the Council's standard contract terms and conditions, procurement documents and any strategy documents as they pertain to the proposed Strategy. Legal Services will also support the procurement team to report any deviations in the standard selection criteria to the Crown Commercial Service.

10. Consultation

- 10.1 A comprehensive engagement programme involving staff across the council has taken place to inform and shape the strategy. Procurement Boards across all Directorates have been consulted, as well as management teams. It featured on Loop Live with follow up information on six 2-hour workshops, which were attended by over 170 staff, tailored for different directorates and categories of spend. These sessions have helped shape the strategy by prioritising key issues and by ensuring the standards we set for suppliers are specific to the service area.
- 10.2 We have engaged wider stakeholders including:
- Westminster's Responsible Business Network
 - The Future of Westminster Commission
 - Over 200 existing suppliers and those interested in doing business with the council at a series of four supplier facing events, three of which were aimed at smaller, sustainable and/or minority-led businesses.
- 10.3 This RPC Strategy and its implementation tools are live documents; the strategy itself will be reviewed annually and updated where required, and the Ethical Procurement Policy and Supplier Charter will be regularly updated when new ideas and initiatives are brought forward, after testing these additional measures with our supply base through supplier engagement and soft market testing.

11. Carbon Impact

- 11.1 This Strategy provides a framework for improvement in the environmental performance of Westminster City Council's supply chain. The four objectives to be delivered under the 'Fairer Environment' pillar of the Strategy include:
- Increase climate action to meet our 2040 net zero city target
 - Reduce air pollution from contractor activity
 - Reduce waste and integrate circular economy principles within supply chains
 - Increase contractor contribution to urban greening & biodiversity

11.2 To accelerate the delivery of the first objective, specific actions for the Procurement & Commercial Service have been developed as part of the Council's overarching Climate Action Plan to reduce the carbon emissions associated with our third party spend. Work is focused on calculating a carbon footprint for each of our ten highest spend, most carbon intensive contracts. This forms the basis of identifying carbon hotspots and working with contractors to reduce emissions in line with Council targets. We are also working to create a scope 3 baseline for supply chain emissions and set a net zero target for scope 3 in collaboration with other officers.

12. Human Rights Implications

12.1 This Strategy is designed to improve the Council's approach to mitigating human and labour rights risks in our domestic and global supply chains. Objectives relevant to human rights, which will be delivered under the 'Fairer Council pillar of the Strategy include:

- Increase due diligence to combat modern slavery and exploitation
- Increase responsible business performance of contractors

12.2 To accelerate the delivery of the first objective, a Modern Slavery Action Plan has been developed as part of our Modern Slavery Statement (see Appendix 2). Work to deliver this action plan is supported by the multi-agency Modern Slavery and Exploitation Group, underpinned by the bi-Borough Modern Slavery Strategy.

13. Energy Measure Implications

13.1 The implementation of this strategy will include the requirement for contractors to report carbon emissions associated with our contracts to baseline and evidence a continuous reduction of carbon emissions

If you have any queries about this Report please contact:

Natalie Evans, Responsible Procurement Manager, Procurement & Commercial Services nevans@westminster.gov.uk

APPENDICES

Appendix 1 – Responsible Procurement and Commissioning Strategy

Appendix 2 – Modern Slavery Statement

Appendix 3 – Supplier Charter

Appendix 4 – Supplier Charter Guidance

Appendix 5 - Ethical Procurement Policy

Appendix 6 – *Legal Note (Non-Public: Exempt)*

BACKGROUND PAPERS:

Responsible Procurement Strategy – [Original document launched February 2022](#)

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2022-2026

Responsible Procurement and Commissioning Strategy

Foreword

Westminster City Council's vision is for a Fairer Westminster; one in which our residents are at the heart of our decision-making. The aim is to reduce poverty and inequality, promote community wealth building and make Westminster a healthier and more equitable place, whilst we tackle homelessness, promote ambitious action on environmental sustainability, and ensure the information and services are transparent and easily accessible. This Responsible Procurement and Commissioning Strategy is part of the City Council's approach to delivering our Fairer Westminster vision while contributing towards wider societal, national, and global goals.

We are living through challenging times of pressing political, economic, and social issues: grappling with high energy prices and the rising cost of living has become a matter of urgency as it has shone a light on pervading inequality in the UK, exposed workers' employment rights have been undermined, and tackling the climate crisis needs major changes.

Over many decades, unchecked business activities, the use of nebulous global supply chains and placing profit over considerations of human and environmental health have brought us here. These issues are ours to help resolve as a council with local authority powers and responsibilities, and as individuals who wish to pursue intergenerational equity, passing on a planet and society within which generations to follow can thrive.

Our organisation spends over £500million each year on third party services and contracts. As such, we have significant potential to drive positive change. Procurement, commissioning, and contract management activities are enablers to ensure these services support our policy objectives and deliver maximum value for Westminster's community and wider stakeholders.



We will strive to deliver this Strategy at pace, as we recognise its pivotal role in meeting our net zero carbon city target by 2040. We will work with our communities to build a more inclusive city that celebrates our diverse communities, and where residents, workers and visitors from all backgrounds will feel welcome and safe, nurturing a diverse, sustainable, and resilient economy, one where residents share in the city's economic success. We will play our part in driving innovation, progressing the circular economy, and ensuring the right due diligence procedures are in place to help end exploitation of workers in domestic and global supply chains.

We intend to take a considered and tailored approach to delivering the Responsible Procurement and Commissioning Strategy, so that we channel the efforts made by our supply chain partners and achieve the greatest impact possible. The requirements will be determined according to the nature and value of each contract and will be focused on areas of greatest risk and opportunity. We will set high standards but will provide flexible options and work in partnership with suppliers to establish and achieve ambitious continuous improvement targets. Using this proportionate approach will ensure that we maintain good levels of competition, help good businesses win new contracts, avoid creating barriers to smaller suppliers and achieve best value for money, whilst at the same time ensuring that we deliver meaningful outcomes that help deliver a Fairer Westminster.

Cllr David Boothroyd

Cabinet Member for Finance and Council Reform

Executive Summary

This Responsible Procurement and Commissioning (RPC) Strategy is designed to translate our Fairer Westminster vision into a clear framework for Westminster City Council's procurement and commissioning activities. It also seeks to contribute towards wider national and global goals.

The RPC Strategy is based on four pillars of our Fairer Westminster Strategy, with themes related to 'Fairer Housing' running throughout:

Fairer Communities

- Increase collaboration with contractors to tackle poverty and inequality in Westminster.
- Increase supply chain equality, diversity, and inclusion.
- Increase partnership with contractors to strengthen local communities.

Fairer Economy

- Increase spend with and support for target organisations to drive community wealth building.
- Increase decent work and training for Westminster residents and professional development of existing supplier staff.

Fairer Environment

- Increase climate action.
- Reduce air pollution from contractor activity.
- Reduce waste and integrate circular economy principles within supply chains.
- Increase contractor contribution to urban greening and biodiversity.

Fairer Council

- Increase due diligence to combat modern slavery & exploitation.
- Increase responsible business performance of contractors
- Increase sustainable procurement and supply chains

Each pillar references the United Nations Sustainable Development Goals (UN SDGs) that our activities will contribute towards. Each objective is accompanied by clear commitments on how they will be achieved.

A summary page is provided, setting out the 12 objectives of the RPC Strategy alongside the Fairer Westminster Outcomes they will help achieve. Also included is a section setting out what this RPC Strategy will mean to our communities, local businesses suppliers and council staff.

We set out our approach to operational implementation, at each stage of the procurement cycle. This includes a review of the performance of RPC in current contracts, use of robust terms and conditions, tailored selection criteria, significant weightings for RPC in evaluation criteria and contract management approaches to ensure compliance and facilitate delivery.

The council recognises the importance of measuring the impact of implementing this RPC Strategy and we will do this in three ways:



Inputs

We will ensure that our procurement staff are embedding the necessary RPC measures within tendering activities.



Outputs

Our contract managers will monitor and report on contractor RPC performance and where there are barriers, the contractors will be supported by relevant officers within the council that have the knowledge and networks to facilitate delivery.



Impact

We will use the data we collect to inform future service design and procurement activity so that we can drive real change. This will involve engagement and consultation with our communities and wider subject-matter experts.

Introduction to Responsible Procurement and Commissioning (RPC)

Our Responsible Procurement and Commissioning Strategy aims to leverage the potential of the council's spend and supplier relationships to minimise the risk of harm to workers, public health and the environment and to maximise opportunities for our residents, local organisations and wider community. It seeks to contribute towards sustainable development by embracing circular economy principles, helping to build a resilient and green economy and ensuring a fair and equitable society. By working in partnership with our suppliers, we will deliver more innovative, better value goods, services and works.

The key terms

Procurement

Westminster spends over £500 million annually acquiring goods, works and services from third parties. In the public sector, procurement activity is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations.

However, procurement can also be used as a policy driver by selecting and scoring suppliers based on their current performance and future commitments to protecting the environment, providing social value and operating ethically. We intend to maximise the impact of our significant spend by integrating relevant responsible business requirements and incentives in every tender we develop and each framework we use.



Social Value

Commissioners of public services are required to consider how social, economic and environmental benefits can be secured for local communities through procurement. This includes helping local communities recover from the impact of COVID-19, creating new jobs and skills, fighting climate change, reducing waste, driving equal opportunity, tackling workforce inequality and improving health and wellbeing and community integration. The Council's existing Social Value programme engages with suppliers to match the socio-economic needs of residents with council suppliers delivering their Social Value objectives. They are provided with support for the duration of the contract to monitor and evaluate the social impact delivered across the borough.

Responsible Business

A 'Responsible Business' is one which uses its decision-making processes across all business activities to minimise negative impacts and deliver positive environmental, social, ethical and economic benefits to all stakeholders, in a transparent way. To ensure alignment with public and private sector responsible business practices in the UK and globally, the responsible business focus of this strategy is based on the United Nations Sustainable Development Goals (UN SDGs). Developed in 2015 by the UN General Assembly and intended to be achieved by 2030, the SDGs are a collection of global goals designed to be a blueprint to achieve a better and more sustainable future for all.

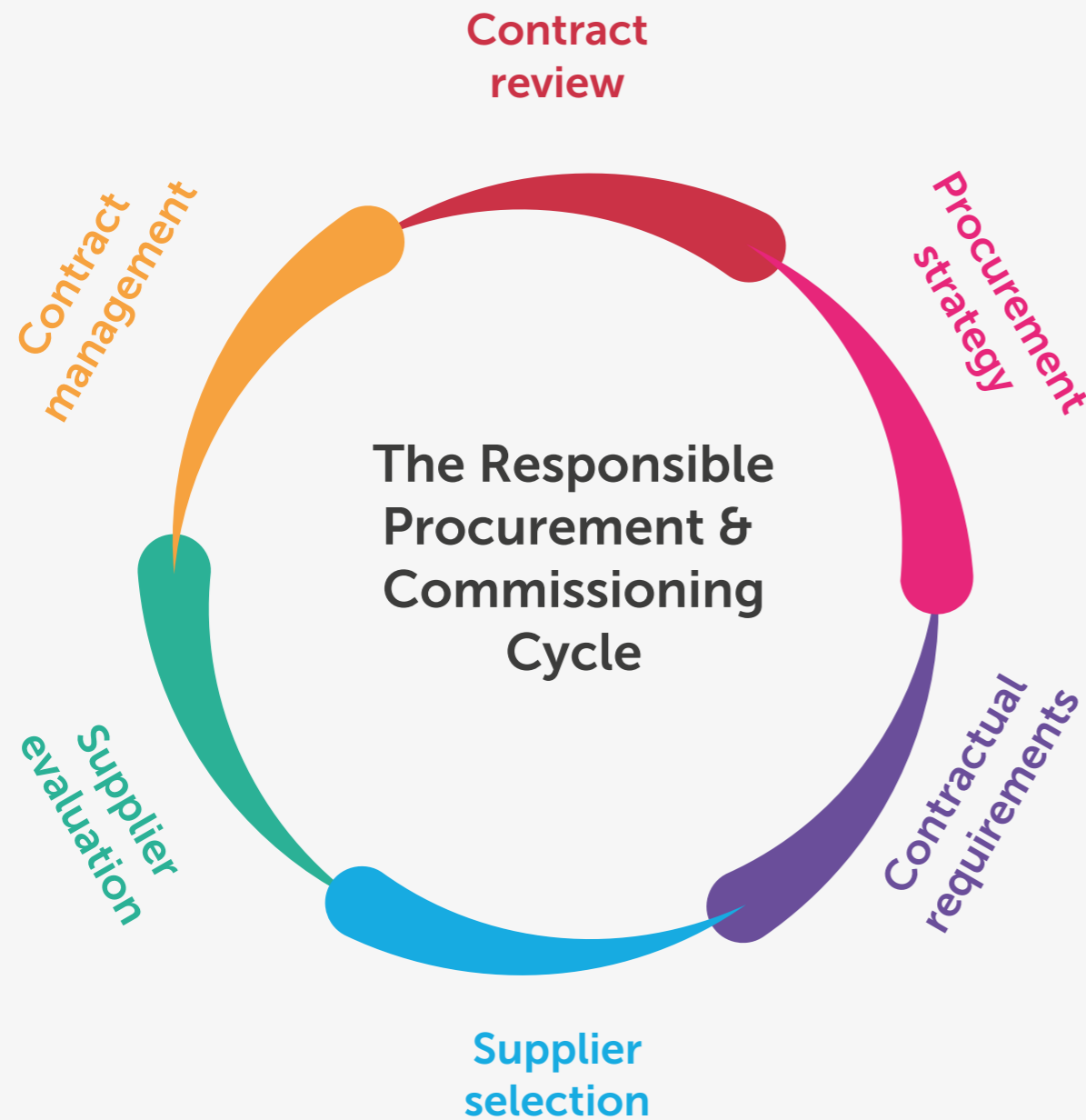
Commissioning

This covers the whole lifecycle from planning procurement activity through to monitoring services. For responsible procurement and commissioning (RPC) to be effective, it is vital that RPC principles are considered when services are planned and as part of contract management. Promises made by suppliers in tenders must be monitored by contract managers and delivery facilitated by council staff wherever possible.

Operational Implementation

Our goal is to embed responsible business principles throughout the procurement and commissioning cycle to have the greatest impact possible, whilst ensuring that our suppliers are clear about their role and prepared to make the necessary improvements.

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Contract review

- Baselining - Establishing incumbent supplier baselines to provide the basis for continuous improvement in future contracts.
- Lessons learned - Evaluation of strengths and limitations of previous contract delivery, using findings to guide our future approach.

Procurement strategy

- Market testing - Engagement with bidders and sector representatives to establish market maturity and how ambitious our RPC aims can be.
- Category analysis - Looking at optimal procurement strategies to achieve RPC goals e.g. disaggregation, lotting etc.

Contractual requirements

- Inclusion of relevant RPC commitments within specifications so they form an inherent part of the contract. Our Ethical Procurement Policy is included in our standard terms and conditions and sets out clear supplier requirements on workers' rights.
- Tailoring - Consultation with front line colleagues to ensure an effective and informed approach to delivering community benefit.

Supplier selection

- Our Supplier Charter is comprised pass/fail requirements that are included within the supplier selection process. Bidders must commit to evidencing technical and professional ability and willingness to align contract delivery with the RPC Strategy in order to tender for our contracts. Each requirement is tailored according to the value, nature and duration of the contract.

Supplier evaluation

- This year, we increased our minimum RPC weighting from 5% to between 10-20%, depending on the nature of the contract. We will review progress and assess a potential increase for contracts that present significant risks and/or opportunities.
- Our Supplier Evaluation Directory is a bank of questions tailored to 80+ categories of spend, refined by the P&CS team within each tender according to nature and value of the contract.

Contract management

- Ensuring and facilitating RPC compliance within new contracts and voluntary commitments amongst existing suppliers.
- Translation of all commitments made as part of specifications, selection criteria and tender offers into contract performance indicators.

Delivering Fairer Westminster Outcomes

Pillars	RPC Strategy Objective	Fairer Westminster Outcomes
Fairer Communities	1. Increase contractor collaboration on tackling poverty and inequality in Westminster.	Poverty and inequality are reduced, making Westminster a healthier and more equitable place.
	2. Increase supply chain equality, diversity and inclusion.	The city is a safe place where all discrimination is tackled and everyone feels welcome.
	3. Increase partnership with contractors to strengthen local communities.	Community and voluntary sector organisations are empowered to prosper in Westminster.
Fairer Economy	4. Increase spend with and support for target organisations.	Small businesses are supported to grow and remain, whilst our local high streets prepare to face the future, becoming more vibrant and accessible, at the heart of communities.
	5. Increase decent work and training for Westminster residents and professional development of existing supplier staff.	Residents have the right skills to take advantage of the city's employment opportunities and develop fulfilling careers.
Fairer Environment	6. Increase climate action to meet our 2040 net zero city target.	The Council takes ambitious action on climate change with the aim of becoming a net zero council by 2030 and a net zero city by 2040.
	7. Reduce air pollution from contractor activity.	The city matches World Health Organisation guidelines to limit residents' and visitors' exposure to air pollution.
	8. Reduce waste and integrate circular economy principles within supply chains.	Westminster's streets are cleaner and safer, our services use clean technology, and recycling is increased.
Fairer Council	9. Increase contractor contribution to urban greening and biodiversity.	People have access to high-quality green spaces, shops, voluntary, community, health, and leisure services within a 15-minute distance from their home.
	10. Increase due diligence to combat modern slavery and exploitation.	Our procurement is responsible and ensures ethical treatment of people and our investment activity takes account of environmental aspects.
	11. Increase responsible business performance of contractors.	
	12. Increase sustainable procurement and supply chains.	

Pillar 1

The 'Fairer Communities' pillar of the RPC Strategy focuses on social value by addressing both short and long-term community need and ensuring fairness, inclusion and representation of people with protected characteristics under the Equality Act 2010.



Objective:

1. Increase contractor collaboration on tackling poverty and inequality in Westminster.

We will keep regularly abreast of the needs of different community stakeholders, across all Westminster wards.

We will leverage, tailor and facilitate social value contributions made by contractors to help alleviate the impacts of the 'cost of living' crisis for Westminster residents.

We will monitor social value delivery and work with suppliers to adjust approaches according to changes in community need.

Objective:

2. Increase supply chain equality, diversity and inclusion.

We will share learning on closing gender and ethnicity pay gaps with our strategic suppliers.

We will select and evaluate suppliers on their action on and commitment to creating an inclusive culture, closing pay gaps and ensuring a diverse and representative workforce.

We will engage with different sectors, incentivise and work with suppliers to provide work placements for people with learning disabilities.

Objective:

3. Increase partnership with contractors to strengthen local communities.

We will work with community and voluntary sector organisations and front line colleagues to understand where and how to target community cohesion programmes, to be supported by suppliers.

We will leverage, tailor and facilitate social value contributions made by contractors to engage young people, improve safety, increase digital inclusion and provide community spaces.

We will monitor and facilitate social value delivery in partnership with suppliers.

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This pillar supports the following:



Pillar 2

The 'Fairer Economy' pillar of the RPC Strategy covers local economic growth; targeting opportunities to local people and enterprises, driving supplier diversity and facilitating social mobility. This pillar will be tailored over time to ensure alignment with the council's evolving approach to community wealth building.

Fairer Economy

Objective:

4. Increase spend with and support for target organisations.*

We will keep regularly abreast of the needs of different community stakeholders, across all Westminster wards.

We will leverage, tailor and facilitate social value contributions made by contractors to help alleviate the impacts of the 'cost of living' crisis for Westminster residents.

We will monitor social value delivery and work with suppliers to adjust approaches according to changes in community need.

*local and small businesses, minority-led businesses and Voluntary, Community and Social Enterprise organisations including co-operatives

Objective:

5. Increase decent work and training for Westminster residents* and professional development of existing supplier staff.

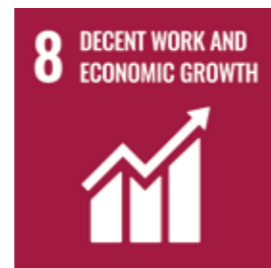
We will share learning on closing gender and ethnicity pay gaps with our strategic suppliers.

We will select and evaluate suppliers on their action on and commitment to creating an inclusive culture, closing pay gaps and ensuring a diverse and representative workforce.

We will engage with different sectors, incentivise and work with suppliers to provide work placements for people with learning disabilities.

*especially targeting 16-24s, over 50s, residents with a disability, residents with a minority ethnic background, care leavers, the armed forces community, homeless people and ex-offenders

This pillar supports the following:



Pillar 3

The 'Fairer Environment' pillar of the RPC Strategy includes four objectives that seek to ensure rigorous environmental management, the mitigation of supply chain environmental impacts, an improvement of our local environment and increased access to green community spaces.



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Objective:

6. Increase climate action to meet our 2040 net zero city target.

We will set carbon reduction targets; driving and facilitating improved energy efficiency, clean tech and low embodied carbon.

We will establish a baseline for supply chain emissions and set a Scope 3 net zero carbon target.

We will source and promote affordable, renewable electricity that helps to decarbonise the national grid.

We will factor climate resilience into all relevant contracts.

Objective:

7. Reduce air pollution from contractor activity.

- We will transition to a zero-emission fleet.
- We will set continuous emissions reduction targets within contracts and facilitate the use of clean vehicles by contractors.
- We will increase logistics efficiency through consolidation.

Objective:

8. Reduce waste and integrate circular economy principles within supply chains

- We will baseline and set continuous waste reduction targets within contracts.
- We will eliminate single use plastics.
- We will embed circular economy principles in contracts and category strategies
- We will investigate the viability of circular, green products and pilot their use within our contracts.
- We will monitor and facilitate social value delivery in partnership with suppliers.

Objective:

9. Increase contractor contribution to urban greening and biodiversity.

- We will create opportunities for suppliers to contribute to new urban greening projects and maintenance of community green spaces and biodiverse habitats.
- We will work with contractors with biodiversity expertise in built environment and horticulture contracts to achieve biodiversity net gain across our city and replenish our natural environment.

This pillar supports the following:



Pillar 4

The 'Fairer Council' pillar of the RPC Strategy aims to ensure responsible business practices within our local and global supply chains. It seeks to improve the way that our contractors operate including their treatment of workers and subcontractors and their approach to responsible operations including fair tax conduct and sustainable procurement.



Objective:

10. Increase due diligence to combat modern slavery and exploitation.

We will risk-assess sectors and contracts on the basis of modern slavery risk and prioritise accordingly.

We will include clear and robust due diligence requirements in contracts.

We will assess supplier performance and work in partnership to make continuous improvements.

We will, with peers and external experts, work towards a just transition by scrutinising human rights issues in clean technology industries.

Objective:

11. Increase responsible business performance of contractors.

We will improve workers' rights in our supply chain.

We will ensure that working conditions align with the spirit and letter of the law.

We will raise awareness and work with partners to enable procurement to influence business ethics including fair tax conduct.

Objective:

12. Increase sustainable procurement and supply chains.

We will use sustainable procurement criteria and ensure that contractors are doing so on our behalf.

We will incentivise upskilling by our contractors of their supply chains in responsible business including sustainability, social value and ethical sourcing.

We will support smaller enterprises to improve their approach to responsible business.

This pillar supports the following:



What will this strategy mean for me?

Westminster residents, workers, students and visitors

- Improved air quality and increased urban greening and biodiversity
- A public realm better prepared for the impacts of climate change
- Increased support for social value initiatives and legacy projects that communities help to shape

Westminster residents, workers, students and visitors

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SME bidders

- More contracts divided into smaller lots to increase SME opportunities
- Requirements for larger contractors to integrate SMEs into supply chains
- Avoidance of costly and resource intensive tender requirements
- Simplified evaluation criteria, tailored specifically to the nature of the contract and proportionate to the value of the contract

All future contractors

- Alignment of supplier evaluation criteria with industry priorities
- Increased likelihood of winning contracts for those organisations committed to sustainable development and responsible business
- Facilitation of trials and pilots of new technology and solutions
- Procurement team support and continuous improvement targets rather than pass/fail criteria for complex and emerging issues

Westminster's children

- Cleaner air around schools and the wider borough
- Safe, green spaces to learn and play
- Future opportunities to train and progress in sustainable careers
- Reassurance that they are living in a borough playing its part to reduce the likelihood and impacts of future climate change



Westminster SMEs, VCSEs, social enterprises and minority-led firms

- Skills support, mentoring and business shadowing opportunities offered by larger tier one contractors
- Programmes to facilitate, support and target business opportunities within tier one supply chains
- Ring-fenced opportunities to contract with the Council

Workers in our supply chains

- Transparent procedures in place to address workplace bullying
- An improved culture of diversity and inclusion within supplier workforces and a closing of any existing pay gaps
- Targeted mentoring, job shadowing and fast track schemes to address imbalances in representation within all workforce tiers
- Modern slavery and exploitation due diligence requirements designed to protect workers up the supply chain

Westminster City Council staff

- Tailored RPC training delivered to Procurement & Commercial staff, service leads, commissioners, contracts managers and others involved in sourcing goods, services and works
- Spend category specific written guidance on implementation of the RPC Strategy
- A directory of supplier evaluation templates for 80+ categories

Measuring our success

Procurement and Commercial Service

- This strategy is written and driven by the Procurement and Commercial Service (P&CS). We need to ensure that all P&CS staff, Commissioners, Contract Managers and Services leads across the council receive the right training and guidance to be able to effectively implement the objectives of the RPC Strategy.
- We already report RPC implementation through our standard governance processes, but we will now start to measure this on a more granular level including the proportion of relevant contracts that have RPC interventions relating to each objective.

Contract management

- The initial phase of the RPC Strategy implementation will involve supporting contract managers to monitor and evaluate suppliers on interventions that support each objective.
- We must ensure that our contractors are adhering to contractual requirements and to fulfilling the commitments they made in their tender offers; this contributed to them being awarded the contract. Measuring contract-specific RPC performance can help identify the areas contractor need support with delivery, which the council can often provide. They will be assessed through relevant Key Performance Indicators, Annual Improvement Plans or other contract management methods used on each contract.



Wider measures

- Outcomes of the delivery of the RPC Strategy will contribute towards a wide range of Fairer Westminster commitments and outcomes, as well as GLA and national targets. RPC reporting will also allow the demonstration of how we are contributing to the UN SDGs.
- Our most important consideration is what we do with the data we collect. The council recognises that inputs don't indicate what is being delivered and that outputs tell us the actual impact made on our communities, environment or supply chain. We want to start building a better set of data that will inform future design of service design and procurement activity so that we can drive real change.

Annual reporting

- A report on the delivery of our 12 objectives will be published annually as part of the Procurement and Commercial Service report to Audit and Performance Committee and publicly on the Responsible Procurement and Commissioning pages.

Other reporting

- We will publish case studies and interviews with suppliers that successfully deliver RPC on our website in order to give existing and prospective contractor ideas of how they can progress and contribute to achieving our objectives.
- Westminster City Council is part of the London Responsible Procurement Network (LRPN) of public authority counterparts based in the capital. The Network meets regularly to share best practice and lessons learned, with focus areas across a broad range of responsible procurement topics including air quality, social value, carbon reduction, modern slavery etc. We intend to share useful RPC implementation materials with our counterparts in these boroughs, academic institutions and the Greater London Authority, and to collaborate with wider local authority and government counterparts to progress RPC in the UK.



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Appendix 2. Westminster City Council Modern Slavery Statement 2021-2022

Foreword

Our commitment to fair pay and treatment extends beyond the boundaries of our Westminster community, to encompass those people involved in providing the goods, works and services the council commissions. Protecting workers' rights and preventing modern slavery and exploitation is one of the foundations upon which we can build a fairer economy, and pride ourselves in being a fairer council.

We will continue to work alongside public sector peers, external experts and other partners to learn and share best practice to achieve the best possible outcomes for supply chain workers.

Adam Hug

Leader of the Council

Modern Slavery and human trafficking remain pervasive issues both at home and abroad. This Modern Slavery Statement describes how Westminster City Council is putting our Modern Slavery and Exploitation Strategy into action through our procurement and commissioning activities. Our aim is to keep our Westminster community safe and ensure that all relevant agencies are aligned and working collaboratively with the council and its supply chains to tackle modern slavery. Key outcome of our new [Fairer Westminster Strategy](#) is that 'our procurement is responsible and ensures ethical treatment of people'; we commit to doing all we can to make this a reality.

Cllr Jessica Toale

Single Point of Access for Modern Slavery

As set out in our new [Responsible Procurement and Commissioning Strategy](#); Westminster City Council is committed to ensuring that human and labour rights are respected throughout our supply chains and that we have the right due diligence procedures in place to tackle modern slavery and exploitation.

Our Procurement & Commercial Service is working hard to continuously improve our approach and build partnership relationships with our contractors to increase supply chain transparency. This Statement sets out the progress we have made to date and the key steps we will take in partnership with our contractors to be more pro-active in tackling modern slavery associated with the organisations we do business with.

Cllr David Boothroyd

Cabinet Member for Finance and Council Reform

Westminster City Council has achieved a significant transformation in its approach to responsible procurement and commissioning by professionalising our Procurement & Commercial Service. We now employ staff dedicated to maximising the opportunities our supply chain partners present and minimising the adverse impacts associated with multi-tiered and global supply. Preventing modern slavery and exploitation in our supply chains is a real challenge. We are proud of the work undertaken to date but fully recognise our responsibility to go further. We commit to implementing the Modern Slavery Action Plan set out in this Statement, as part of all procurement and commissioning activity, across all departments and to continuously upskill our staff and contractors to achieve this.

Stuart Love

Chief Executive Officer

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October 2022 – March 2023
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1. Introduction

1.1 Our Modern Slavery Statement

1. This Modern Slavery Statement describes Westminster City Council's structure and its supply chains, the steps taken by the council to understand potential modern slavery risks related to our business and supply chains and the action taken to prevent modern slavery and human trafficking between 1 April 2021 – 30 September 2022.
2. An Action Plan setting how we intend to continuously improve our approach with both existing and new suppliers has been set out at the end of this Statement, alongside the indicators that will be used to measure our performance. This covers October 2022 – 31 March 2023, the last six months of this financial year.
3. The Labour Party won control of Westminster City Council in the local elections of May 2022. The decision was taken to postpone the publication of this Statement in order to ensure that the commitments within the Action Plan were aligned with our new Fairer Westminster Strategy, launched in October 2022 and the associated levels of ambition to combat modern slavery and exploitation.
4. A refreshed Modern Slavery Statement will be published in Summer 2023, providing an update on progress made by Westminster City Council to March 2023 and setting out updated plans on continuous improvement between 1 April 2023 – 31 March 2024.
5. Work to prevent modern slavery and exploitation in the council's supply chains is being coordinated by the Procurement and Commercial Service and is being delivered in collaboration with departments across the council as part of all procurement activity over £100k. The approach has been endorsed by the Executive Leadership Team and Councils Cabinet who will support the ongoing implementation.

1.2 Defining modern slavery

1. Modern slavery is a violation of human rights and is defined within the Modern Slavery Act 2015 as human trafficking, slavery, servitude and forced or compulsory labour. Modern slavery includes exploitation through:
 - **Forced labour** – being made to work for little or no money
 - **Sexual exploitation** – coerced or forced into selling sex
 - **Domestic servitude** – forced to work within a home environment for little or no pay
 - **Criminal exploitation** – forced to break the law for someone else e.g begging or selling drugs
 - **Forced/sham marriage** – forced to marry someone without consent
 - **Organ harvesting** – organ removal for financial gain
2. Westminster City Council's role in tackling modern slavery in the borough is set out for context. However, the main focus of this Modern Slavery Statement is on tackling forced labour; how we as an organisation ensure that this has no place within our business; the steps we have taken so

far to try and ensure that it does not form a part of our supply chains and the actions we will take to make ongoing improvements to our approach to due diligence.

3. Victims/survivors of modern slavery can be of any age, gender or ethnicity. Exploiters often target the most vulnerable people in society, for example those fleeing conflict, children or people impacted by homelessness. Exploiters wield control over the people they exploit making it difficult for victims/survivors to leave. Exploiters may use violence, threats of violence, perceived debt or threats to the lives of victims/survivors or their family and friends. Victims/survivors of modern slavery may not know who to trust or where to seek help to leave the exploitative situation. For victims/survivors of modern slavery, the consequences to their physical and mental wellbeing can be severe. Specialist support is often required to allow them to recover from their experiences of exploitation.

1.3 The extent of modern slavery

1. Modern slavery is a global human rights issue, and the council's supply chains span the UK and international borders. In 2017, the International Labour Organisation estimated there were 40 million people in modern slavery, with 25 million people exploited through forced labour.¹
2. There are an estimated 100,000 victims/survivors of modern slavery in the UK². The National Referral Mechanism (NRM) is the UK Government's system used to record the number of victims of modern slavery in the UK and provide support to recover from their exploitation. In 2021, 12,727 referrals were made for potential victims to the NRM in the UK. In 2021, Westminster City Council completed 25 NRM referrals for adults and children they encountered who were potential victims of modern slavery.

1.4 International legal framework

1. Founded in October 1919 under the League of Nations, the International Labour Organisation (ILO) is a United Nations agency whose mandate is to advance social and economic justice by setting international labour standards. The ILO's labour standards are set out in 189 conventions and treaties, of which eight are classified as fundamental according to the 1998 Declaration on Fundamental Principles and Rights at Work. Together, they protect freedom of association and the effective recognition of the right to collective bargaining, the elimination of forced or compulsory labour, the abolition of child labour, and the elimination of discrimination in respect of employment and occupation.
2. The United Nations Guiding Principles on Business and Human Rights are a set of guidelines for States and companies to prevent and address human rights abuses committed in business operations. They were unanimously endorsed by the UN Human Rights Council in 2011. These Principles support the achievement of the United Nations Sustainable Development Goal (UNSDG) Target 8.7 to eradicate forced labour, modern slavery and human trafficking by 2030.

¹ International Labour Organization, (2017) Global Estimates of Modern Slavery: Forced Labour and Forced Marriage

² Justice & Care and The Centre for Social Justice, (2020) It Still Happens Here

1.5 United Kingdom legal framework:

1. The Government's work to implement the UN Guiding Principles on Business and Human Rights is set out in the UK's National Action Plan on Business and Human Rights. The most significant legislation to pursue human rights in business enacted within the UK is the Modern Slavery Act 2015. Under Section 54 of the Act, commercial organisations with an annual turnover of more than £36 million are required to report the steps they have taken to ensure modern slavery is not taking place in their business and supply chains.
2. A Private Members' Bill to make further provision for transparency in supply chains in respect of slavery and human trafficking has been sponsored by Baroness Young of Hornsey. As well as strengthening existing provisions for commercial organisations, this Modern Slavery (Transparency in Supply Chains) Bill seeks to broaden the scope of the Modern Slavery Act 2015 to include public authorities.
3. Westminster City Council is publishing this Modern Slavery Statement to prepare for this change in law and demonstrate our ongoing commitment to tackling modern slavery.

2 Organisational structure and supply chains

2.1 Westminster City Council:

1. The City of Westminster is home to just under 270,000 residents, with pre-Covid19 figures of an additional c. 750,000 workers, students and visitors coming into our borough each day.
2. The council comprises of 54 councillors elected every four years, three for each of the 18 wards. They councillors are democratically accountable to residents of their ward. The overriding duty of councillors is to the whole community, but they have a special duty to their constituents. All councillors meet together as the council. Meetings of the council are open to the public. Here councillors decide the council's overall policies and set the budget each year. The council elects a Leader who in turn appoints and provides leadership to a Cabinet, responsible for implementing the policies decided by the council within the budget set.
3. Executive Leadership: Westminster City Council employs approximately 2500 people on a full-time basis. Our Chief Executive oversees the council's seven Directorates, some of which are 'bi-borough' Directorates (serving both Westminster City Council and the Royal Borough of Kensington and Chelsea):
 - **Deputy Chief Executive, and Bi-Borough Executive Director of Adult Social Care:** Manages the Bi-borough Adult and Public Health department ensuring the safety and wellbeing of vulnerable people over 2 boroughs, in conjunction with other key strategic partners.
 - **Executive Director of Finance and Resources:** Responsible for the council's finance, property investment, procurement, IT (Information and Technology) and digital transformation services as well as the council's corporate property department.

- **Executive Director of Growth, Planning and Housing:** Responsible for the delivery of high-quality housing and a vibrant economy with opportunities for all and places workers, visitors and residents can enjoy.
- **Executive Director of Innovation and Change:** Responsible for the council's policy, strategy, analysis, change and communication functions. Supports the council in engaging with residents and businesses, ensures that strategy is underpinned by analysis and evidence, and drives innovation across the council's services.
- **Executive Director of Environment and City Management:** Responsible for keeping the city safe, clean and secure for residents and visitors to enjoy.
- **Bi-Borough Executive Director of Children's Services:** In conjunction with other key strategic partners, responsible for improving the lives and life chances of children and young people within Westminster and Kensington and Chelsea.
- **Director of People Services:** Responsible for the council's People Services function, supporting Westminster through driving initiatives whose foundations lie in the three pillars of the Westminster Way; everyone has talent, everyone is a leader, and everyone is valued.

2.2 Procurement and Commercial Service:

1. The Procurement and Commercial Service supports officers across the council with best practice advice and guidance through the stages of the procurement and contract management lifecycle. It is a centralised service that leads on all procurement activity valued at £100,000 or more. The team is comprised of the following functions, with roles relevant to action on modern slavery also described:
 - **Heads of Commercial** – Provide a strategic link between the Procurement & Commercial Services and each council Directorate. Their role in relation to modern slavery is to communicate upcoming training opportunities and changes in policy and procedures to relevant Directorate representatives. They also provide a layer of quality assurance when the council tenders for higher risk/ spend contracts.
 - **Tendering Service** – Undertake procurement and commissioning exercises over the value of £100k. Commercial managers and officers work closely with the responsible procurement function to ensure that modern slavery and exploitation risks are considered from the outset. Responsibility for spend under a value of £100k is devolved to departments and for that reason, and in the interest of prioritising resources and impact, the actions set out within this Statement relate to contract values of £100k and above.
 - **Contract & Supplier Management** – The majority of contract management is devolved to departments; however, this team has developed and oversees the council's Contract Management Framework. Supported by the Responsible Procurement function, they ensure that modern slavery requirements incorporated into contracts are translated into relevant KPIs (Key Performance Indicators) for contract managers to monitor. Screening procedures

on business performance will be undertaken before contract award, with one of the aims being to identify potential breaches of modern slavery.

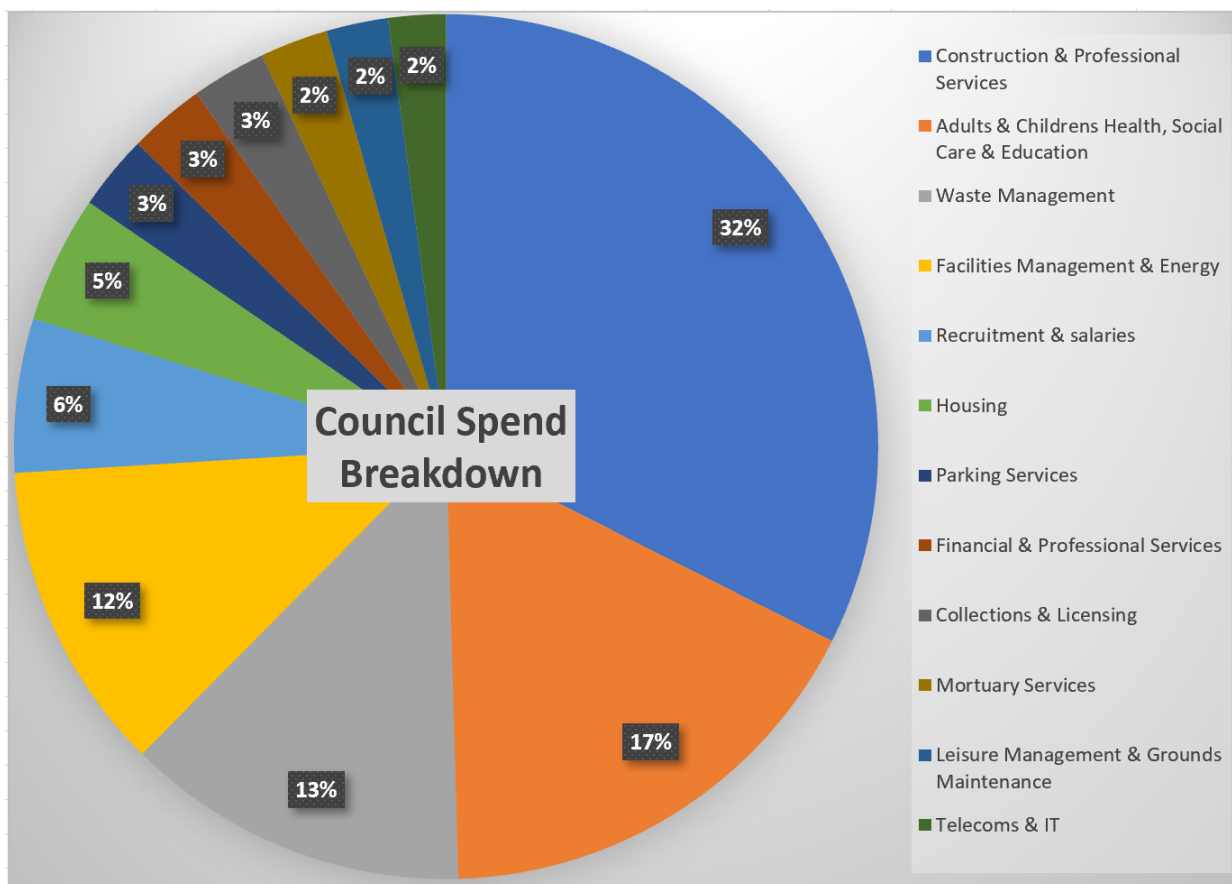
- **Responsible Procurement, Policy and Systems** – Ensure that relevant law and policy is followed across all procurement activity, provide systems to ensure efficient and transparent procurement activity, which can be reported effectively. The responsible procurement function is also part of this team, which leads on the delivery of the Responsible Procurement & Commissioning Strategy and associated modern slavery workstream.

2.3 Governance

1. **The Procurement Code** sets out the requirements which must be followed in respect of all procurement and contract management activity. The Code states that the council expects all officers involved in procurement activity to ensure they are aware of and comply with all legislation, corporate strategies and policy; to take the necessary action to formally disclose situations of potential, perceived or actual conflict of interest; to behave with the highest levels of probity and integrity, making specific reference to the Bribery Act 2010 and the council's Code of Conduct. It informs officers of the appropriate governance and procurement assurance processes to be followed, as well as the approvals that must be obtained to ensure good business practices are applied and risks are minimised.
2. **The Commercial Gateway Review Board (CGRB)** is a governance body with membership from Procurement, Finance, Legal and Supplier Management, which reviews procurement activity at key stages, to provide assurance to Executive Directors and Cabinet Members responsible for making decisions.
 - At the **procurement strategy** stage, the Board reviews and challenges the justification for the proposed selection and award criteria, including the split between Quality, Responsible Procurement and Price. Considerations will include budget requirements, influenceable spend, market size and capability, risk inherent in the services, and what can realistically be achieved. The procurement strategy will justify the elements of Responsible Procurement or Commissioning that have been included and will explain how the market has been (or will be) engaged to ensure suppliers are aware of the council's expectations and their responsibilities
 - At **contract award** stage, the Board reviews the commitments made by the preferred bidder relating to Responsible Procurement to ensure that they are appropriate – this includes understanding how the elements will be monitored during the contract and whether any specific KPIs have been included in the contract.

2.4 Spend Profile and risk prioritisation:

1. Westminster City Council currently spends just over £500m on goods, works and services to deliver statutory services and support our community. This spend can be broken down into the following categories:



2. The council aims to identify and mitigate risks of modern slavery and exploitation associated with all contracts. However, to prioritise our resources to engage with, train and support our supply chain partners, the following sectors have been identified and are set out below in order of priority. These categories represent approximately 88% of council spend:

- Construction and related professional services** – Risks include direct and sub-contracted workers on site, especially jobs requiring less specialised skill sets, services associated with construction sites e.g., security, as well as potential modern slavery and exploitation in the supply chain of a wide range of construction products and materials.
- Waste Management** – There are some risks associated with the direct waste collection and disposal contract workforce in the UK and also higher but far more complex risks associated with transitioning to electric fleets and the prevalence of modern slavery and exploitation in mineral supply chains e.g., cobalt and lithium used in electric vehicle batteries.
- Telecoms & Information Technology (IT)** – Risks in this sector are most common in global supply chains e.g., when technical support services are outsourced overseas, but especially when contracts include the provision of IT hardware. There are high risks associated with manufacturing including assembly, testing, packaging and labelling of (sub)components, and of products themselves including electronic components, sub-assemblies or materials (especially gold, tin, tungsten, tantalum, which can be derived from ‘conflict minerals’)

- **Facilities Management & Energy** – This broad category has a wide variety of risks. Relatively low risks are associated with directly employed staff in e.g., catering, cleaning and security sectors. Higher risks further up the supply chain include food harvesting, processing and fisheries, manufacturing of textiles for uniforms and PPE (Personal Protective Equipment) and manufacturing of other products, especially electrical and electronic equipment e.g., solar panels, surveillance equipment, electric vehicle charge points, heat pumps etc.
- **Housing** – The main risks associated with this category are similar to the construction and facilities management & energy categories above i.e., contracts involving jobs requiring less specialised skill sets and those through which we source high risk products such as electrical and electronic equipment. Contracts falling under this category that relate to temporary, sheltered housing or similar will be prioritised in terms of the opportunities for contractor staff to be trained on identification of potential victims of modern slavery.
- **Parking** – There are low risks associated with direct jobs requiring less specialised skill sets and higher, more complex risks associated with higher supply chain tiers including technical support services based overseas and especially ICT including surveillance equipment.
- **Adults & Children’s Services, Health, Social Care and Education** – Priorities for these contracts is the training of staff working with vulnerable service users on identification, support and signposting of potential victims of modern slavery. Risks also exist in terms of consumables associated with such services, including PPE.
- **Recruitment** – Risks are low but exist within UK recruitment agencies, especially associated with workers classed as vulnerable or those with English as a second language.

3 Preventing modern slavery within the council

3.1 Ending Modern Slavery (bi-borough) Strategy:

1. Westminster City Council has a dedicated officer shared with the Royal Borough of Kensington and Chelsea coordinating the councils’ responses to modern slavery. The council is an active member of the Modern Slavery and Exploitation Operational Group, a partnership across Westminster, Kensington and Chelsea and Hammersmith & Fulham. The Operational Group is attended by council officers, Metropolitan Police, NHS (National Health Service), Non-Governmental Organisations (NGOs) and other professionals responding to modern slavery.
2. The actions set out within this Modern Slavery Statement is part of the council’s wider response to modern slavery, as outlined in the five-year strategy ‘[Ending Modern Slavery: Our Strategic Coordinated Community Response 2021-2026](#)’. This work is delivered in partnership with the Royal Borough of Kensington and Chelsea and was co-produced by partners, including survivors and residents. The Ending Modern Slavery Strategy is based on four key objectives: Victims Identified, Victims Supported, Exploiters Brought to Justice and Exploitation Prevented. This Modern Slavery Statement is part of our Strategy’s objective of ‘Exploitation Prevented’.

3.2 Fairer Westminster Strategy

1. Westminster City Council Launched its new [Fairer Westminster Strategy 2022-26](#) in October this year, based on five pillars: Fairer Environment, Fairer Communities, Fairer Economy, Fairer Housing and Fairer council. The delivery of our Strategy is based on the principles of openness and transparency, partnership and collaboration and diversity and inclusion.
2. This Strategy recognises the key role procurement and commissioning have in ensuring a Fairer Westminster; how our council does business and the impact on the wellbeing of those in our supply chains. A specific outcome within the Strategy states that 'Our procurement is responsible and ensures ethical treatment of people' and this Modern Slavery Statement, set within the context of our Responsible Procurement and Commissioning Strategy detail how we intend to do this.

3.3 Policy framework

1. Westminster City Council has various policies in place to prevent inequality in the workplace, protect against discrimination, and ensure that there is always a safe route for staff to escalate malpractice concerns. They include:
 - **Employee Code of Conduct:** All Westminster employees, and the employees of consultants, contractors, partners, secondees and agency staff carrying out work or providing services on the council's behalf must act in accordance with the council's Employee Code of Conduct. As part of this, staff recognise a duty to comply with the law, the council's constitution, code of governance and terms and conditions of employment. This includes any circumstances that may give rise to human trafficking or slavery risks.
 - **Whistleblowing Policy:** Applies to employees of the council, employees of contractors working for the council, those providing services under a contract or other agreement with the council, and voluntary workers working with the council. All such individuals are encouraged and indeed, expected to raise suspected misconduct, illegal acts or failure to act within the council and are assured that they are free to do so without repercussions. This includes any serious concerns that individuals have about service provision or the conduct of officers or members of the council or others acting on behalf of the council. In the period 1st April 2021 – 31st March 2022 there were no concerns about potential risks of modern slavery raised through whistleblowing channels.
 - **Recruitment Policy:** The council has a robust and transparent recruitment and selection process. We ensure all our staff, including agency employees, are appropriately checked. Offers of appointment are dependent upon receipt of original identification documents, eligibility of right to work in the UK, satisfactory references, evidence of any required qualifications and registrations, and where necessary, the outcomes of Disclosure and Barring Service checks. For agency employees, we work with a neutral vendor-managed service provider. We ensure that they comply with our rigorous processes in recruiting their new staff.
 - **Pay Policy:** The council is open and transparent about the pay of the Chief Executive and senior officers, as well as the gender pay gap data. We continue to believe that to employ the best people and ensure the best outcomes for residents we must be prepared to pay competitive salaries. The minimum full-time equivalent hourly rate of our pay to employees

as of 1st April 2022 was £13.53, which is significantly higher than the recommended London Living Wage rate of £11.95.

- **Anti-Fraud and Corruption Strategy:** The council will not tolerate fraud or corruption by our councillors, employees, suppliers, contractors or service users. We are committed to investigating all allegations of fraud or corruption and pursuing the sanctions available in each case, including removal from office, dismissal and/or prosecution.
- **Anti-Bribery Policy:** It is the council’s policy to take a zero-tolerance approach to bribery and corruption and we are committed to the detection, prevention and deterrence of bribery. All of our personnel will act honestly and with integrity at all times, reporting any suspicions they have of bribery either occurring or being offered.
- **Anti-Money Laundering Policy:** Through our policy on anti-money laundering staff and Members of the council have a responsibility to be vigilant and act promptly where money laundering is suspected. We are committed to ensuring our continued compliance with the legal and regulatory requirements in this area.
- **Safeguarding Policy:** The council supports the London Multi-Agency Adult Safeguarding policies and procedures built on strong multi-agency partnerships. The council supports and protects adults at risk to prevent abuse and neglect where possible, providing a consistent approach when responding to safeguarding concerns. This shared approach encompasses the joint responsibility for managing risk, promotes timely information sharing and enhances co-operation among participants that respects boundaries and confidentiality within legal frameworks and underpins the six principles of all adult safeguarding work. The council adheres to the London Child Protection Procedures and statutory guidance Working Together to Safeguard Children 2018 to ensure that children at risk of harm from modern slavery and exploitation are safeguarded appropriately. The council is committed to multi-agency partnerships working via the Local Safeguarding Children Partnership (LSCP) and the Violence Against Women and Girls Board (VAWG).
- **Ethical Procurement Policy:** Due to the relevance of the Ethical Procurement Policy to this Statement, sections 1-4 are set out in full below:

Westminster City Council Ethical Procurement Policy

	Ethical Procurement Policy requirements:
1. Employment, contractual and working conditions	<ul style="list-style-type: none"> a) Suppliers afford employees the freedom to choose work and do not use forced, bonded or involuntary prison labour b) Suppliers, and any employment agents used, do not require workers to lodge “deposits” or their identity papers with their employer c) Suppliers allow workers to leave employment in accordance with their agreed contractual notice period or where not expressed in writing, a reasonable notice period agreed with the employee. d) Suppliers provide a clear, accessible policy and processes for resolving disputes with their employees.

	<p>e) Suppliers provide clear policy for disciplinary, grievance and appeal procedures that are fair and lawful. Any disciplinary measures should be recorded in writing and employees legal and contractual employment rights should be protected.</p> <p>f) Suppliers should encourage and enable employees to report suspected wrongdoing in the workplace and seek to protect ‘Whistleblowers’ i.e. those individuals who make disclosures with regard to any instance of malpractice or wrongdoing which the Supplier should investigate those disclosures that are in the public and council’s interest where pertaining to the Council’s public works or services contract(s) with the Supplier.</p> <p>g) Suppliers must take adequate steps to prevent accidents and injury to health arising out of, associated with, or occurring in the course of an employees’ employment whilst delivering services or works under the Council’s contract and comply with the Health and Safety Act 1974 (which may be amended from time) and other related health and safety at work legislation or regulations.</p>
2. Freedom of association and the right to collective bargaining	<p>Where permitted by Trade Union and Labour Relations (Consolidation) Act 1992 and Article 11 of Human Rights Act 1998 :</p> <p>a) Suppliers must not restrict their employees the opportunity or right to join or form a trade union of their choice.</p> <p>b) Suppliers must not discriminate against employee representatives and allow time to carry out representative functions for colleagues in the workplace</p>
3. Working hours and regular employment	<p>a) Suppliers comply must comply with the Working Time Regulations 1998 and Working Time (Amendment) Regulations 2003</p> <p>b) Suppliers must not impose a working week of more than 48 hours on the employees delivering services or works under the Council’s contract unless the employee has voluntarily opted out to more hours.</p> <p>c) Suppliers must ensure that employees are provided with agreed contract of employment setting out their contractual rights and obligation expressed in writing.</p> <p>d) Suppliers do not avoid obligations to employees under labour or social security laws and regulations arising from the regular employment relationship through the use of labour-only contracting, sub- contracting, or home-working arrangements, or through apprenticeship schemes where there is no real intent to impart skills or provide regular employment, nor shall any such obligations be avoided through the excessive use of fixed-term contracts of employment</p> <p>e) Suppliers shall only use zero-hour contracts as a last resort and only where appropriate taking into account the nature of the services.</p> <p>f) Suppliers are working towards eliminating zero hours contracts OR in the circumstance that</p> <ol style="list-style-type: none"> i. employees express a preference for Zero-hour contracts or ii. where appropriate taking into account the nature of the services Suppliers give more protection to the work force such as adopting an element of guaranteed hours if requested and ensure their employees receive their entitlement to holiday and sick pay.
4. Humane treatment, equalities	<p>a) Suppliers must comply with the Human Rights Act 1998, Employment Relations Act 1999 (Blacklists) Regulations 2010 and the Equalities Act 2010 in consideration of the following:</p>

and blacklisting	<ul style="list-style-type: none"> i. Suppliers prohibit physical abuse or coercion, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation in the workplace. ii. Suppliers must not discriminate in hiring, compensation, training, promotion, termination or retirement either directly or indirectly regarding their employees. iii. Suppliers must not unlawfully compile, use, sell or supply a prohibited list which: <ul style="list-style-type: none"> • Contains details of persons who are or have been members of trade unions or persons who are taking part/ have taken part in the activities of trade unions, and • Is compiled with a view to being used by employers or employment agencies for the purpose of discrimination in relation to recruitment, or in relation to treatment of employees in the workplace. • Contains details of persons who are or have been involved in whistleblowing to appropriate bodies as a result of becoming aware of any deficiency in service provision of the Council's contract, impropriety, fraud, customer abuse, breach of procedure or maladministration iv. Suppliers must report on gender pay gaps if in scope of Schedule 1: Gender Pay Gap Reporting of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 <p>b) Suppliers are working towards collating the necessary information to generate ethnicity pay gap and disability pay gap data</p>
5. Living Wage	<p>Contracts executed by any contractor (including sub-contractors), who supplies an employee who provides a service or completes works, involving 2 or more hours of work a day, on any day of the week, for 8 or more consecutive weeks of the year:</p> <ul style="list-style-type: none"> a) Supplier declares that they have read and understood the Authority's Living Wage Policy Statement b) Supplier declares that they have read and understood the Living Wage obligations as defined and set out in the Council's Contract terms and conditions. c) Supplier understands that it is the intention of the Council NOT to enter into contract with any contractor who does not comply with the Authority's Living Wage Policy including the requirement that contractors must pay employees the Real Living Wage in respect of their time working on a Westminster City Council contract or grant funded service. d) Supplier understands that the Authority may reject my submission in its entirety if the bid information discloses that my organisation (and any of my sub-contractors) is not willing to pay the Living Wage rates for the UK and London, as set independently and revised annually by the Living Wage Foundation, to its employees providing services and delivering works under their public contracts.

4 Preventing modern slavery: Our supply chains

4.1 Summarised progress to date and upcoming activities

- 1 The following table summarises the action taken to prevent modern slavery and exploitation in Westminster City Council’s supply chains over the last 18 months; April 2021 – September 2022. It also includes 12 key actions that will be undertaken over the rest of the financial year 22/23 i.e., October 2022 – March 2023.

Action taken on Modern Slavery and Upcoming Activities: Summary

	Financial Year 2021/22	Financial Year 2022/23
QTR 1 Apr - Jun	<ul style="list-style-type: none"> Responsible Procurement & Commissioning (RPC) lead resourced within Procurement & Commercial Services Spend/risk analysis undertaken to identify priority spend categories Launch of bi-borough ‘Ending Modern Slavery’ Strategy 	<ul style="list-style-type: none"> High level risk assessment of existing contracts begins Evaluation of the Modern Slavery Statements of higher risk contractors begins = Indicator 2 Review of RPC approach by new administration
QTR 2 Jul - Sep	<ul style="list-style-type: none"> New, tailored approach to RPC developed with tackling modern slavery and exploitation as a key objective Modern Slavery due diligence criteria incorporation into high-risk contracts begins = Indicator 1 	<ul style="list-style-type: none"> Design and delivery of half-day workshops on modern slavery in supply chains delivered to 120 procurement, commissioning and contract management staff in Westminster and Kensington and Chelsea.
QTR 3 Oct - Dec	<ul style="list-style-type: none"> Draft Supplier Charter with modern slavery and exploitation requirements developed, to be used as part of supplier selection Consultation on new approach to RPC with 170 staff by means of seven category-specific workshops Approach improved through integration of feedback 	<p>UPCOMING ACTIVITIES</p> <ul style="list-style-type: none"> Work with Contract Managers to complete high level risk assessment of existing contracts = Indicator 3 Integrate Supplier Charter standard procurement procedures = Indicator 4 Engage with contractors on Modern Slavery due diligence requirements = Indicator 5 Initiate supplier-led, detailed, contract specific risk assessment = Indicator 6 Term contractor briefings = Indicator 7 New RPC Strategy endorsement and implementation
QTR 4 Jan – Mar	<ul style="list-style-type: none"> Consultation on new RPC approach including proposed Supplier Charter and award criteria with 100 suppliers across a wide range of sectors, including SMEs First RPC Strategy launched RPC training delivered to procurement and commissioning staff including an introductory session on modern slavery in supply chains 	<ul style="list-style-type: none"> Development of internal RPC toolkit Links, guidance and tools for contractors Framework review = Indicator 8 Support development of action plans by contractors = Indicator 9 Begin regular and systematic monitoring of contractor continuous improvement = Indicator 10 Joint work with London boroughs on achieving a Just Transition i.e., ensuring that sourcing clean tech is not at the expense of human/ labour rights

- 2 Ten indicators are set out, which will be reported on as part of our refreshed Modern Slavery Statement to be published in Summer 2023. A table setting these indicators out in further detail and where they fit into the procurement and contract management process for new and existing contracts can be found at the end of this Statement.

4.2 Responsible Procurement and Commissioning Strategy

1. The £500million annual spend on third party contracts is seen by the Council as a significant lever to drive positive action on important issues that have become an increasing priority locally, nationally and globally. The council recognises our potential to tackle the climate emergency, contribute to the local and national economic recovery, drive greater workforce diversity and inclusion and increase transparency to protect human and labour rights in our supply chains.
2. The council created a Responsible Procurement Manager role as part of the Procurement & Commercial Service transformation. From April 2021, the responsibility of this function included a wholesale review of Westminster's existing approach to achieving social value, diversity and inclusion, environmental sustainability and ethical sourcing through its procurement and commissioning activities and the development of a new strategic approach to making continuous improvements in these areas.
3. The council's Procurement and Commercial Service worked with colleagues across the organisation to consult, develop and launch Westminster's [Responsible Procurement and Commissioning \(RPC\) Strategy](#) in February 2022. The RPC Strategy serves as a framework to deliver Westminster's local priorities and contribute towards wider sustainable development goals, whilst providing the best possible value for the council, its residents and its partners. This RPC Strategy has been revised to ensure the achievement of Westminster City Council's priorities under our new Labour-led administration.
4. The RPC Strategy focuses on the delivery of local community impact and social value, as well as wider goals related to sustainable development and responsible business. Ensuring fair pay and conditions of our supply chain workforce and combatting modern slavery and labour rights abuses are key commitments within the RPC Strategy. These commitments are aligned with our overarching 'Ending Modern Slavery' Strategy.

4.3 New Procurement Process

Introduction:

As part of our Responsible Procurement & Commissioning Strategy, modern slavery due diligence is integrated into each stage of the procurement process to ensure the right level of ambition is set, our expectations are clear, that we work with committed contractors and that actions are regularly monitored and continuously improved through the life of each contract.

Terms and conditions:

- Westminster's standard terms and conditions set out the requirement that contractors, their staff and their subcontractors must comply with Modern Slavery legislation and our right to terminate the contract for breaching these terms. If in scope of Section 54 of the Modern Slavery Act 2015, contractors must complete a valid annual Modern Slavery Statement.
- If a contractor suspects or becomes aware of a Modern Slavery Act Offence, the contractor is required to notify the council and the council may inform the Police or any relevant bodies

and require the contractor to remove any subcontractor or staff member suspected or known to have committed an MSA Offence from the performance of the contract.

- Our terms and conditions also refer to the council Policies set out in Section 3.3. Those of particular relevance to the conduct of supply chain partners include our Policies on Whistleblowing, Anti-bribery and Corruption, Safeguarding and Ethical Procurement.

Specification/ Scope of Works:

- Setting out the steps that will be required up front forms the basis of the ongoing collaborative work that will take place to increase supply chain transparency. All tender exercises that Westminster City Council undertake, for contracts within our high-risk categories set out in Section 2.4 of this Statement, include specific contractual requirements within the goods/service specification or scope of works. These requirements build upon our standard terms and conditions and supplier selection requirements.
- An introduction is provided, stating why additional modern slavery criteria are being incorporated, including why the contract is deemed high risk. This is followed by a clear set of time-bound actions, the extent of which are determined by factors including the nature and duration of the contract, anticipated level of risk, the likely structure of supply chain tiers etc. A typical set of requirements include:
 - A designated point of contact responsible for modern slavery due diligence
 - An initial risk assessment of the supply chains involved in the delivery of our contract – refreshed over time and when new organisations are incorporated
 - The development of (an) action plan(s) to mitigate the modern slavery and exploitation risks identified, with associated progress updates

Supplier selection:

- Our Supplier Charter, which forms part of the council’s supplier selection process, is designed to ensure that we work with contractors with similar value and commitments as Westminster. The Charter is implemented as a set of pass/fail questions within the Selection Questionnaire or qualification envelope, but the requirements are tailored according to the nature of the contract, value and duration in order to ensure proportionality i.e. they are included on a project-by-project basis.
- Aside from the requirement to provide a Modern Slavery Statement up-front if they fall within the scope of Section 54. Of the Modern Slavery Act 2015, for all other requirements bidders are asked to indicate “yes/no” to committing to either:
 - that the requirement has already been achieved or
 - that it will be achieved within the ‘date required’ timeframe, at which time evidence will be sought by WCC Contract Managers. This allows time for newer/smaller organisations to put resources in place within 3, 6 or 9 months depending on the requirement.
- If suppliers indicate ‘no’ that they will not be willing or able to meet any of the requirements within the timeframe stipulated, they will be given the opportunity to detail why this is the case and put forward alternative timeframes or proposals. It is at the council’s discretion as to whether this bidder will be allowed to progress. The council will seek clarification with the bidder before the decision is taken. Mutually agreed requirements would then be inserted into the contract specification.

- The following is an excerpt from the Supplier Charter, showing the requirements that relate to modern slavery. These selection criteria are used specifically within tenders that pose a high risk of modern slavery as part of direct service delivery or within the supply chain. As such, they are added into tenders on a case-by-case basis, establishing their technical and professional ability in terms of supply chain management and tracking systems relating to modern slavery due diligence, that they will be able to apply when performing the contract.

	Supplier Charter Requirement	Date required	Sectors/ Spend categories/ Contract type	Contract Value	Contract Duration
5. Modern Slavery	a) Supplier has a published, valid Modern Slavery Statement as set out in Section 54. Modern Slavery Act (MSA) 2015	SQ	Only suppliers within scope of s.54 of the Modern Slavery Act 2015	£100k+	Any
	b) Supplier has a modern slavery/ risk/ H&S/CSR lead or point of contact whose (at least partial) role is to oversee and continuously improve approaches to Modern Slavery due diligence within (in)direct recruitment and supply chains	Within 3 months	Suppliers within sectors at high risk of modern slavery within (sub) contracted recruitment e.g. those within construction, waste, security, hospitality, agriculture, janitorial, logistics & transport, health & social care	£500k+	12 months+
	c) Supplier has summarised the due diligence procedures undertaken to guard against modern slavery occurring through (in)direct recruitment or supply chains <i>(For suppliers not in scope of Modern Slavery Act 2015 s.54)</i>				
	d) Supplier has a suitable system/ procedure in place to enable supply chain transparency and assess modern slavery risk	Within 6 months	AND/OR Suppliers sourcing high-risk products e.g. food, construction materials, electronic equipment, other manufactured products e.g. textiles, PPE & medical supplies.	£2m+	
	e) Supplier has completed the Modern Slavery Assessment Tool (MSAT)			£5m+	
	f) Supplier has initiated recommended actions identified by the MSAT	Within 9 months			

Supplier Evaluation:

- For lower risk contracts, those with which the council has relatively low leverage and/or those within which the main risks are not related directly enough to the subject matter of the contract, supplier approaches to modern slavery due diligence are evaluated as part of award criteria, as opposed to set requirements in the specification/ scope. In December 2021, the council approved an increase in minimum weighting for responsible procurement evaluation applied to tenders from 5% to between 10-20% minimum, depending on the nature of the contract and the risks and opportunities involved.

Contract Management: KPIs linked to the requirements of the relevant tier of the Supplier Charter alongside milestones of any additional requirements set out in the specification/ scope of works are monitored by contract managers, supported by the responsible procurement function.

4.4 Engagement and consultation

- After the Procurement & Commercial Service had identified priority areas for responsible procurement and commissioning in Summer 2021, a series of seven consultation workshops were held with a total of 170 procurement and commercial staff, contract managers and service leads across the council. These were category-specific sessions, with content tailored towards the sustainable development and social value risks and opportunities of each sector, including risks of modern slavery and exploitation. The workshops acted as a means of awareness raising and collaborative development of interventions in the procurement process, as each group provided input as to the context of the industries they work with.
- In February 2022, as part of the launch of the council's original Responsible Procurement and Commissioning (RPC) Strategy, P&CS organised an event inviting almost 100 existing large and small suppliers and other SMEs and VCSEs (Voluntary, Community & Social Enterprises) interested in doing business with the council to an RPC consultation event. The team were joined by peers across the organisation supporting various RPC themes e.g., climate emergency,

social value, employability etc. and by colleagues who lead service delivery and contract management functions. The event break-out sessions were focused on detailed scrutiny and feedback on the council's draft 'Supplier Charter' (see Section 4.3(8)) and RPC supplier evaluation methodology (See Section 4.3(9)). The feedback provided highlighted the importance of the availability of detailed guidance for suppliers on modern slavery and exploitation in particular, and especially for smaller organisations with fewer resources.

4.5 Training on modern slavery in supply chains

1. An extensive amount of Responsible Procurement and Commissioning training has been delivered to the P&CS team throughout 2021 and 2022, which included an introduction to modern slavery in supply chains. This was comprised of a series of short online sessions focused on specific sectors alongside a face-to-face half day interactive workshop, where staff participated in exercises to apply new RPC approaches to example tenders.
2. Responsible procurement, contract management and modern slavery leads from Westminster and Kensington & Chelsea input into the development of a series of three 3-hour training sessions, which were delivered by 'Action Sustainability', subject-matter experts in modern slavery in supply chains. These were interactive workshops participated in by 120 procurement, commissioning and contract management staff across the boroughs. Themes covered included:
 - Modern slavery context, prevalence and case law
 - Supply chain transparency
 - Procurement due diligence
 - Risks, vulnerabilities and demographics
 - Risk and supply chain mapping

4.6 Existing contractor risk assessment and prioritisation

1. Suppliers and service providers who were awarded contracts before the above due diligence procedures were implemented may only have contractual modern slavery requirements set out in their terms and conditions, therefore they may not have continuous improvement requirements on supply chain transparency built into their contracts. With this in mind, the Procurement and Commercial Service began a risk assessment of our existing contracts.
2. In Spring 2022, P&CS began to look at existing higher spend contracts to undertake a high-level assessment of modern slavery risks, the methodology of which was aligned with the Government's Modern Slavery Assessment Tool (MSAT) and Cabinet Office guidance, this high-level assessment aimed to determine the relative level of risk of modern slavery occurring within our contractors' supply chains and/or the opportunity to identify such exploitation. RAG (Red, Amber, Green) ratings were assigned to the following parameters:
 - The inherent level of **risk associated with the industry or sector** – *higher risk sectors relevant to local authorities include construction, waste management, manufactured goods including medical and ICT equipment, services including hospitality, security services, cleaning and catering, logistics including warehousing, transport, healthcare, social care etc.*

- **Commodity type** – *Imports at highest risk of forced labour in the UK are electronics, food products (fish, cocoa, rice), garments, personal protective equipment (PPE) and construction materials (bricks, cement, rubber).*
 - The risk associated with the **supply chain model** - *contracts with significant use of sub-contractors, complex employment relationships with a reliance on agency, outsourced or subcontracted workers, use of labour recruiters in the supply chain, those associated with complex supply chains and those where purchasing is predicted only on a profit margin matrix are typical factors implying higher risk.*
 - **Nature of the contractor workforce** – *for example, contracts relying on jobs requiring less specialised skills sets are at higher risk, as are those with high numbers of temporary, seasonal, or agency workers, those involving dangerous or physically demanding work and/or isolation of workers etc.*
 - The level of opportunity presented for staff employed on contracts to **identify potential victims of modern slavery** is also considered when identifying contracts of focus *i.e., if the contract involves front line services with visibility of people vulnerable to exploitation e.g., homelessness outreach or contracts involving visiting premises or street patrols.*
3. Some aspects that are important to factor into the assessment are not known by the P&CS team as they are not as involved in the detail of the delivery of the goods, services or works. The factors assessed above are therefore just the starting point of the risk assessment and other factors need to be taken into account through engagement with the WCC contract manager and supplier account manager and relevant colleagues. These include supplier/ supply chain locations (some countries have a higher prevalence of modern slavery than others) and the context in which the supplier operates (e.g., there are higher risks associated with conflict zone, regions of high levels of poverty and unemployment, those with widespread discrimination amongst certain groups, etc.)

4.7 Existing contractor Modern Slavery Statement assessment to inform engagement

1. For both existing and new contractors within sectors deemed high risk, the council assesses the quality of the supplier's Modern Slavery Statement, if they fall under the scope of s.54 of the Modern Slavery Act. If they do not fall within scope and are a new supplier, they are required to produce a summary of due diligence and other action taken by their business as part of the Supplier Charter requirements set out in our Selection Questionnaire/ qualification envelopes.
2. Our assessment matrix aims to apply the guidance from the Home Office on what a Modern Slavery Statement should ideally contain and provide a score for each area covered, to enable the council to provide feedback and ask suppliers to focus on areas that are less well developed.
3. The assessments are for internal use only to help focus our efforts and guide supplier conversations, they are not published or shared with any party except for the suppliers' concerned. The assessment of the Statement does not form part of evaluation of any supplier during the tender process. Section 4.3 sets out how modern slavery and exploitation is dealt with as part of our procurement and commissioning activities.

4. Each of the criteria is given a score from 0-5, and each section is weighted according to its relative importance i.e., due diligence is weighted higher than details on policies.
5. An assessment of the Modern Slavery Statement is just one measure of the commitment a supplier has to tackle modern slavery in its business and supply chains. Still, it is a good indicator of relative progress compared to counterparts within the sector and provides a useful starting point for ongoing discussions with the contractor as part of Supplier Relationship Management.

Assessment Matrix used to evaluate the quality of supplier Modern Slavery Statements

1. Organisational structure	Describes main products / services / customers
	Describes structure of org (location of company operations, subsidiaries)
	Discloses countries sourcing goods & services
	Discloses supplier details (names, contract type, products)
	Describes workforce (temp/ seasonal)
2. Policies	Relevant policies outlined (incl whistleblowing, Code of Conduct, HRs, etc)
	Process for development, oversight & implementation
	Senior leadership involvement & sign off
	Informed external stakeholders
	Policy development included training & awareness among staff
	Improving old policies
3. Due diligence	Organisational involvement in development of policy
	Assessment of supplier's risk of forced labour before entering contract
	Sets out supplier Code of Conduct / principles & expectations with suppliers
	Sets out ILO labour standards & expectations with suppliers
	Suppliers participate in self-certification or questionnaire incl MS component
	MS provisions included in contracts
	Details of auditing process (incl unannounced audits)
	Details on risk management processes (whether it covers MS / labour rights)
	Monitoring of supplier risk (engagement with stakeholders incl workers)
Grievance mechanisms in place (raising complaints / concerns)	
4. Risk assessment & management	Provide details on risk assessment/ HRs / MS risks in supply chains; or conducted a focused assessment
	Disclosure of violations that have been identified (country, commodity, tier, etc)
	Engagement with potentially affected rights holders when undertaking assessment
	Engagement with external stakeholders in developing risk assessment
	Mapped supply chain
	Provides details of social audits
	Developed action plans
5. Effectiveness	Disclosure of corrective action plans (incl results)
	Reviews suppliers' compliance with MS related code of conduct/ principles
	Specific KPIs in place
	Tracking KPIs (e.g. no. complaints made, no. trained on MS, etc)
	Company decisions informed by performance indicators
6. Training	Provides remedy & compensation to identified victims
	MS training to all employees
	Tareggetted to different groups within company
	Describes format of training
	Regular basis / refresher courses
	Developed with external stakeholders / experts

5 Effectiveness: Responding to modern slavery within the council's supply chains

1. As described in the previous section, Westminster City Council undertakes as much due diligence as practicable to avoid supply chain modern slavery risks in the first place. The council sets out expectations within our terms and conditions, as part of the selection of our direct suppliers i.e., before they are brought through to the tendering stage and on an ongoing basis before contractors source from third parties on our behalf. These activities are carried in line with the principles of proportionality according to the value of the contract, our relative leverage and the levels of risk associated with the goods, services or works and/or the sector.

2. At the time of writing, the council has instructed two tier one contractors: one who intended to procure solar panels from a third party on our behalf; and another who intended to procure ANPR equipment to seek alternative suppliers with more robust due diligence and greater transparency. This was after the Procurement & Commercial Service identified that both subcontractors' supply chains were associated with high forced labour risks. This demonstrates the effectiveness of the council's efforts to raise awareness of the importance of modern slavery due diligence through training and consultation workshops. The departments responsible for instructing the term contractors raised their concerns before each procurement was undertaken. Following these interventions, one key action to be taken (see Action Plan in Section 6.1, Indicator 7) is a detailed briefing with all term contractors on our modern slavery and exploitation due diligence expectations for companies procuring goods, services and works on our behalf.
3. Westminster City Council does, however, recognise that these efforts alone do not guarantee risk-free supply chains. If modern slavery or exploitation is reported or identified in our supply chain, the council's strategic objectives of 'Victims Support' and 'Exploiters Brought to Justice' would be applicable. The council commits to undertaking the following in each circumstance set out below:
 - If modern slavery were encountered within the workforce of direct contractors, and it was deemed that this crime was carried out knowingly or in the case that reasonable due diligence procedures were not being followed, P&CS would work with the Modern Slavery leads within the council to ensure that the victim(s)/survivor(s) were able to access support, the crimes were investigated, and every effort would be made to bring the exploiters to justice. Depending on the nature of the offence, this could involve interventions by the Metropolitan Police, National Crime Agency, Gangmaster & Labour Abuse Authority, internal fraud departments, Trading Standards, Department for Work & Pensions, HM Revenues & Customs, Adult Social Care, Family Services and/or specialist Non-Governmental Organisations (NGOs).
 - As set out in our standard terms and conditions, Westminster City Council reserves the right to terminate contracts for offences under Modern Slavery Legislation, including without limitation where the offence has been committed by the contractor, or its staff, agents or subcontractors. However, suppose the council identifies a contract or supply chain within which modern slavery is found to have taken place, despite contractor implementing reasonable due diligence procedures. In that case, the council is committed to working with our direct contractor and relevant sub-contractors to identify the specific nature of the offence(s) and set out a clear plan to resolve the issues that have allowed the offence(s) to take place. The council would seek advice from expert partner organisations on the appropriate course of action, with a central focus on protecting the interest of the victim(s)/survivor(s) that have been exploited.

6 Action Plan

6.1 ACTION PLAN: Westminster City Council Modern Slavery due diligence October 2022 – March 2023 *‘New contracts’ = those tendered October 2022 onwards

Indicator	Timing	Action	Measure	Expressed as a proportion of:
1	Ongoing	Continue to incorporate due diligence criteria into the specifications or scope of works of high-risk category tenders	% new, high risk category contracts with MS&E due diligence requirements integrated	WCC spend on new contracts from ‘high risk’ categories
2		Continue to assess the quality of Modern Slavery Statements of organisations delivering contracts from ‘high risk’ categories using the guidance from the Home Office	% modern slavery statements assessed	a) new spend on high-risk contracts b) existing spend on high-risk contracts
3	October – December 2022	Work with Contract Managers to complete high level risk assessment of existing contracts	% contractors with high level risk assessment completed (P&CS & contract manager collaboration)	WCC annual spend on existing contracts from ‘high risk’ categories
4		Facilitate the signing of the Supplier Charter by contractors by a) incorporating the Charter into eProcurement Platform and b) using supplier relationship management to encourage voluntary signing by existing contractors	% suppliers signed up to Supplier Charter	WCC annual spend a) on contracts tendered after Supplier Charter introduction b) on existing contracts
5		Engage with contractors on modern slavery due diligence i.e., initiate cooperation with relevant points of contact on MS&E requirements/ asks within new/ existing contracts.	% high risk suppliers engaged with i.e., met with relevant point of contact at contractor organisation	WCC spend on suppliers engaged with a) as part of contract mobilisation b) through Supplier Relationships
6		Initiate supplier-led, detailed, contract specific risk assessment of supply chains providing products/ services/ works to WCC to identify risk hotspots and elements that require continuous improvement within action plan	% contracts in high-risk categories for which contractors have undertaken a detailed, contract-specific risk assessment	WCC spend a) on new contracts (as part of contractual requirements) b) on existing contracts (voluntarily)
7		Deliver briefings to term contractors who source goods, services and works on WCC’s behalf to inform them of the council’s MS&E due diligence expectations	% term contractors briefed on WCC’s new approach to MS&E due diligence	total spend through term contractors sourcing high risk goods on WCC’s behalf
8	January – March 2023	A review of frameworks on WCC’s register, starting with those used most recently, to determine if existing MS&E provisions are adequate. If they’re not, establish additional requirements to be used in future e.g., within specifications	% frameworks reviewed for MS&E due diligence criteria, with additional requirements developed if not	spend on frameworks that have been used by WCC in the last 18 months
9		Support development of action plans by contractors i.e., translating results of risk assessments carried out into a clear, time-bound set of actions to mitigate these risks	% contracts with first action plan completed	contractors (by spend) with the commitment to develop an action plan a) As part of contractual requirements b) Voluntarily through SRM

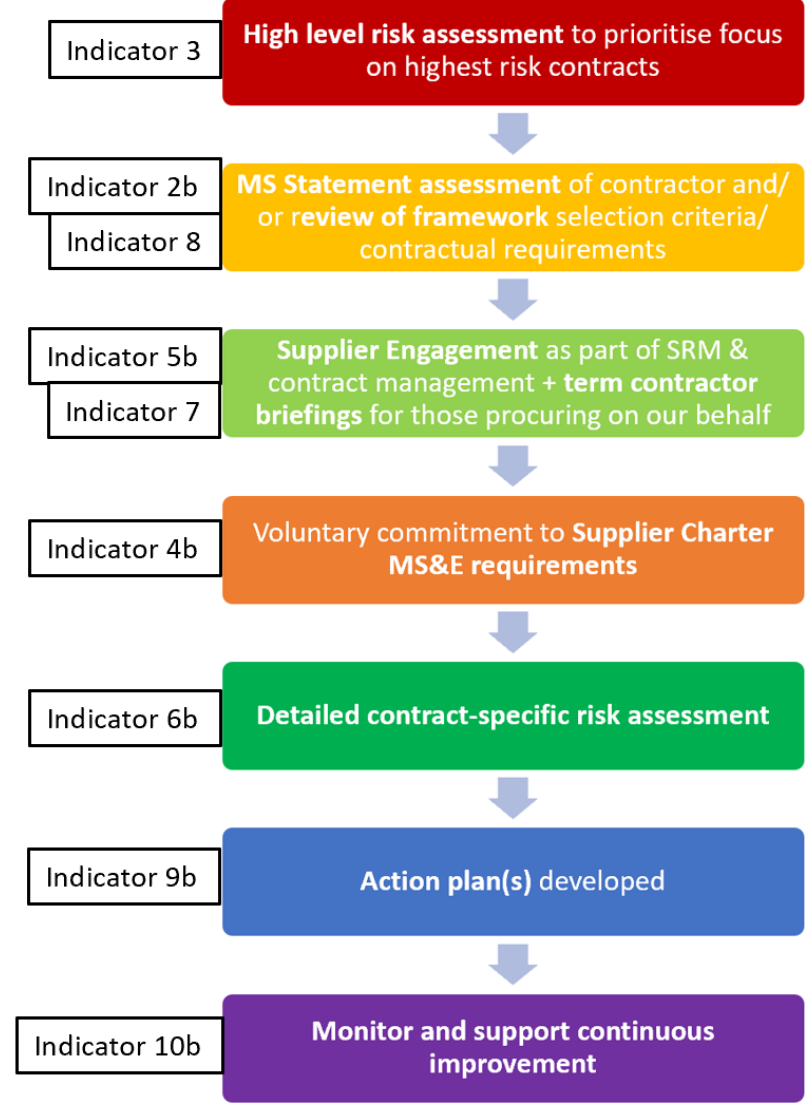
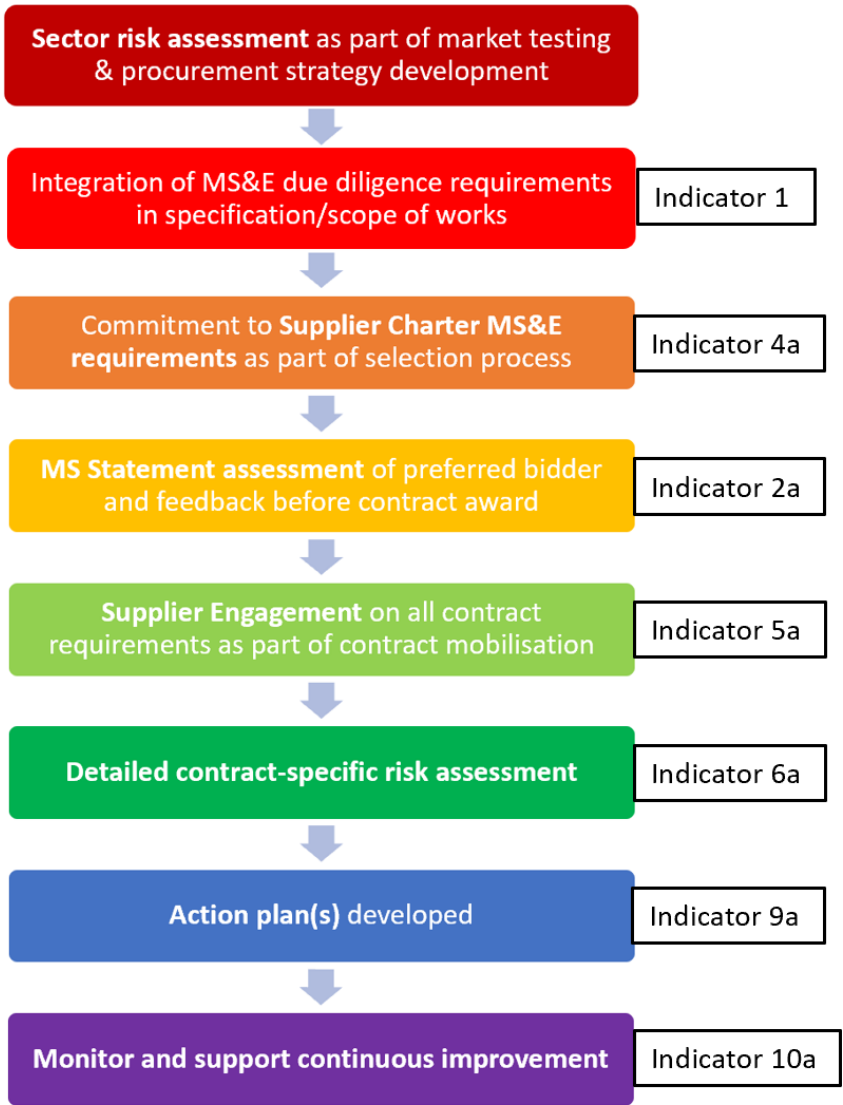
10		Regular monitoring of contractor MS&E due diligence performance to ensure continuous improvement, including independent, unannounced interviews with members of contractor workforce to assure pay and conditions	% contracts on track with action plan and/or no. contractor workforce interviewed	of contractors that have completed their first action plan a) As part of contractual requirements b) Voluntarily through SRM
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6.2 Image: Flow chart of due diligence activity on new and existing contracts

Modern slavery & exploitation due diligence processes and associated performance measures

NEW CONTRACTS
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EXISTING CONTRACTS



Appendix 3 Supplier Charter

This Supplier Charter is one mechanism Westminster City Council is using to implement our new Responsible Procurement and Commissioning (RPC) Strategy. It is a set of commitments that suppliers are asked to make to demonstrate that they share the council's responsible business ambitions. The Charter has been consulted with around 100 of our existing suppliers and other organisations wishing to do business with Westminster City Council and amendments have been made in response to the feedback received.

The Supplier Charter requirements are tailored according to the nature, value and duration of the contract each supplier has/ is bidding for, in order to ensure relevance and proportionality and in order to uphold the principle of not creating artificial barriers to tendering; especially important as we seek to diversify our supply chain and increase the number of smaller, local businesses, social enterprises and voluntary and community sector organisations.

With our existing supply chain partners, signing the Supplier Charter will be voluntary and timelines for providing evidence will be mutually agreed.

Within new procurement processes, these requirements will be implemented in the form of 'selection criteria' i.e. suppliers must confirm that they will meet the requirement in order to progress through to tender. The council will use its discretion to allow organisations through to tender if they have reasonable justification that they will not be able to provide evidence in the time period set out.

Unlike most selection criteria, we are allowing a period of 3, 6 or 9 months to provide evidence of compliance with the majority of these requirements after contract commencement, depending on how onerous each criterion is. This is to reduce administrative burden during the tendering process for bidders who are then unsuccessful, but also in recognition of the fact that different suppliers are at different stages of their responsible business journey and we as an organisation want to encourage continuous improvement, including for smaller and newer businesses. That said, these criteria form part of the tender process and therefore compliance with each becomes a contractual requirement and as such it is still considered a robust approach to implementing the foundations of our RPC Strategy.

A guidance document has been developed to accompany the Supplier Charter, setting out in detail what is required in order to provide clarity to bidders. Within our e-tendering platform, this guidance will be provided in the form of pop-up boxes for each requirement.

	Supplier Charter Requirement	Date required	Sectors/ Spend categories/ Contract type	Contract Value	Duration	
1. Environmental Performance	a) Supplier has taken basic steps to minimise the main environmental impacts of its business.	Within 3 months	All contracts	Current PCR threshold (213k+ goods & services, £5.3m works)	6 months+	
	b) Supplier has (a) sustainability point of contact whose (at least partial) remit is to reduce environmental impacts including (at the minimum) greenhouse gas emissions, local air pollution and waste.			£500k+ goods & services, £5.3m works	12 months+	
	c) Supplier has a system in place to collect data on waste, greenhouse gas emissions and local air pollution arising from its business activities.	Within 6 months				
2. Carbon dioxide equivalent (CO2e) Reduction	a) Supplier has already taken demonstrable action to reduce CO2e emissions associated with its business activity OR has plans to reduce CO2e emissions within 12 months, which are endorsed by leadership/ with secured resourcing and/or with established targets	Within 3 months	High carbon sectors i.e. construction, highways, waste collection, transport & logistics, facilities management etc.	£500k+ goods & services, £5.3m works	6 months+	
	b) Has a system in place to provide accurate data on the highest contract/ project related emissions to enable clients to disclose Scope 3 (indirect) CO2e emissions in a clear and transparent way					
	c) Supplier has developed a baseline for scopes 1 & 2 (direct emissions) as set out in PPN 06/21 on Carbon Reduction	Within 6 months		All contracts	£5m+	12 months+
	d) Supplier has developed a baseline for scope 3 emissions listed in the PPN 06/21					
	e) Supplier has a target to reach net zero emissions by 2050 or before, with an accompanying carbon reduction plan as required by PPN 06/21					
3. Local air quality	a) Supplier has already taken demonstrable action to reduce local air pollutants OR has plans to reduce emissions within 12 months, which are endorsed by leadership/ with secured resourcing and/or with established targets	Within 3 months	Suppliers using owned, leased or hired fleets of vehicles, NRMM, plant or other site equipment emitting PM and NOx as part of their business	£500k+ goods & services, £5.3m works	6 months+	
	b) Supplier collates data on emissions of Particulate Matter (PM) and NOx from vehicles, plant and equipment used to deliver goods, services or works and is able to apportion these emissions (albeit through reasoned estimates) to individual clients.	Within 6 months		£2m+ goods & services, £5.3m works	12 months+	

			activity to deliver the contract		
4. Waste Reduction	a) Supplier has already taken demonstrable action to apply the waste hierarchy (Reduce→ Reuse→ Recycle→ Recover before disposal) - OR has plans to do so within 12 months, which are endorsed by leadership/ with secured resourcing and/or with established targets	Within 3 months	All contracts	£500k goods & services, £5.3m works	6 months+
	b) Supplier collates data on distinct waste streams arising from their business activity and is able to apportion waste generated (albeit through reasoned estimates) to individual clients.	Within 6 months	All contracts involving relatively high volumes of consumables, goods, materials, packaging etc.	£2m+ goods & services, £5.3m works	12 months+
5. Modern Slavery	a) Supplier has a published, valid Modern Slavery Statement as set out in Section 54. Modern Slavery Act (MSA) 2015	SQ	Suppliers within scope of s.54 of the Modern Slavery Act 2015	213k+ goods & services, £5.3m works	Any
	b) Supplier has a modern slavery/ risk/ H&S/CSR lead or point of contact whose (at least partial) role is to oversee and continuously improve approaches to Modern Slavery due diligence within (in)direct recruitment and supply chains	Within 3 months	Suppliers within sectors at high risk of modern slavery within (sub) contracted recruitment e.g. those within construction, waste, security, hospitality, agriculture, janitorial, logistics & transport, health & social care	£500k+ goods & services, £5.3m works	12 months+
	c) Supplier has summarised the due diligence procedures undertaken to guard against modern slavery occurring through (in)direct recruitment or supply chains <i>(For suppliers not in scope of Modern Slavery Act 2015 s.54)</i>				
	d) Supplier has a suitable system/ procedure in place to enable supply chain transparency and assess modern slavery risk	Within 6 months		£2m+ goods & services, £5.3m works	
	e) Supplier has completed the Modern Slavery Assessment Tool (MSAT)		AND/OR	£5m+	
f) Supplier has initiated recommended actions identified by the MSAT	Within 9 months	Suppliers sourcing high-risk products e.g. food, construction materials, electronic equipment, other manufactured			

			products e.g. textiles, PPE & medical supplies.		
6. Supply chain prompt payment	a) Supplier pays 95% undisputed invoices within no more than 60 days , evidencing at least one of two previous 6 month reporting periods, as set out in PPN 08/21	Within 3 months	All contracts	£5m	6 months+
	b) Supplier reports on its payment performance c) Supplier has a system in place to pay undisputed invoices to any size of business within 60 days d) Supplier has a system in place to pay undisputed invoices to small businesses (less than 50 employees) within 30 days e) Supplier promotes fair payment practices by reflecting these obligations in its own supply chain arrangements	Within 6 months	All contracts	£500k goods & services, £5.3m works	12 months+
7. Local, diverse supply	a) Supplier is able to report on spend with different type of supplier , including size (to distinguish SMEs), purpose (to distinguish VCSEs) and leadership (to distinguish minority led suppliers), with system in place to determine where suppliers are based .	Within 6 months	All contracts	£5.3m+	12 months+
8. Employment & Skills	Supplier has an EST/ HR or other relevant point of contact whose (at least partial) role it is to:	Within 3 months	All contracts that include EST in the contract requirements (spec/scope) and/or award criteria	213k+ goods & services, £5.3m works	3 months+
	a) prioritise advertising of any local employment opportunities that may arise through appropriate local channels e.g. Westminster Employment Service				
	b) help fill positions for employment and skills opportunities created by the business as part of any commitments made in tender offers				
	c) report on outputs of the above, including any unsuccessful initiatives taken/efforts made and attempts to deliver appropriate alternatives				
9. Community Benefit	Supplier has a social value/ community engagement/CSR or other relevant point of contact whose (at least partial) role is to:	Within 3 months	All contracts that include social value in the contract requirements (spec/scope) and/or award criteria	213k+ goods & services, £5.3m works	3 months+
	a) engage with relevant client teams so they can be signposted to current projects, community or school initiatives etc.				
	b) support the fulfilment social value commitments that may be made by the business as part of tender offers				
	c) report on outputs of the above, including any unsuccessful initiatives taken/efforts made and attempts to deliver appropriate alternatives				

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Appendix 4 Guidance - Supplier Charter for Responsible Procurement & Commissioning

	Supplier Charter Requirement	Evidence required	Stage
Page 229 1. Environmental Performance	a) Supplier has taken basic steps to minimise the main environmental impacts of its business.	The information required is as follows: a) Identification of the business’s main environmental impacts e.g. i. Greenhouse gas emissions ii. Local air pollution from fleet iii. Waste generated on site iv. Materials procured: supply chain impact b) Next to each impact identified, list the main actions taken to minimise it e.g. i. Switched electricity to 100% green tariff/ replaced 80% lighting to LEDs/ switched to lower global warming potential refrigerant gases in 2020 ii. Replaced 10% of vehicle fleet to full electric vehicles/ started use of courier bikes for 50% of deliveries in 2018 iii. Increased waste separation/ began to donate surplus paint/food in 2019 iv. Implemented sustainable procurement policy/ plastic free packaging initiative/ increased local sourcing by 20% in 2021 This requirement can be fulfilled by submitting any of the following evidence: <ul style="list-style-type: none"> • Suppliers with externally certified Environmental Management Systems e.g. ISO14001, EMAS, Green Mark etc. should provide the most recent report • Those without should provide one or more of the following that covers a) the business’s main environmental impacts and b) principle actions taken: <ul style="list-style-type: none"> ▪ A link(s) to relevant pages on the company website ▪ A link or attached copy of the most recent sustainability report ▪ A written summary sent by e-mail [c.500 word summary] 	Within 3 months
	b) Supplier has a sustainability point of contact whose (at least partial) remit is to reduce impacts including (at the minimum) greenhouse gas emissions, local air pollution and waste.	This requirement will be fulfilled upon the provision of contact details and introductory e-mail to the sustainability point of contact who can be made available to liaise with WCC staff and report on environmental performance relevant to the contract, throughout its lifetime. [E-mail only]	
	c) Supplier has a system in place to collect data on waste, greenhouse gas emissions and local air pollution that may arise from its business activities.	Suppliers should provide a short report, or alternatively hold an online meeting to run through the following with WCC counterparts: <ul style="list-style-type: none"> ▪ Quarterly waste data including type of waste, by weight or volume, by site ▪ Scope 1 and 2 emissions at least, with scope 3 if already collected ▪ Local air pollutant data should include a list of vehicle (plant/generator) make, model and mileage (or fuel card data) [Data only] 	Within 6 months

2. Carbon dioxide equivalent (CO2e) Reduction	a) Supplier has already taken demonstrable action to reduce CO2e emissions associated with its business activity OR has plans to reduce CO2e emissions within 12 months	Suppliers should provide a short description of activities already taken or those planned over the next 12 months (which are endorsed by leadership/ with secured resourcing and/or with established targets), to reduce CO2e emissions associated with business activities, expanding on the information provided as part of the environmental performance requirement [Summary report c.500 words]	Within 3 months
	b) Has a system in place to provide accurate data on the highest contract/ project related emissions to enable clients to disclose Scope 3 (indirect) CO2e emissions in a clear and transparent way	Suppliers are ready to present, by means of an online meeting with WCC Scope 3 data can be attributed to different client accounts, that can be used to make reasonable estimates of WCC emissions i.e. spend- or volume-based data [Online meeting + Data]	
	c) Supplier has developed a baseline for scopes 1 & 2 (direct emissions) as set out in PPN 06/21 on Carbon Reduction	Please see online guidance provided by Government within Procurement Policy Notice (PPN) 06/21 on Carbon Reduction [Data and Carbon Reduction Plan]	Within 6 months
	d) Supplier has developed a baseline for scope 3 emissions listed in PPN 06/21 on Carbon Reduction		
	e) Supplier has a target to reach net zero emissions by 2050 or before, with an accompanying carbon reduction plan as required by PPN 06/21		
3. Local air quality	a) Supplier has already taken demonstrable action to reduce local air pollutants OR has plans to reduce emissions within 12 months, which are endorsed by leadership/ with secured resourcing and/or with established targets	Suppliers should provide a short description of activities already taken or those planned over the next 12 months, to reduce emissions of PM and NOx associated with business activities, expanding on the information provided as part of the environmental performance requirement [Summary report c.500 words]	Within 3 months
	b) Supplier collates data on emissions of PM and NOx from vehicles, plant and equipment used to deliver goods, services or works and is able to apportion these emissions (albeit through reasoned estimates) to individual clients.	Local air pollutant data (Particulate Matter (PM) and NOx) should include a list of vehicle (plant/generator) make, model and mileage (or fuel card data) for those vehicles and equipment used on Westminster's contract [Data only]	Within 6 months
4. Waste Reduction	a) Supplier has taken demonstrable action to apply the waste hierarchy (Reduce→ Reuse→ Recycle→ Recover before disposal) - OR has plans to do so within 12 months, with leadership endorsement/ secured resourcing and/or with established targets	Suppliers should provide a short description of activities already taken or those planned over the next 12 months, to reduce waste associated with business activities, expanding on the information provided as part of the environmental performance requirement [Summary report c.500 words]	Within 3 months

	b) Supplier collates data on distinct waste streams arising from their business activity and is able to apportion waste generated (albeit through reasoned estimates) to individual clients.	Waste data that should include type of waste, by weight or volume, per quarter for all sites/ projects associated with contracts for Westminster City Council [Data only]	Within 6 months
	a) Supplier has a published, valid Modern Slavery Statement as set out in Section 54. Modern Slavery Act (MSA) 2015	For those organisations in scope of s.54 of the Modern Slavery Act, suppliers must provide a link to a valid Modern Slavery Statement, which should be: <ul style="list-style-type: none"> • Approved – signed by a director, member or partner of the organisation • In date - delays in publication may occur, but an MS Statement more than 24 months out of date will not be considered valid • Published - on the organisation’s website with a link to it on the homepage • Complete – describing the steps the organisation has taken to prevent modern slavery in its supply chains and own business and the effectiveness of these steps. [URL link to Statement on company website] 	At SQ stage
	b) Supplier has a modern slavery/ risk/ H&S/CSR point of contact whose (at least partial) role is to oversee and continuously improve approaches to Modern Slavery due diligence within (in)direct recruitment and supply chains	This requirement will be fulfilled upon the provision of the contact details and an introductory e-mail from the organisation’s modern slavery point of contact, who will be responsible for liaising with WCC staff on modern slavery due diligence related to the contract, throughout its lifetime. [E-mail only]	Within 3 months
	c) Supplier has summarised the due diligence procedures undertaken to guard against modern slavery occurring through (in)direct recruitment or supply chains <i>(For suppliers not in scope of the Modern Slavery Act 2015 s.54 i.e. those providing a valid Modern Slavery Statement do not have to provide the evidence set out in this requirement)</i>	Suppliers should provide a brief summary similar to the recommended structure of a Modern Slavery Statement, describing steps the organisation has taken to prevent modern slavery in its supply chains and own business i.e. <ul style="list-style-type: none"> • <i>Organisational structure, business and supply chains</i> • <i>Policies</i> • <i>Due diligence processes</i> • <i>Risk assessment & management</i> • <i>Effectiveness/ action taken</i> • <i>Training</i> [Summary report c.1000 words] 	
	d) Supplier has a suitable system/ procedure in place to enable supply chain transparency & assess modern slavery risk	Supplier presents, by means of an online meeting, a database of suppliers that can be sorted in terms of annual spend, with a short description of the goods or services they provide. [Short presentation only]	Within 6 months

	e) Supplier has completed the Modern Slavery Assessment Tool (MSAT)	Suppliers answer questions online about the nature of its recruitment and supply chains and about current approaches to modern slavery due diligence as part of the UK Government Modern Slavery Assessment Tool (MSAT) . Once completed, suppliers share responses via your MSAT dashboard by simply clicking the 'Share' link and searching by Buyer or by using the invitation code you will be sent by WCC. If suppliers have submitted a response to the tool previously, this response can be submitted. [Tool completed online and shared with WCC] Once the response is submitted, the MSAT generates a series of recommendations to assist suppliers with continuously improving their approach. These recommended actions will help inform ongoing collaborative work between the supplier and WCC on identifying and mitigating contract-specific risks of supply chain modern slavery.	
	f) Supplier has initiated recommended actions identified by the MSAT	Once the MSAT is completed, suppliers will receive tailor-made recommendations generated from responses that will need to be acknowledged. After each suggested recommendation has been responded to, the assessment will be complete and a full report will be made accessible. Suppliers will be asked to provide a short, written report covering the following: <ul style="list-style-type: none"> ▪ an overview of existing due diligence procedures relevant to the contract ▪ a description of the initial actions taken in response to the MSAT recommendations ▪ a summary of future continuous improvement activities [c.500 word report] 	Within 9 months
6. Supply chain prompt payment	a) Supplier pays 95% undisputed invoices within no more than 60 days , evidencing at least one of two previous 6 month reporting periods, as set out in PPN 08/21	Supplier provides data to evidence that it has paid at least 95% of undisputed invoices within no more than 60 days, in at least one of two previous 6 month reporting periods, as set out in PPN 08/21 [Data only]	Within 6 months
	b) Supplier reports on its payment performance c) Supplier has a system in place to pay undisputed invoices to any size of business within 60 days d) Supplier has a system in place to pay undisputed invoices to small businesses (less than 50 employees) within 30 days	Supplier provides a link to the relevant company website URL or sends an e-mail with attached data on % undisputed invoices paid within 60 days and 30 days, by size of supplier, over the last two (6 month) reporting periods. [URL or data only]	Within 3 months
	e) Supplier promotes fair payment practices by reflecting these obligations in its own supply chain arrangements	Supplier provides sample wording in standard terms and conditions that requires suppliers to cascade fair payment terms [Sample wording only]	

7. Local, diverse supply chains	a) Supplier reports on spend with SMEs, VCSEs and minority led suppliers with system in place to determine where suppliers are based .	Supplier provides a spend breakdown of different sizes/ types of business in its supply chain, including: <ul style="list-style-type: none"> ▪ SMEs (<i>Small (under 50 employees) and Medium (under 250 employees) Enterprises – preferably presented separately</i>) ▪ VCSEs (<i>Voluntary, Community & Social Enterprise organisations i.e., non-governmental, value-driven organisations which principally reinvest their surpluses to further social, environmental or cultural objectives. They include small local community and voluntary groups, registered charities, trusts, social enterprises and co-operatives.</i>) ▪ Minority-led suppliers (<i>i.e. Women-, BAME-, LGBTQ-, disabled-led</i>) ▪ Suppliers within the borough of Westminster (<i>e.g. by postcode</i>) [Data only] 	Within 6 months
8. Employment & Skills	Supplier has an EST/ HR point of contact whose (at least partial) role it is to: <ol style="list-style-type: none"> a) prioritise advertising of all local employment opportunities through appropriate local channels b) help fill positions for employment and skills opportunities offered by the business within tenders c) report on outputs of the above, including any unsuccessful initiatives/ efforts made and attempts to deliver appropriate alternatives 	Contact details and introductory e-mail to the relevant employment, skills & training/ HR point of contact who can be made available to liaise with WCC staff at Westminster Employment Service/ Westminster Employment and report on recruitment/ training performance throughout the lifetime of the contract. [E-mail only]	Within 1 month
9. Community Benefit	Supplier has a social value/ community engagement/CSR point of contact whose (at least partial) role is to: <ol style="list-style-type: none"> a) engage with relevant client teams to liaise on current projects, community, school initiatives etc. b) support the fulfilment all social value commitments made by the business within tenders c) report on outputs of the above, including any unsuccessful initiatives taken/ efforts made and attempts to deliver appropriate alternatives. 	Contact details and introductory e-mail to the relevant social value point of contact who can be made available to liaise with WCC social value leads report on social value delivery throughout the lifetime of the contract. [E-mail only]	Within 1 month

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Appendix 5 Ethical Procurement Policy

Westminster City Council's Ethical Procurement Policy is a set of core requirements on aspects including working conditions, freedom of association & collective bargaining, regular employment, humane treatment & blacklisting and payment of the Living Wage. They are principles that the council abides by in the treatment of its workers wishes to cascade to its contractors. These requirements will apply to all contracts, initially over a value of over £100,000, of any duration and within any sector. They will be incorporated into the council policies schedule of our standard terms and conditions.

	Ethical Procurement Policy requirements:
1. Employment, contractual and working conditions	<ul style="list-style-type: none"> a) Suppliers afford employees the freedom to choose work and do not use forced, bonded or involuntary prison labour b) Suppliers, and any employment agents used, do not require workers to lodge "deposits" or their identity papers with their employer c) Suppliers allow workers to leave employment in accordance with their agreed contractual notice period or where not expressed in writing, a reasonable notice period agreed with the employee. d) Suppliers provide a clear, accessible policy and processes for resolving disputes with their employees. e) Suppliers provide clear policy for disciplinary, grievance and appeal procedures that are fair and lawful. Any disciplinary measures should be recorded in writing and employees legal and contractual employment rights should be protected. f) Suppliers should encourage and enable employees to report suspected wrongdoing in the workplace and seek to protect 'Whistleblowers' i.e. those individuals who make disclosures with regard to any instance of malpractice or wrongdoing which the Supplier should investigate those disclosures that are in the public and council's interest where pertaining to the Council's public works or services contract(s) with the Supplier. g) Suppliers must take adequate steps to prevent accidents and injury to health arising out of, associated with, or occurring in the course of an employees' employment whilst delivering services or works under the Council's contract and comply with the Health and Safety Act 1974 (which may be amended from time) and other related health and safety at work legislation or regulations.
2. Freedom of association and the right to collective bargaining	<p>Where permitted by Trade Union and Labour Relations (Consolidation) Act 1992 and Article 11 of Human Rights Act 1998 :</p> <ul style="list-style-type: none"> a) Suppliers must not restrict their employees the opportunity or right to join or form a trade union of their choice. b) Suppliers must not discriminate against employee representatives and allow time to carry out representative functions for colleagues in the workplace

<p>3. Working hours and regular employment</p>	<p>a) Suppliers must comply with the Working Time Regulations 1998 and Working Time (Amendment) Regulations 2003</p> <p>b) Suppliers must not impose a working week of more than 48 hours on the employees delivering services or works under the Council's contract unless the employee has voluntarily opted out to more hours.</p> <p>c) Suppliers must ensure that employees are provided with agreed contract of employment setting out their contractual rights and obligation expressed in writing.</p> <p>d) Suppliers do not avoid obligations to employees under labour or social security laws and regulations arising from the regular employment relationship through the use of labour-only contracting, sub- contracting, or home-working arrangements, or through apprenticeship schemes where there is no real intent to impart skills or provide regular employment, nor shall any such obligations be avoided through the excessive use of fixed-term contracts of employment</p> <p>e) Suppliers shall only use zero-hour contracts as a last resort and only where appropriate taking into account the nature of the services.</p> <p>f) Suppliers are working towards eliminating zero hours contracts OR in the circumstance that</p> <ol style="list-style-type: none"> i. employees express a preference for Zero-hour contracts or ii. where appropriate taking into account the nature of the services <p>Suppliers give more protection to the work force such as adopting an element of guaranteed hours if requested and ensure their employees receive their entitlement to holiday and sick pay.</p>
<p>4. Humane treatment, equalities and blacklisting</p>	<p>a) Suppliers must comply with the Human Rights Act 1998, Employment Relations Act 1999 (Blacklists) Regulations 2010 and the Equalities Act 2010 in consideration of the following:</p> <ol style="list-style-type: none"> i. Suppliers prohibit physical abuse or coercion, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation in the workplace. ii. Suppliers must not discriminate in hiring, compensation, training, promotion, termination or retirement either directly or indirectly regarding their employees. iii. Suppliers must not unlawfully compile, use, sell or supply a prohibited list which: <ul style="list-style-type: none"> • Contains details of persons who are or have been members of trade unions or persons who are taking part/ have taken part in the activities of trade unions, and • Is compiled with a view to being used by employers or employment agencies for the purpose of discrimination in relation to recruitment, or in relation to treatment of employees in the workplace. • Contains details of persons who are or have been involved in whistleblowing to appropriate bodies as a result of becoming aware of any deficiency in service provision of the Council's contract, impropriety, fraud, customer abuse, breach of procedure or maladministration iv. Suppliers must report on gender pay gaps if in scope of Schedule 1: Gender Pay Gap Reporting of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 <p>b) Suppliers are working towards collating the necessary information to generate ethnicity pay gap and disability pay gap data</p>

5. Living Wage	<p>Contracts executed by any contractor (including sub-contractors), who supplies an employee who provides a service or completes works, involving 2 or more hours of work a day, on any day of the week, for 8 or more consecutive weeks of the year:</p> <ul style="list-style-type: none">a) Supplier declares that they have read and understood the Authority's Living Wage Policy Statementb) Supplier declares that they have read and understood the Living Wage obligations as defined and set out in the Council's Contract terms and conditions.c) Supplier understands that it is the intention of the Council NOT to enter into contract with any contractor who does not comply with the Authority's Living Wage Policy including the requirement that contractors must pay employees the Real Living Wage in respect of their time working on a Westminster City Council contract or grant funded service.d) Supplier understands that the Authority may reject my submission in its entirety if the bid information discloses that my organisation (and any of my sub-contractors) is not willing to pay the Living Wage rates for the UK and London, as set independently and revised annually by the Living Wage Foundation, to its employees providing services and delivering works under their public contracts.
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City of Westminster

Cabinet Report

Decision Maker:	Cabinet
Date:	12/12/2022
Classification:	General Release
Title:	P6 2022/23 Capital Budget Re-Profiling & Budget Changes
Wards Affected:	ALL
Key Decision:	
Financial Summary:	<p>Following production and approval of the P3 Capital Monitoring report a number of schemes have been identified as likely to have changed delivery profiles and thus lead to in year variances to budget. In addition, a number of other schemes have been reported as either likely to under or overspend. This report requests approval for the changes as set out in the body of this report.</p> <p>A net total of £96.513m (General Fund) and £8.025m (HRA) are the requested movements to the 2022/23 budget. Further details are provided in table 2 (GF) and table 5 (HRA).</p>
Report of:	Jake Bacchus, Director of Corporate Finance

1. Executive Summary

- 1.1. The Council has an approved gross capital budget of £380.902m for the General Fund (GF) and £201.802m for the HRA. The 2022/23 capital budgets were approved by Full Council in March 2022 and the aforementioned figures are inclusive of 2021/22 re-profiling which was approved by Cabinet in October 2022.
- 1.2. The Council has now reached the mid-point of the financial year and following regular monitoring the budget profiling of a number of projects have changed. This is in line with revised delivery timelines and/or amended payment schedules. In most cases budgets have been reprofiled from 2022/23 into future years but there are some instances where budgets have moved into 2022/23 from future years. Overall, this represents a net change in the budget for 2022/23 of £96.513m for the General Fund and £8.025m for the HRA – this is explained in more detail in sections 3 and 4.
- 1.3. The revised 2022/23 budgets will be evaluated further during capital review sessions as part of the CPSR process.

2. Recommendations

- 2.1. That Cabinet approves net changes of £96.513m for individual projects as part of the 2022/23 general fund capital budget.
- 2.2. That Cabinet approves re-profiling of £8.025m for individual projects as part of the 2022/23 HRA capital budget.

3. General Fund Capital Programme

- 3.1. The Period 6 capital monitoring reporting updated Cabinet and ELT on forecasts for capital spend and external funding for 2022/23. Included within these forecasts were a number of schemes where the latest projections indicated outturn would not match the in-year budget due to re-profiling, new approvals or underspends/overspends.
- 3.2. This report summarises those forecast variations and seeks approval for the 2022/23 budget to be adjusted to reflect these expected variances and (where appropriate) future year budgets to also be altered for the consequential impact of re-profiling.
- 3.3. Full Council approved the capital programme in March 2022 as part of the annual budget setting process. The current capital budgets include re-profiling from the end of 2021/22 as approved by Cabinet in October 2022. The current position is summarised below:

Table 1a

		Gross Expenditure	Gross Income	Net Budget
		£m	£m	£m
Initial Budget approved by Full Council for 2022/23		301.895	(46.939)	254.956
Approved 2021/22 Outturn Reprofiting		79.007	(32.571)	46.436
Revised approved 2022/23 Budget		380.902	(79.510)	301.392

*The initial budget approved by Full Council in March did not include the outturn slippage; this was approved in October 2022.

Table 2a

	Expenditure Movement	Income Movement	Net Movement
	£m	£m	£m
Re-profiling from 2022/23 into Future Years	(118.132)	20.303	(97.829)
Re-profiling to 2022/23 from Future Years	29.955	0.000	29.955
Total Reprofiting	(88.177)	20.303	(67.874)
Over/(Underspends)	(25.723)	(2.916)	(28.639)
Total P6 Movements in 2022/23 Budget for approval	(113.900)	17.387	(96.513)

Table 2b

		Gross Expenditure	Gross Income	Net Budget
		£m	£m	£m
Approved 2022/23 Budget (including Outturn Slippage)		380.902	(79.510)	301.392
P6 Movement for approval		(113.900)	17.387	(96.513)
2022/23 Budget for approval		267.002	(62.123)	204.879

A more detailed project breakdown is provided in Appendix 1 and Table 3 below summarises the re-profiling by each ELT area.

Table 3

	Revised Expenditure Budget	Revised Income Budget	Expenditure reprofiled to Future Years from 2022/23	Income reprofiled to Future Years from 2022/23	Expenditure reprofiled from Future Years to 22/23	Income reprofiled from Future Years to 22/23	Expenditure Over/(Underspend)	Income (Over)/Under-recovery	Expenditure Forecast	Income Forecast
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult's Services	0.980	(0.880)	(0.200)	-	-	-	(0.100)	0.200	0.860	(0.860)
Children's Services	10.466	(8.049)	(1.165)	1.089	-	-	1.032	(3.321)	10.333	(10.281)
Growth, Planning & Housing	138.667	(28.107)	(50.859)	1.357	2.611	-	14.268	(0.135)	104.687	(26.885)
Environment & City Management	125.404	(36.514)	(42.534)	16.160	0.250	-	(2.435)	1.384	80.685	(18.970)
Finance & Resources	54.752	(5.960)	(23.554)	1.697	27.094	-	(2.555)	(0.864)	55.737	(5.127)
Westminster Builds	50.633	-	-	-	-	-	(35.933)	-	14.700	-
Service Area Total	380.902	(79.510)	(118.132)	20.303	29.955	-	(25.723)	(2.916)	267.002	(62.123)

3.4. Details of the major expenditure changes being put forward for approval to be re-profiled are provided in the following section:

- **Property Investment Acquisitions** £27.094m being brought forward to 2022/23, in recognition to two recent purchases the Council has made.
- **Oxford Street** is reprofiling £20.449m from 2022/23 to 2023/24 as the programme is currently under review. A full business case is due in December 2022 with a Cabinet Member Report to follow in early 2023.
- **300 Harrow Road** is reporting overspend of £17.945. This is due to a reduction in loan financing from Westminster Builds, due to the decision to remove private sale units, meaning that the scheme will now be delivered through the General Fund.
- **Westminster Rough Sleeper Programme** is reprofiling £9.465m from 2022/23 to 2024/25. The Rough Sleeper acquisitions are being affected by market forces. It is agreed that the WCC Rough Sleeper Acquisition

programme of 30 homes (15 x In Borough, 15 x Out Of Borough) will be delayed and funding of £9.465m will be slipped from 2022/23 into 2024/25.

- **Ceremonial Streetscape** is reprofiling £7.767m from 2022/23 to 2023/24. Issues outside of the control of Westminster, such as access to land to commence works and specialised material availability due to general shortage in the construction industry, has resulted in re-profiling of this scheme.
- **Place-Shaping Schemes** are reprofiling £6.810m from 2022/23 to 2023/24. This reprofiling is predominately due to the following: Firstly, the Pimlico scheme is being delivered by the Highways team, as a result the current slippage of £1.790m, currently within Place-Shaping, will be transferred through a future virement to Highways to offset the spend in that area. Additionally, the Victoria and Paddington Place-Shaping schemes, £1.624m and £1.539m respectively, had been paused to consider the current administrations objectives- Victoria is now expecting to proceed with the design phase of the new programme in Q4. Finally, Harrow Road reprofiling of £0.933m is due to the projects paused for the Good Growth Funding review which resulted in the construction programme reprofiling to 2023/24.
- **Main Fleet Replacement Programme** is reprofiling £5.761m from 2022/23 to 2023/24. There have been delays with securing lease agreement which has resulted in a delay in on-site infrastructure works. Therefore, spend is only being forecast on vehicles which become Westminster assets this financial year.
- **Electric Street Cleansing Vehicles City Wide** are reprofiling £4.000m from 2022/23 to 2023/24. Acquiring a suitable site has taken longer than anticipated, therefore infrastructure works cannot begin until a lease is finalised. Site infrastructure works and orders for vehicles will take place next financial year resulting in the forecasted reprofiling.
- **Temporary Accommodation Acquisitions** is reprofiling £4.000m from 2022/23 to 2023/24. This is due to challenges in securing suitable stock and is to be reprofiled to 2023/24. There is a drop in the number of available units on the market that are with the price range and that meet the energy efficiency rating of SAP B, and as such, numbers of units acquired are lower than originally anticipated. Regarding the out-of-borough acquisitions, this market pressure is being compounded by the fact that the conveyancing process on these units is taking longer than for those in-borough acquisitions. Therefore, 12 purchases will slip into 2023/24.
- **Enterprise** are reprofiling £3.955m from 2022/23 to 2023/24. This is as the priorities of the new administration are worked through delivery.

3.5. Details of the major income changes being put forward for approval to be re-profiled are provided in the following section:

- **Ceremonial Streetscape** is reprofiling £7.591m of funding from 2022/23 to 2023/24. Issues outside of the control of Westminster, such as access to land to commence works and specialised material availability due to general shortage in the construction industry, has resulted in re-profiling of this scheme.
- **Zero Emissions Street Cleansing Vehicles** is reprofiling £1.510m of funding from 2022/23 to 2023/24. This is because acquiring a new suitable site has taken longer than anticipated, therefore the reprofiled funding budget has been reprofiled to 2023/24 to match the reprofiled expenditure budget.
- **Grosvenor Square PR Scheme** is reprofiling £1.400m of funding from 2022/23 to 2023/24. The project rollout has been delayed, as a result of factors such as access to land and material availability. The project is now expected to incur the vast majority of spend from 2023/24 onwards.
- **Coroner’s Court Improvements** is reprofiling funding of £1.006m from 2022/23 to 2023/24. This is due to unforeseen issues (relating to the inability to suspend the use of a taxi rank and public conveniences located next to the improvement site) which have delayed construction.

4. HRA Capital Programme

4.1. The table below summarises the HRA outturn projection for 2022/23:

Table 4

HRA Capital Programme	2022/23 Budget £m	2022/23 P6 Forecast £m	Variance £m
Planned Maintenance	57.826	49.985	(7.841)
Development & Regeneration	125.823	126.689	0.866
HRA Other	18.153	17.103	(1.050)
Total Capital Expenditure	201.802	193.777	(8.025)

4.2. There is no slippage planned on the HRA Planned Maintenance programme and the variance on the HRA Other line represents a planned virement from the contingency to the Development & Regeneration programme (£1.050m) which will be processed in Period 7. Slippage is therefore only planned on the Development & Regeneration programme, totalling £0.184m as follows:

Table 5

HRA Capital Programme	Original 2022/23 Budget £m	Slippage £m	Underspend £m	Revised 2022/23 Budget £m
Planned Maintenance	57.826		(7.841)	49.985
Development & Regeneration	125.823	(0.184)		125.639
HRA Other	18.153			18.153
Total Capital Expenditure	201.802	(0.184)	(7.841)	193.777

4.3. The key drivers of the slippage adjustment within the HRA capital, programme can be summarised as follows:

- **Ebury** – positive slippage of £3.938m due to a higher number of acquisitions planned in 2022/23 offset by minor slippage on the delivery programme (including Phase 2)
- **Church Street Programme** – positive slippage of £2.275 due to a faster pace of acquisitions and higher spend planned on developing the Phase 2 scheme (with a revised scheme cashflow having been developed)
- **Lisson Arches** – slippage to later years of £1.743m due to an adjustment to the expected practical completion date
- **Churchill Gardens (Darwin House)** – slippage of £1.821m due to a revised cost plan for the scheme resulting in an altered delivery profile
- **Queens Park Court** – inflationary increases are affecting the scheme resulting in a delay to reassess the overall viability (driving slippage of £1.909m)
- **Paddington Green** – the scheme is currently under review with the bulk of the spend now expected to occur in 2024/25 (slippage of £1.537m)
- **Other Minor Variances** – net positive slippage of £0.613m across a number of schemes with minor individual variances

5. Financial Implications

5.1. Financial implications are set out as part of the main body of the report

6. Legal Implications

6.1. Legal implications will be considered on a scheme by scheme basis

7. Carbon Impact

7.1. None specifically associated with this report but each project in the capital programme will have to consider carbon impacts.

8. Equalities Impact

8.1. This will be considered on a scheme by scheme basis.

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

Jake Bacchus – jbacchus@westminster.gov.uk

BACKGROUND PAPERS

Appendix 1 – Project by Project analysis of GF re-profiling

Appendix 2 – Project by Project analysis of HRA re-profiling

Appendix 1 - General Fund Slippage in 2022/23

Project	Expenditure Slippage in 2022/23 (to)/from Future Years £000	Income Slippage in 2022/23 to/(from) Future Years £000
Finance and Resources	3,540	1,697
ACCESSIBILITY PROGRAMME - ACCESS & INCLU	(1,038)	-
BARNARD & FLOREY	(318)	118
BUSINESS INTELLIGENCE AND DATA ANALYTICS	(281)	-
CORONERS COURT IMPROVEMENTS	(1,273)	1,006
DIGITAL TRANSFORMATION	(931)	-
DYNAMICS DEVELOPMENT & APPLICATION PIS	(125)	-
END-USER COMPUTING REFRESH	(469)	-
Huguenot House Redevelopment	(493)	-
Improvements Investment Properties	(646)	-
IT INFORMATION SECURITY MANAGEMENT	(30)	-
IT Product Development	(2,000)	-
LANDLORD RESPONSIBILITIES	(2,500)	-
LANDMANN WAY UPGRADE	(610)	-
MEETING ROOMS REFURBISHMENT	(300)	-
MIN ENERGY EFFICIENCY STD (MEES)	(267)	-
PORCHESTER LEISURE CNTR & PADDINGTON LIB	(1,414)	-
PROPERTY INVESTMENT ACQUISITIONS	27,094	-
Queen Mother Sports Centre	(119)	-
QUEENS PARK FAMILY HUB	(1,150)	-
REACTIVE CAPITALISED MAINTENANCE WORKS	(1,229)	-
RESIDENTIAL BROADBAND CONNECTIONS	(930)	-
Schools Minor Works Projects	(403)	403
SEYMOUR LEISURE CENTRE	(2,869)	-
SEYMOUR LEISURE CENTRE NEW BUILD	1,642	-
SMART CITIES	(300)	-
Smart City - Clean Tech City Theme	(125)	-
Smart City - Empowering People	(425)	-
Smart City - Extraordinary Experiences	(90)	-
Smart City Operating System	(250)	-
Sports & Leisure - Leisure Review Maintenance	(989)	-

Project	Expenditure Slippage in 2022/23 (to)/from Future Years £000	Income Slippage in 2022/23 to/(from) Future Years £000
Sports & Leisure - Sayers Croft Maintenance	(90)	-
SPORTS&LEISUR-CONDITIONSURVEY&MA	(188)	-
SPORTS&LEISURE-SAYERS CROFT LOXWOOD HALL	(170)	170
STRATEGIC ACQUISITN-HUGUENOT HSE	(2,000)	-
TECHNOLOGY REFRESH & UPGRADES	(150)	-
TELEPHONY - PHASE 2 AND CONTACT CENTRE	(324)	-
TRESHAM CENTRE EXPANSION	(500)	-
WCC WEBSITE DEVELOPMENT & FORMS FUNCTION	(200)	-
Environment and City Management	(42,284)	16,160
ABELL AND CLELAND PUBLIC REALM	(667)	667
ACTIVWESTMINSTER PROJECT	(318)	-
Arundel Court	(673)	673
Cemeteries Infrastructure	(7)	-
CEREMONIAL STREETSCAPE	(5,171)	5,171
CONDUIT ST & ST GEORGE ST PUBLIC REALM	(300)	300
CONNAUGHT VILLAGE GREEN	(100)	100
COVENT GARDEN HVM	(450)	450
ELECTRIC ST CLEANSING VEHICLES CITY WIDE	(4,000)	-
Elizabeth St/Buckingham Palace	(493)	493
FOOD WASTE CONTAINERS	(441)	-
FUTURE CITY MANAGEMENT	200	-
GOLDEN JUBILEE FOOTBRIDGE IMPROVEMENTS	(796)	(750)
GROSVENOR SQUARE PR SCHEME	(1,400)	1,400
HIGHWAYS BUILDOUTS FOR TREES	(783)	-
LIGHTING-GAS VALVE SAFETY CONNEC	(1,000)	-
LONDON CYCLE HIRE – TFL	(542)	542
MAIN FLEET REPLACEMENT PROGRAMME	(5,761)	-
NEAT STREETS 2	(417)	-
PADDINGTON GREEN SCHOOL MUGA	(113)	-
PARKING - BUSINESS PROCESSING AND TECHNO	(1,250)	-
Parking Service - Emissions-Based Chargi	(40)	-
Parking Service - Full Replacement of On	(100)	-
Parking Service - Purchase of Traffic En	(400)	-

Project	Expenditure Slippage in 2022/23 (to)/from Future Years £000	Income Slippage in 2022/23 to/(from) Future Years £000
Parking Service - Review of Parking Zone	(250)	66
PARKS&OPEN SPACES INFRASTRUCTURE	(15)	-
PICCADILLY UNDERPASS	(1,000)	-
PLAYGROUNDS MINOR WORKS	50	-
PRINCES' STREET	(600)	600
PUBLIC CONVENIENCES RENOVATION PROGRAMME	(3,061)	-
Queensway ST scape Improve Phase	(687)	687
RECYCLING BIN INFRA - HOUSING ESTATES	(1,500)	-
RECYCLING CONTAINERS AND BINS	(114)	-
RECYCLING ON THE GO - LITTER & METALDUO	(1,000)	-
SACKVILLE STREET & VIGO STREET PR	(880)	880
ST JOHN'S WOOD HIGH STREET PUBLIC REALM	(800)	800
VEHICLE ACTIVATED SIGNS	-	-
VILLIERS STREET PUBLIC REALM	(1,233)	-
WATERLOO BRIDGE STREETScape	(1,458)	-
WELLINGTON HOTEL (P689)	(150)	150
WESBOURNE TERRACE PED SUB INFILL	(400)	-
WESTMINSTER CEREMONIAL STREETScape PH 2	(2,596)	2,420
WILBERFORCE MULTI USE GAME AREAS	(57)	1
ZERO EMISSIONS STREET CLEANSING VEHICLES	(1,510)	1,510
Growth, Planning and Housing	(48,248)	1,357
PADDINGTON NORTH BANK	(1,539)	-
291 HARROW ROAD	195	-
CHURCH ST REGENERATION HUB	(250)	-
Church St Site A - Partnership Investmen	(184)	-
CHURCH STREET ACQUISITIONS	1,903	-
Church Street Sites ABC Equity Loan	425	-
ECONOMIC RECOVERY - RETAIL/ARTISTS	(392)	-
ENTERPRISE	(3,955)	-
GREENING IMPROVEMENTS TO HALL PLACE	(754)	-
HARROW ROAD PLACE SHAPING SCHEME	(933)	733
Lisson Grove Programme	(264)	-
LISSEON GROVE PROGRAMME - GF ACQNS	88	-

Project	Expenditure Slippage in 2022/23 (to)/from Future Years £000	Income Slippage in 2022/23 to/(from) Future Years £000
LUXBOROUGH DEVELOPMENT	(2,372)	-
OPEN SPACES AND GREENER PLACES	(217)	-
OXFORD STREET DISTRICT	(20,449)	-
PIMLICO PLACE STRATEGY	(1,790)	-
SOHO AREA PUBLIC REALM IMPROVEME	(408)	-
TARGETED HSG PUR SCH OOB FOR VULNE HOUSE	(4,000)	-
THAMES RIVERFRONT	(299)	-
THE LODGE	(233)	624
VICTORIA PLACE PLAN	(1,624)	-
WEP - THE STRAND-ALDWYCH	(1,731)	-
Westminster Rough Sleeper IB Programme	(6,189)	-
Westminster Rough Sleeping OB Programme	(3,276)	-
Adult's Services	(20)	-
MOBILE WORKING	(20)	-
Children's Services	(1,165)	1,089
CARER'S EXTENSIONS FUNDING (LAC)	(20)	-
EDWARD WILSON ASD AND INTERNAL BLD RESTR	(298)	298
QUEEN ELIZABETH II ASD CLASS BUILD PROVI	(50)	50
SCHOOL DEVELOPMENT CAPITAL PROJECTS	(741)	741
SOCIAL CARE SYSTEM REPROCUREMENT	(56)	-
Grand Total	(88,177)	20,303

Appendix -HRA Slippage in 2022/23 from/to 2023/24

Project	HRA Slippage from 2022/23 to 2023/24
	£000
Housing Planned Maintenance	-
Housing Regeneration	(184)
Church Street Phase 2	1,350
Church Street Phase 2 Acquisitions	925
Lisson Arches	(1,743)
Luton Street	320
Parsons North	206
Cosway	(690)
Ashbridge	563
Ashmill Street	315
Carlton Dene	(184)
Brunel	(158)
Ebury	(429)
Ebury Acquisitions	4,983
Tollgate Gardens	94
Ebury Bridge Estate Renewal - Phase 2	(616)
Infills	(387)
Churchill Gardens	(1,821)
Queenspark Court	(1,909)
West End Gate	527
Kemp House/Berwick St	7
Paddington Green	(1,537)
Other Works	-
Grand Total	(184)

**Planned maintenance does not need
slippage as the budget is rolling budget**