



Meeting or Decision Maker:	Audit and Performance Committee
Date:	27 th November 2019
Classification:	General Release
Title:	Quarter 2 Performance Report
Key Decision:	Review and challenge officers on the contents of the report
Report of:	Julia Corkey, Executive Director of Policy, Performance and Communications

1. Executive Summary

The Quarterly performance report summarises the Council's performance at the end of the second quarter of the 2019/20 financial year. It captures how we are performing against the City for All priorities and includes progress towards achieving the deliverables and targets within departmental business plans.

2. Recommendations

- Committee notes the content of the report
- Committee indicate any issues that require further investigation
- Committee highlights any new or emerging risks that have not been captured

3. Reasons for Decision

To inform Members of how the City Council is delivering on its key objectives, hold Officers to account and steer improvement activity where necessary.

4. Background, including Policy Context

This report sets out how the City Council is delivering on the City for All vision.

Quarter 2 Performance Report – 2019/20

1. This quarter's headlines

The information presented below is by exception and highlights the top achievements and challenges at quarter two. This section draws on the data provided by service directorates detailed in appendix 1.

Performance achievements and opportunities

City of opportunity

Everyone should have the opportunity to build their lives, careers and families here.

- **The final phase of the Council's Flagship housing scheme at Dudley House in Paddington is now complete.** The scheme has delivered all of the planned 197 new affordable homes. It has also provided for a new school (Marylebone's Boys school), a new Church and a retail unit.
- **Work started in August to convert an underused car park into sixty new-builds just off the Edgware Road, providing new affordable homes.** The brand-new building will have 10 homes for social rent, 9 for intermediate rent and 41 private-sale homes. This milestone has been marked at a ground-breaking ceremony held with contractor Osborne to celebrate the first spade in the ground to dig the foundations of Parsons North. Proceeds from the sale of the private homes will be re-invested into other projects in Westminster, such as landscaping improvements in the local area and new affordable housing schemes across the city. It is expected the project will be completed by Spring 2021.
- **Work started in October to deliver 171 new homes on Luton Street, part of the Church Street Regeneration programme.** More than a third of the homes will be affordable and the project also includes a sports hall and community space. In total the development will include 109 homes for sale and 62 affordable homes. The completion date is expected to be in 2022.
- **Westminster's GCSE results for 2019 showed an improvement in all headline measures** compared to last year. On the Progress 8 measure, which takes account of value-added performance across 8 subjects (with English and Maths double weighted), results improved by 2% on 2018. On the Attainment 8 measure, which measures absolute performance also in 8 subjects, results were 7 points above national levels. A Level results for 2019 have also shown an improvement in grades A* to B compared to last year.
- Westminster Adult Education Service (WAES) provides study opportunities to the hardest to reach and those furthest from education and employment. **Recently available WAES results for 2018/19 show positive progress:**
 - Learners studying higher qualifications achieved a 95% success rate, a massive 19% improvement on the previous year.
 - Learners progressing to higher education or full-time employment for the 1,598 Westminster resident learners also increased to 74%, up 5% on the previous two years.
- At 2019-20 Q2, **72% of care leavers aged 19,20,21 were in education training or employment (EET).** Nationally, Westminster achieves a higher rate of Care Leavers aged 19-21 in EET when compared with the most recent England 2018 rate of 51%.

Excellent local services

Westminster has a national reputation for providing excellent local, value for money services. We will continue to drive improvements, working with our partners to make sure the city is safe, clean and well run.

- **Children’s Services in Westminster City Council have been given a clean sweep of outstanding ratings by Ofsted, the independent inspectorate.** The service, its teams and leadership were highly praised and described as ‘excellent’ by the assessors who looked at all aspects of child social work. In particular, Westminster City Council provides excellent services for vulnerable children resulting in long-term positive changes for children and families. Both Westminster and RBKC councils are the first local authorities in the country to sustain and improve upon their previous ‘outstanding’ rating.
- **In a joint operation with the Metropolitan Police and London Fire Brigade (LFB), Westminster City Council recently launched a dedicated ‘Autumn Nights’ campaign to keep residents safe during Halloween and Bonfire Night.** From the 18 October 2019 through to 5 November 2019, activity during the ‘Autumn Nights’ campaign included, visits to retailers checking they are aware of the restrictions around selling knives and fireworks. Conducting highly visible weapons sweeps in a number of sites. Increased numbers of police on patrol in the borough, including after-school patrols. Engagement by the council, police and LFB with schools, community groups and youth clubs. The council’s housing services team put up notices about firework safety, arranged temporary CCTV access for police, and caretakers monitored housing estates to tackle anti-social behaviour and clear potential fire hazards.
- Following a rise in reported hate crimes over the past year across the country including London, **Westminster City Council launched an independent commission to look at hate crime and how to tackle it in Westminster – the first for any local authority in England.** The Commission’s work will be to engage with individuals and organisations to gather evidence about hate crime in the city and offer clear guidance and recommendations to the council and others on how to address the issue.
- **A new multi-use exercise studio and community space at Paddington Recreation Ground has officially opened.** Following a 30 week build programme the project completed on time and budget to produce a brand new 132sqm community studio. Members of the public attended a reception on Monday 23rd September to launch the space, which will provide new opportunities for local residents to keep fit and hold community events, as well as benefiting the ground’s 1.3M existing visitors from the local and wider area.
- The RSPCA recently announced the winners of special PawPrint Awards for local authorities, housing providers and public service organisations who have gone above and beyond for animals over the last decade. **The City Council has received three gold awards recognising the good work done in relation to stray dogs, animal licensing and housing in the City.**

Caring and Fairer City

Caring and supporting the most vulnerable within our community is, and will always remain, our most important priority.

- **The City Council's [draft Homelessness Strategy 2019 to 2024](#) was published in July for public consultation.** It sets out how the Council plans to prevent and respond to those at risk of losing their home or made homeless in Westminster. The strategy includes a proposal for networks of community champions from resident, faith and community groups whose role will be to identify people who may be at risk of homelessness.
- **Westminster City Council and Everyone Active offered people living with dementia and their carers complimentary access to all its leisure centres** over the weekend Saturday 7 – Sunday 8 September. The opportunity was created in support of National Dementia Carers' Day (Sunday 8 September).
- **The Westminster on Wheels (WoW) bus has been established to provide a visible range of housing services to residents,** following the internalisation of CityWest Homes. To date, a total of 20 WoW events have been held across the city and more than 1,300 residents have visited. WoW has been positively received with high levels of satisfaction being achieved. For example, 94% were very happy or happy with the bus being on the estate and 96% found the bus accessible.
- **A Moving with Dignity Collaboration event was organised** to share and promote the use of technology, equipment as well as techniques required for single handed care already used by the Council. The day was attended by over 150 people from across the NHS, Care Providers and Adult Social Care front line staff. In total 90% of attendees stated they will implement what they learnt from the day into their practice.

Healthier and greener city

Children growing up and going to school in Westminster deserve a healthy start in life and clean air. We will work closely with partners, including the NHS, to encourage individuals and families to enjoy active and healthy lives, while we focus our resources on the support needed for the most vulnerable in our city.

- **Three housing estates in Westminster received the Green Flag Award** in recognition of their outstanding quality green spaces, which provide an oasis for residents in the heart of London. Lillington and Longmoore Gardens estate in Pimlico has been recognised by the Green Flag Award Scheme for the thirteenth year running, while Churchill Gardens (also in Pimlico) received the award for the seventh and Lisson Green in Marylebone for the fourth. They join other award-winning green spaces in Westminster which include the royal parks.
- **The council has recently been awarded the RHS Britain in Bloom 'City of the Year' award. The first time this has been achieved since 1990.** Additionally, the London in Bloom awards this year handed the Council 11 awards for parks, gardens and cemeteries across the city, including Park of the Year for Victoria Embankment Gardens. London in Bloom is designed to promote gardening, horticulture and biodiversity across the city and recognises the efforts individuals, businesses and community groups make to brighten up their local community through gardening and horticultural efforts.
- **In September the City Council declared a Climate Emergency – signalling the Council's intention council to become carbon neutral by 2030 and for the whole city to follow suit by 2040 – ten years ahead of Government targets.** Westminster attracts over one million visitors each day and produces more carbon emissions than the whole of Cardiff or Newcastle. The City Council is already leading the way with a number of environmental campaigns having introduced the first diesel surcharge, a school's clean air fund and more electric vehicle infrastructure than any other

London borough. Two years ago, the council launched the #DontBeldle campaign to cut engine idling at the kerbside which has over 14,000 supporters. Over the coming months the council will be introducing new campaigns aimed at encouraging residents and businesses, and visitors, to be cleaner and greener.

- **Two of Westminster's 26 tonne refuse collection vehicles that previously ran on diesel have been upcycled with new electric engines.** The vehicles are being tested across a range of different collection routes to verify their reliability and resilience. The use of electric power brings potential to substantially reduce carbon emissions and air and noise pollution, working towards delivery a greener City.
- **Plans to introduce a 20mph speed limit across Westminster have been put out to consultation to residents.** The proposals, which would apply to all roads across the city apart from TfL red routes and those in the Royal Parks, will help make Westminster safer for cyclists and pedestrians. The council has already introduced 20mph speed limits around 39 schools in Westminster following a successful trial and lower speed limits were supported by more than seven out of ten residents (73 per cent), who felt it would be safer to walk and cycle in their community. Following this, the council are now seeking public support for a borough wide 20mph limit.
- The Council, in partnership with Central London Clinical Commissioning Group and charity partners, will **introduce a multi-disciplinary team aimed at providing psychology, substance misuse and peer support for rough sleepers.** The Council was successful in securing a £385k grant from Public Health England to run the 1-year pilot scheme.

City that celebrates its communities

We are proud of Westminster's vibrant neighbourhoods and mixed communities. We want to make sure everybody has a stake in the city and can actively contribute to their community.

- The **Community Contribution Fund**, which gives Westminster residents living in high value properties the chance to make a greater contribution to their community, **has raised £900k to date with £200k of this now allocated to a range of projects across the borough.** £60,000 of this has been awarded to Riverside Care and Support to employ two ex-rough sleepers to become Westminster 'buddies' – helping people on the streets who may be distrustful of mainstream authority.
- **An exciting community collaboration between artists and Westminster residents, funded by the #MyWestminsterFund, was launched at special event at the Institute of International Visual Arts in the first week of October.** The artist Shepherd Manyika worked with members of the ETAT community charity (Encouragement Through Art and Talking) that support isolated, vulnerable and lonely people of all ages to produce an eight track extended play record of spoken word and rap tracks. Since its launch in 2018, the MyWestminsterFund has helped more than 60 local community organisations and is open to all voluntary, faith and community groups within Westminster.
- **A ceremony has held on 9th July where the winners of the #MyWestminster Community Awards were announced.** The awards celebrate community life across the borough by highlighting the important work carried out by volunteers, as well as the community action and acts of kindness that make Westminster a great place to live.
- Over 1 million revelers celebrated the annual Notting Hill Carnival during the August bank holiday weekend. **The Council supported organisers and partner borough Kensington and Chelsea by providing public toilets, managing street trading and removing rubbish from the carnival route each night.**
- The Council marked **Black History month** with a series of events culminating with Lord Mayor of Westminster and Chief Executive Stuart Love **hosting an evening of celebration**, featuring performances of poetry, spoken word, singing, rapping, dancing and African drumming.

Performance challenges

Key challenges and pressures

- Crime in Westminster continues to rise at a far greater (28%) rate than across the Metropolitan Police Service (6%). Whilst crime levels increase, detection levels continue to decline. Only 5.9% of crimes in Westminster were 'solved' over this review period. These increases have been coupled with the implementation of the Borough Command Unit (BCU) model in Westminster, which reduced the number of officers in Westminster by 200.
- Violence against the person offences have increased by 7% over the last year to June 2019 in Westminster and similarly across the Metropolitan Police Service (MPS) by 6%. Coupled with this increase is a fall in sanctioned detection rates from 14% a year ago to 11% in Westminster and similarly across the MPS. In Westminster 64% of all violence against the person offences are without injury. On average there are 29 violence against the person offences in Westminster a day compared with 27.5 a year ago.
- The increased demand in Looked after Children placements creates a resourcing and financial pressure for the Council. Without mitigation, this is likely to lead to overspend. The Pan London rota, a voluntary agreement between councils to share responsibility for safe care of unaccompanied migrants, continues to operate but there is limited spare capacity across London. Most authorities are now at their required quota (set by central government) of 0.07 unaccompanied asylum-seeking children (UASCs) per 10,000 population, limiting the Pan London transfer scheme to small numbers of transfers from Croydon. This means that the potential number of UASCs coming into the authorities (especially for Westminster) may increase dramatically in the coming financial years. The numbers of UASC arriving in Westminster are likely to remain the responsibility of the Council. Modelling, using trend analysis, highlights a net financial increase in Looked After Children due to numbers of UASC presenting of £0.650m per annum, reflecting an average increase of 49 children per annum cumulatively.
- There was an increase in the number of hotspot locations for rough sleepers' encampments across the City (where groups of 4 or more are sleeping together). Specifically, on our housing estates in the North and South of the City such as Lillington and Longmore Estate and Hallfield Estate. In July, we saw a 68% increase in the number of EEA nationals from the last count increasing from 132 to 232. Rough sleeping is harmful and dangerous, and long-term homeless is associated with a significantly lower average age of death. Additionally, evidence from the City Survey suggests anti-social behaviours often associated with the street population, such as begging, drug activity, street fouling and low-level intimidation, are a concern for our communities.
- Ongoing delays in the government publishing the Social Care Green Paper mean there is lack of clarity around mechanisms for ensuring the effective longer-term funding of adult social care. This has led to reliance on short term programmes and funding streams such as the Better Care Fund.
- The timetable for the local government finance settlement announcement is uncertain due to upcoming the general election. The settlement will affect Westminster City Councils funding over the next year and could lead to a change in service provision.
- The lack of consensus in parliament on the way forward for Brexit has created uncertainty for the economy of the City and the high number of EU nationals that currently work and reside in Westminster. The Brexit outcome could have a detrimental effect on equity valuations, global trade and future inflation levels. Without financial mitigation from the Treasury, there may be further pressures on local government funding impacting on finances available to deliver services.

- Westminster has one of the lowest immunisation rates in the country - 67.2% of children had the measles, mumps and rubella (MMR) vaccine compared with the London average of 77.8% and 87.2% nationally. One of the reasons for this trend is likely to be Westminster's particularly high population churn.

Key Performance Indicators that are off track

The performance indicators presented below are assessed as 'off track' to achieve ideal target levels at the end of quarter. Further detail can be found in appendix 1.

Q2 Target assessment definitions	Off track	Failing to achieve the minimum target level set by the council
	Projected to exceed target	Projected to exceed ideal target level set by the council
	Meeting target	On track to meet ideal target level set by the council
	Minimum standard met	Meeting the minimum target below ideal level set by the council

Key performance indicator	2018/19 position	2019/20 ideal target	Position at Q2	Target assessment
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Public Health

% of children who receive a 2-2.5-year development review	70%	80% by year end	65.9% (404/606)	Off Track
The appointment booking process is under review while the Pre-birth to five years transformation programme underway. The directorate are currently exploring alternative ways of delivery utilising the wider early years workforce and technology.				

City Management and Communities

To complete all high-risk food premises inspections (category A-B)	420	367	121	Off Track
Following high staff turnover in the first part of the year, new staff are now in post and a plan is in place to ensure the shortfall is made up in Q3, and Q4. Inspections are managed locally in area teams by food lead officers and monitored on a monthly basis by our Senior Leadership Team. Data integrity is regularly checked through new reports that have been set up. We are meeting with the Food Standards Agency regularly and they are satisfied that we are able to meet the statutory requirements for food.				

Growth, Planning and Housing

Satisfaction with Anti-Social Behaviour case handling	74%	74%	65%	Off Track
As reported in Quarter 1, staffing levels have been increasing and performance continues to improve (up from 63% in Quarter 1).				

2. Council's Risks

The section presents information taken from the council's corporate [risk registers](#).

Strategic Risks

The council fails to meet its safeguarding responsibilities for a child, young person or adult

There is a number of safety, reliability and quality assurance processes in place to keep children and adults safe. Independent scrutiny is provided by the Local Safeguarding Children's Board and the Safeguarding Adults Executive Board to ensure robust policies are in place, drive improvement in practice and support the implementation of lessons from case reviews. Staff are expected to attend safeguarding training as part of their induction and ongoing professional development. In the event of an incident there would be a co-ordinated and multi-agency response to ensure appropriate and timely action is taken. Additional measures are also in place to protect and safeguard individuals. Community development, communications and public engagement workstreams are established to prevent potential incidents. Learning outcomes are also discussed with the London Resilience Forum to feed future action plans.

A significant incident occurring in Westminster (e.g. weather event, fire, terror attack, etc.)

A number of plans are available to ensure business continuity and respond to major incidents. Weather reports are regularly monitored and there is joint working with the police and partners to take actions against potential terrorist threats. Similarly, the ongoing Counter Terrorism (CONTEST) programme ensures preparedness to respond to and recover from a terrorist attack. A 6 weekly CONTEST meeting is also chaired by the Chief Executive.

The impact of Brexit on Council services and communities across Westminster

The WCC Brexit Strategic Board through regular meetings with key stakeholders from each directorate is monitoring the potential impact on Council services and Westminster. The WCC Brexit Strategic Board has established a series of business continuity plans and contingencies in order to provide assurance and minimise any potential disruption. There is also an ongoing work with partners such as London Resilience Forum, Ministry of Housing, Communities and Local Government (MHCLG) and London Councils to provide joint solutions against the outcomes of Brexit.

Loss of IT systems or data

IT teams continue to focus on improving system availability and reducing the risk of data loss. In the second quarter, core Council systems were stable with no significant outages experienced. Our cybersecurity improvement works continue to strengthen technical controls and a focussed staff awareness campaign including further promotion of mandatory training will commence during Q3. The approach to corporate FOI/Data Protection processes has been strengthened to further reduce the risk of data breach.

Financial pressures resulting in an inability to fund services for resident, businesses and visitors

A series of measures have been established in order mitigate various external financial influences, such as the delay of publishing the Social Care Green Paper by the Government or fragility of the Care market. A protocol is in place to set out key roles and responsibilities and give guidance to officers in order to provide a means of continuing business functions and ensure the wellbeing of residents in the event of a disruption. Saving plans and improvement activity are also in place to increase the efficiency of services, ensuring most effective utilisation of the budget available.

Failure of a major contract resulting in the council being unable to provide services or meet its health and safety obligations

Business continuity plans are currently in place for all high value/high risk contracts. Enhanced procurement and due diligence processes are also in place prior to appointment and contractors are regularly monitored to ensure contracts do not fail. A new procurement framework has been also developed to introduce improvements to the current operating model and how procurement and contract management activities are governed, delivered and organised.

Top Departmental Risks

Risk Description & Impact	Risk Assessment	Current & Future Controls
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New departmental risks identified in Quarter 2

<p>CMC: The risk of abuse and violence against staff working in public facing roles could have a critical impact on customer and staff safety, risk to Council property and reputation.</p>	Likelihood of occurring: VERY HIGH	<p>There are numerous controls in place such as refreshed training for staff, continued monitoring, violence and aggression risk assessments, and strengthening relations with local and community police.</p> <p>The risk is monitored by the quarterly City Management and Communities Health and Safety committee. Local measures are also in place to minimise this risk.</p>
	Impact if risk materialises: CRITICAL	
	Risk score out of 25: 20	

<p>Adults & Public Health: Health protection incidents could have a direct impact on the wellbeing of residents and visitors.</p>	Likelihood of occurring: HIGH	<p>Public Health have developed a Health Protection Protocol and supporting awareness raising sessions to ensure staff are equipped to respond in the event of an incident. Seasonal campaigns, and targeted communications based on identified need, form part of our local planning.</p>
	Impact if risk materialises: CRITICAL	
	Risk score out of 25: 16	

Movements in the assessment of risks since the last quarter

<p>Risk likelihood increased from “significant” to “high” changing the total risk score to 16 (from 12 in Quarter 1).</p>		
<p>CMC: The reduction of policing resources following the Basic Command Unit (BCU) merger could reduce the policing support and responsiveness in Westminster particularly given the high volume of crime associated with the West End and Evening and Night Time Economy.</p>	Direction of travel: ↑ (Increased)	<p>Ongoing discussions with MPS over current concerns. Strategic assessment completed detailing increases in crime and will be raised at the Safer Westminster Partnership Meeting in November. A letter has been sent to the Policing Minister by the Leader, requesting an urgent allocation of additional officers back into Westminster.</p>
	Likelihood of occurring: HIGH	
	Impact if risk materialises: CRITICAL	
	Risk score out of 25: 16	

<p>Risk likelihood reduced from “very high” to “high” – Risk impact also reduced from “critical” to “significant” changing the total risk score to 12 (from 20 in Quarter 1).</p>		
<p>Adults: Financial Pressures and increased demand in Adult Social Care could has an impact on service costs could lead to potential overspends and inability to meet savings targets.</p>	Direction of travel: ↓ (Decreased)	<p>Robust financial management ensures savings plans, improvement activity and effective utilisation of the budget is in place.</p>
	Likelihood of occurring: HIGH	
	Impact if risk materialises: SIGNIFICANT	
	Risk score out of 25: 12	

Risk Description & Impact	Risk Assessment	Current & Future Controls
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Standing Risks - no changes since the last quarter

<p>Children’s: Schools with a reduced number of pupils are at risk of developing budget deficits. This can have a financial and reputational impact for the council.</p>	<p>Direction of travel: → (No change)</p>	<p>The number of schools with deficits increased by 3 in 2018/19 to 11 out of 40 schools in Westminster. All of the eleven schools with deficits are RAG rated as red to highlight the urgent need for a sustainable position to be maintained in order to return to a balanced budget position. Collectively, these schools had an aggregate deficit of £1.128m at 31st March 2019. Five of the eleven schools have licensed deficit recovery plans in place or a plan in progress and the remaining six committed at budget setting in May to clearing their deficits in-year.</p>
	<p>Likelihood of occurring: HIGH</p>	<p>The Westminster Schools’ Forum, which includes Academy representatives, decided on the school budget allocation formula for 2019/20 with the aim of keeping per pupil reductions to a minimum. An action plan timetable also agreed for schools in deficit and those at risk of going into deficit.</p>
	<p>Impact if risk materialises: CRITICAL</p>	<p>Each of the five schools with a plan expects to be running at a deficit for the next three years - in line with the maximum period permitted by the DfE, and in some cases plans may need to be revisited at the end of 2019/20 – as is likely to be the case with St Luke’s and Westminster Cathedral.</p>
	<p>Risk score out of 25 16</p>	<p>Monthly reporting is now a compulsory requirement for schools with plans and schools managing their deficits in-year have, as of the beginning of this term, been asked to report monthly also from September 2019.</p>

<p>Finance: Some economists suggest that the Brexit outcome could have a detrimental effect on equity valuations, global trade and future inflation levels. This could take upwards of five years to recover from. Inflation accounting for all reserves and the MTP would affect all sources of funding due to an increase in prices this may not be met by an increase in funding.</p>	<p>Direction of travel: → (No change)</p>	<p>On 23 October 2019, the Pension Fund Committee approved a switch from UK Equities to Global Equities. This will assist in cushioning the effect of any shock arising from the UK’s departure from the EU within a specific UK sub-fund. Residential housing will be considered as a possible asset category at the next committee meeting.</p>
	<p>Likelihood of occurring: HIGH</p>	<p></p>
	<p>Impact if risk materialises: CRITICAL</p>	<p></p>
	<p>Risk score out of 25 16</p>	<p></p>

Appendix 1

Appendix 1 - Performance by service directorate

Introduction:

The information presented below is by exception and has been provided by service directorates. Each directorate section below features:

- i) a narrative account of performance covering significant achievements and challenges
- ii) a set of KPIs for each department
- iii) a comprehensive tracker of the City for All commitments

ELT Directorate sections:

1.1	Adult Social Care and Public Health	Page 11
1.2	Children's Services	Page 18
1.3	City Management and Communities	Page 26
1.4	Growth, Planning and Housing	Page 36
1.5	People Services	Page 45
1.6	Legal Services	Page 47
1.7	Finance & Resources	Page 49
1.8	Policy, Performance and Communications	Page 54

1.1 Adult Social Care and Public Health

Achievements

Shisha harm reduction programme

Outputs delivered

In partnership with licensing and policy colleagues, we are working with local authorities from across England as well as the Local Government Association in forming a coalition to deliver a Public Health campaign focusing on the health harms of smoking shisha. In addition to the Public Health campaign element, we are supporting policy colleagues on a lobbying campaign. The aim of the lobbying campaign is to alert the government to the amenity challenges created by shisha establishments in localities across England in the absence of effective regulations. We will be working with a number of English LAs and the LGA to send a consistent and clear message to the government and make the case for improved regulations such as licensing. This is to ensure that businesses offering shisha do it safely, legally and with minimal nuisance.

Outcomes achieved

A local authority roundtable made up of officers working on shisha took place in Birmingham on 9th September. At the event there was agreement on continuing to work together as well as the next steps on the Public Health and lobbying campaigns. In addition to this a bi-borough shisha steering group has been formed and will oversee this work, with the use of task and finish groups as required.

Moving with Dignity Collaboration Day

People who need to be hoisted or cared-for in bed have usually required a double-staffed care package. In the last few years, innovations in moving and handling practice mean that with the use of technology, equipment and training a single carer can provide care safely on their own.

Outputs delivered

A Moving with Dignity Collaboration event was organised to share and promote the use of technology, equipment as well as techniques required for single handed care already used by the Council. The day was attended by over 150 people from across the NHS, Care Providers and Adult Social Care staff front line staff. In total 90% of attendees have stated that will implement what they learnt from the day into their practice.

Outcomes delivered

The event provided attendees with an understanding of single-handed care and better insight into the barriers of single-handed care provision, and how to overcome them. It resulted in a better understanding of the ethos of Moving with Dignity as well as an improved awareness of the possibilities of single-handed care.

Immunisation analysis and partnership workshops

Westminster has one of the lowest immunisation rates in the country for childhood immunisations - 67.2% of children had the measles, mumps and rubella (MMR) vaccine compared with the London average of 77.8% and 87.2% nationally. One of the reasons for this trend is likely to be Westminster's particularly high population churn. To help address this issue and fulfil its assurance function, Public Health has held a series of partnership workshops and presentations to identify the reasons behind the low uptake and to identify potential actions to improve immunisation rates.

Outputs delivered

- NHS England to present at October Scrutiny to provide overview and update on remedial plans
- Immunisations communication plan developed by Public Health and WCC comms.
- Public Health have developed a data tool to display variation in immunisation uptake by GP practice, which will allow GPs, PCNs and CCGs to explore the reasons for variance and use the tool to share best practice between surgeries.
- Public Health have analysed GP SystemOne data to identify factors associated with low MMR uptake in the borough. This will be used to identify families at risk of being unimmunised and will allow targeted interventions.
- Following a local outbreak of measles, a letter signed by the Director of Public Health was sent by GP practices to parents of all children un-immunised or partially immunised against MMR, urging them to take action.

Outcomes achieved

The results of the partnership workshops, presentations and data analysis will be synthesised into an action plan. Implementation will be overseen by a newly established Immunisations steering group, which will allow Public Health to deliver its quality assurance function by monitoring the progress of interventions and the subsequent effect on immunisation uptake rates. Public Health will be monitoring rates over the coming quarters to identify progress with NHS England due to present an update at the April Health and Wellbeing Board.

Risks and issues:

Garside Nursing Home

The Council received details of a whistleblowing complaint on the morning of the 22 October regarding Garside Nursing Home. The Council immediately mobilised a multi-agency meeting with representatives from the Metropolitan Police, the Central London Clinical Commissioning Group – the CCG – and the Council. With the addition of the CQC, this partnership has met every working day since these concerns have been raised.

Impacts and consequences

Potential impact on residents' safety or quality of care provision.

Mitigation and progress

- Since the allegations were received, 5 named Sanctuary Care members of staff were suspended;
- The Council installed a step-in team on 24th October to provide additional support and assurance to patients and residents to oversee practice and intervene where necessary to protect residents' safety. This team has meant there has been a Council presence at the home every day since this incident arose;
- To date, Cllr Acton, together with senior council officers have held three drop-in sessions for relatives and residents at the home to inform them about the allegations.
- CQC completed an unannounced inspection at the home starting 5th November and are currently writing up their findings.
- The arrangements at Garside are governed under the SHSOP contract, which was let in 2015. Through this arrangement the Council is the lead commissioner for nursing and residential care, including a community ward. The Council has been working in partnership with the CCG to disaggregate commissioning in a number of areas ranging from learning disabilities to the Better Care Fund over the previous year following a joint agreement with CLCCG to review all jointly commissioned arrangements in November 2018.

- Garside House is a Continuing Health Care Nursing Home and patients are placed and admitted to this home by Central London CCG, who are responsible for overseeing their health and care. It has therefore been critical that we act in partnership with health in ensuring that patients at Garside House are appropriately cared for both from a clinical and safeguarding perspective.

Delay to Social Care Green Paper

Ongoing delays in the government publishing the Social Care Green Paper, increasing reliance on short term funding mechanisms.

Impacts and consequences

There is lack of clarity around mechanisms for ensuring the effective longer-term funding of adult social care, with several existing funding streams (e.g. Better Care Fund) having short term programmes rather than providing clarity promised by the government.

Mitigation and progress

Savings plans, and improvement activity is in place to increase the efficiency of services, ensuring most effective utilisation of the budget available. The government has stated it will bring forward proposals in due course for Social Care but has not specified a timescale. The Green Paper and its recommendations will be impacted by the upcoming General Election.

Fragility of the Care Market

Pressures on the local care market including staffing, training and development and financial pressures are resulting in the local markets being “fragile”.

Impacts and consequences

Inability to provide services to the number of clients requiring care or support. Impact on the quality of care provision.

Mitigation and progress

- Identified and prioritised business critical contracts and services to enable us to focus on their ongoing sustainability. These contracts are primarily statutory and those where services must be provided within 24 / 48 hours in the event of a failure – e.g. residential and nursing homes and home care.
- Established protocol in place that sets out the key roles and responsibilities and gives guidance to officers to provide a means of continuing business functions and ensuring the wellbeing of residents, in the event of disruption or failure of a provider due to a variety of reasons, whether planned or unplanned.
- Provider market failure is taken on a case by case basis. Last home care provider market failure resulted in all customers being transferred to one of our patch providers at no extra cost other than staff time.
- The Quality Team is working with local providers across Westminster and Kensington and Chelsea to focus on improving the quality of care provision.
- Working with all providers that require improvement in order for them to obtain a Care Quality Commission (CQC) rating of “Good” as a basic minimum standard.
- Utilisation of the improved Better Care Fund (iBCF) grant funding to support the local care market.
- Working with the West London Alliance (WLA), placement data has given a vital data source to compare prices paid by all London boroughs for all residential and nursing placements commissioned in London boroughs.
- A 3% uplift to the market was awarded in 2019/20 in recognition of the legitimate cost pressures being experienced the sector and to support its ongoing sustainability.

- Credit and finance checks are carried out routinely on key strategic providers – care homes, homecare so that officers are appraised of their current financial standing.

Health Protection (Pandemic Flu)

There is a risk of a Flu Pandemic which will impact residents, visitors and workers.

Impacts and consequences

Impact would include increased morbidity and mortality of residents, visitors and workers and will impact on business continuity and the local economy. Unimmunised vulnerable groups are particularly susceptible to greater impact. Which cohorts are most vulnerable would depend on both the bug/strain type and the strike rate.

Mitigation and progress

Mitigation includes:

- Public Health have developed a Health Protection Protocol and will be reviewing the Pandemic Flu Plan to ensure a robust plan is in place.
- A planned review of the Pandemic Flu Plan through the Borough Resilience Forum.
- Health protection/ immunisation campaigns, including supporting residents to receive key vaccines, running clinics at university freshers fairs and promotion through a variety of other on and offline channels.
- Communications campaigns to encourage uptake of flu immunisation in eligible groups (e.g. immunocompromised, pregnant women, young children) and staff.
- Ensure WCC front line staff are aware of key flu messages and disseminate uptake messages to vulnerable groups.

Key Performance Indicators

The table below presents the latest cumulative outturns available at the end of Q2 (April 2019 – September 2019) unless indicated.

Target range definitions	Minimum Ideal Aspirational	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity The level at which the service is improving beyond current capability	Q2 Target assessment definitions	Off track Failing to achieve the minimum target level Projected to exceed target Projected to exceed ideal target level Meeting target On track to meet ideal target level Minimum standard met Meeting the minimum target below ideal level
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Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	Ideal	Aspirational			

Adult Social Care

1. Total number of new permanent admissions to residential/nursing care of people aged 65 years and over	98	105	→	95	→	85	30	Meeting target	Benchmarking: In 2017/18, the number of admissions per 100,000 was 315.2, below the average for all London boroughs.
2. Delayed transfers of care, acute days attributed to social care (cumulative)	848	1,213	→	1,103	→	1,047	410 (As at July 2019)	Meeting target	
3. % of carers (caring for an adult) who have received an assessment of review of their needs	90.6%	80%	→	90%	→	95%	52% (435/906)	Projected to exceed target	Insight: The data shown in the numerator is cumulative 52% of performance has been achieved in the first two quarters which is well above the expected position for the year to date.
4. % of service users receiving an assessment/review	85.8%	80%	→	90%	→	95%	51% (1,272/2,501)	Meeting target	

Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			

Public Health – data reported a quarter in arrears. Q1 data reported below.

5. % of children who receive a 2-2.5-year development review	70%	75%	→ 80%	→ 85%	65.9% (404/613)	Off track	
<ul style="list-style-type: none"> • Service commentary: This data covers Q1 only. The appointment booking process is being reviewed to ensure all children are sent an appointment for their development review. We are currently undergoing a programme of redesign work which will determine our future commissioning model for this area. We are looking to pilot an alternative delivery of the 2.5 year development reviews. The outcomes from this pilot will inform the future model and impact on performance. The service redesign work with Transformation colleagues combined with the Early intervention Foundation Academy should provide opportunities to deliver this development review using experience from 5 other local authorities. • Mitigation: Appointment booking process under review <ul style="list-style-type: none"> ○ Pre-birth to five years transformation programme underway ○ Currently exploring alternative ways of delivery utilising the wider early years workforce and technology. • Timeframe for improvement: Outcomes of pilot will determine the timeframe for improvement. Pilots due to end Summer 2020. 							
6. % of alcohol misusers in treatment, who successfully completed treatment and did not re-present within 6 months	36.96%		→ 35%	→ 40%	37.80% (185/490)	Meeting target	
7. Community Champions - Number of residents reached through activity	16,962	10,000	→ 12,000	→ 14,000	3,984	Projected to exceed target	Insight: On track to exceed annual target. The target is not fixed into any contracts but rather an aspirational level the service aims to achieve.
8. % of opiate misusers in treatment, who successfully completed treatment and did not re-present within 6 months	7.09%	Mid Percentile	→ 7%	→ 7.37%	7.20% (40/559)	Meeting target	Benchmarking: Latest published figures available for Q1, these show Westminster as being in top Quartile for their comparator group
9. Stop Smoking Services – number of 4 week quits	1,020	820	→ 920	→ 1,020	258	Projected to exceed target	Insight: Annual Stop Smoking figures have been published, putting Westminster as Second top performer nationally.
10. Total Sexual Health Screens Undertaken through E-services	5,862	8,000	→ 9,000	→ 10,000	3,820	Projected to exceed target	
11. Screening Positivity rate (% screens resulting in diagnosis)	1.93%	5%	→ 4%	→ 3%	2.62% (343/13,067)	Projected to exceed target	Targets are monitoring levels. A high percentage of positive screenings could signal incorrect referrals to the service.

City for All Tracker

The table below provides a progress update at quarter 2 on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering.

City for all Pledge	Delivery Status	Progress update
Caring and fairer city		
We will be opening a new 84-bed home to provide specialist care for people living with dementia as part of a wider dementia strategy to support those and their families living with this difficult illness.	On track	<ul style="list-style-type: none"> Physical completion of the works at Beechcroft continues and is scheduled for March / April 2020, so ready for occupation after commissioning and registration scheduled for July 2020, which is when the moves from Carlton Dene & Westmead will begin.
Healthier and greener city		
We will launch a new healthier schools programme, bringing together action on air quality, oral health and obesity to make sure the 42,600 children who live, learn and grow up here get the best start in life.	Completed	<ul style="list-style-type: none"> The new Healthy Schools contract, provided through the health education partnership (HEP), has shown a positive promotion of a whole system approach to health and wellbeing across our schools. The service is aligned with the Healthy Schools London programme and has been identified as an example of good practice. The new Bi-borough Change4Life programme is an integral part of the whole system approach to the health and wellbeing of our local children and young people. This programme includes the procurement of a new healthy families and healthy communities service model.

1.2 Children's Services

Achievements

Children's Services rated 'Outstanding' by Ofsted

Westminster, Kensington & Chelsea and Hammersmith & Fulham all received notification that they were to be inspected between 2nd September and 13th September. While all three boroughs were inspected as separate sovereign authorities, due to the shared services: Multi Agency Safeguarding Hub, Emergency Duty Team and Fostering & Adoption Service, this was coordinated by OFSTED to take place concurrently.

Outputs delivered

The inspection while challenging, went extremely well and provided an opportunity to show our many strengths and for our workforce to shine. The council was able to give inspectors all the information required to inform their judgements and arrange an extensive programme of inspection visits to social work teams, key partners and interviews with the Council's leadership. The reports for Kensington and Chelsea and Hammersmith and Fulham will be published at the same time.

Outcomes achieved

The service, its teams and leadership were highly praised and described as 'excellent' by the assessors who looked at all aspects of child social work. In particular, Westminster City Council provides excellent services for vulnerable children resulting in long-term positive changes for children and families.

Ofsted judged Westminster's Children's Services to be outstanding for the impact of leaders on social work practice; the experiences and progress of children who need help and protection; the experiences and progress of children in care and care leavers and for the service's overall effectiveness. Both Westminster City Council and RBKC are the first local authorities in the country to sustain and improve upon their previous 'outstanding' rating.

Ofsted concluded that excellent services for vulnerable children in the city result in positive enduring change for children and families. They praised highly skilled, experienced social workers and other frontline practitioners who provide sensitive and innovative child-centred interventions.

Early Help services are described as exemplary with highly skilled assistance for children at risk and Ofsted noted that children who do come into care are provided with highly dedicated care and support. Inspectors observed that Leaders are tireless and curious in their approach to practice.

A full copy of the report can be found on the Ofsted website [here](#).

GCSE and A Level results continue to be well above national averages

Outputs delivered

Westminster's **GCSE results** for 2019 have shown an improvement in all the headline measures compared to last year and **A Level results** for 2019 have shown an improvement in grades A* to B compared to last year.

When compared to the provisional 2019 National GCSE results they are significantly above; +0.5 for Progress 8 (P8), almost 7 points for Attainment 8 (A8) and at least 10 percentage points above for every pass grade 4-9/5-9 measure. Westminster is top in inner London for Progress 8.

Table below compares Westminster's A level results to the provisional National results for 2019. For each grade grouping, Westminster is performing above the national averages.

National Comparison Chart for Westminster A Levels

	Westminster Results	Provisional National Results
	2019	2019
A*	10%	8%
A*-A	33%	25%
A*-B	62%	51%
A*-C	83%	75%
A*-D	94%	91%
A*-E	99%	97%

For **Key Stage 2**, 71% of children in Westminster Primary Schools achieved the expected standard in reading, writing and mathematics which is significantly above the national average of 65% for 2019.

Outcomes delivered

GCSE results from 2019 for Westminster

School	Measure (DfE preferred)			
	Attainment 8	Progress 8	5-9 (equivalent to A*- C) in English & maths	English Baccalaureate Average point score per pupil
Ark King Solomon Academy	58.1	0.97	56%	5.62
Harris Academy St John's Wood	54.2	0.73	51%	4.75
Paddington Academy	54.6	0.95	56%	5.29
Pimlico Academy	53.0	0.56	50%	4.89
St Augustine's High	49.7	0.16	52%	4.20
St George's Catholic School	50.8	0.47	42%	4.38
The Grey Coat Hospital	63.8	0.76	73%	6.00
The St Marylebone CE School	62.1	0.81	66%	5.52
Westminster Academy	51.7	0.35	55%	4.78
Westminster City School	48.3	-0.07	41%	4.15
Marylebone Boys' School	49.6	-0.20	57%	4.71
Sir Simon Milton UTC	40.4	-0.62	30%	3.76
Westminster	53.3	0.48	53%	4.84
NATIONAL	46.7	0.00	43%	4.08

A Level results from 2019 for Westminster

School	Measure (all proportion of grades awarded)			
	A*	A* to A	A* to B	A* to C
Grey Coat Hospital	12%	34%	63%	84%
Kings Solomon Academy	1%	27%	53%	79%
Paddington Academy	8%	29%	66%	90%
Pimlico Academy	3%	25%	63%	85%
Harris St John's Wood	2%	15%	52%	81%
The St Marylebone School	12%	38%	70%	90%
Westminster Academy - IB	7%	30%	64%	89%
Westminster City	1%	14%	30%	55%
St George's	4%	18%	43%	73%
St Augustine's High	7%	20%	41%	69%
Sir Simon Milton UTC			7%	36%
Harris Academy Sixth Form	18%	48%	75%	91%
Westminster	10%	33%	62%	83%
NATIONAL	8%	25%	51%	76%

Publication of guidance for Parents/Carers if they have concerns about knife crime/gang affiliation

The Serious Youth Violence Task Group has led on producing a guide for parents and carers about serious youth violence, knife violence and gangs. The guide has now been printed and is being circulated to parenting groups, libraries, GPs, youth clubs, Family Hubs and voluntary sector groups, with plans to circulate the electronic version more widely, for example, to schools.

Outputs delivered

The guide provides a glossary of facts, practical advice to look for signs of a child's involvement, as well as tips on how to speak to a child about these issues and how they can seek further help or support. It outlines in plain English the laws around carrying a knife and offensive weapons, why young people might carry weapons and why they might join gangs. It provides a summary of what is meant by 'County Lines' and 'Grooming' two terms often used in the media.

Outcomes achieved

The guide has received very positive feedback so far and a further print run will take place. The booklet is now being translated into a number of languages and translated versions will be available electronically. We hope that parents and carers will be better informed about risks to children and young people and better equipped with accurate information to positively influence young people's choices. A copy of the leaflet can be found here: <https://www.westminster.gov.uk/gangs-your-choice>

Risks and issues:

If serious harm comes to a child or young person to whom we have a duty of care for

Impacts and consequences

The death of a child has significant and widespread emotional and lifechanging impact on all those connected to the child. In addition, there is also an impact for the local authority including potential reputational impact if the local authority and/or partner agencies were in any way at fault or seen to be at fault.

Mitigation and progress

For children or young people to whom we have a duty of care there are safety, reliability and quality assurance processes in place to keep children safe. How we recruit and train our staff and continuously improve work including through Practice Week and focused audits of work with children all supports safe practice. Activities are monitored by the Local Safeguarding Children's Partnership to ensure lessons are learnt from case reviews and staff are expected and encouraged to attend safeguarding and other relevant training. In the event of harm or a child death there would be a co-ordinated response (including corporate teams) and working with other agencies to ensure appropriate action is taken.

An increase in Serious Youth Violence in North Westminster

Youth violence statistics relate to the victim of a crime who is aged 19 or less. Across the Metropolitan Police Service offences increased by 1% compared to the previous year, compared with a 58.4% increase in WCC (792 in Sept 18 – Aug 19, 500 in Sept 17 – Aug 18.) Westminster accounts for 9.6% of all youth violence victims in London. Currently, as a daily average, there are 2.1 victims of youth violence in Westminster compared with 1.4 a year ago. It should be noted that the figures are likely to be significantly impacted by offences in the West End which make up the majority of violent crime in Westminster.

In the last year **knife crime** has increased by 48% in Westminster compared with a 1% decrease across the Metropolitan Police Service (MPS). 18% of all knife crime in Westminster was with injury compared with 27% across the MPS. There were 197 knife with injury victims over the last year in Westminster, 85 were aged 1 – 24. The vast majority (84) were not linked to domestic abuse. 29% of knife offences were knife possession in Westminster compared with 36% across the MPS.

Impacts and consequences

The death of a child has significant and widespread emotional and lifechanging impact on all those connected to the child. In addition, there is also an impact for the local authority including potential reputational impact if the local authority and/or partner agencies were in any way at fault or seen to be at fault.

Mitigation and progress

- A criteria for referral to the Council's targeted Early Help service is that young people are victims of crime or are those directly involved in antisocial behaviour and youth crime.
- An early help inclusion pilot is focusing on preventing exclusions which are seen as a strong precursor to gang involvement/ recruitment. The pilot has 3 parts: trauma informed training, using the ARC (attachment, regulation, competency) framework, an intensive family intervention and the offer of mentoring. The trauma informed approach ensures that all involved are viewing behaviour through the same lens. It is an approach that understands that the cause of behaviour may be trauma and that children who are traumatised will need a different response than sanctions. It is an approach that is compassionate and includes rather than excludes.
- As a pilot, an Early Help Family Practitioner is now co-located in Marylebone Boys and Beachcroft Academy (each 2 days a week).

- The development of three local family hubs for families to access early support, with three youth hubs as an integral part, will deliver more joined up support and a greater variety of activities to encourage positive engagement by young people.
- Recent publication of guidance for Parents/Carers if they have concerns about knife crime/gang affiliation.

An increase in Look after Children

If Looked after Children numbers start to rise, due to an increase in Unaccompanied Asylum Seekers (UASC) there will be an increasing demand for placements. The number of UASCs has increased from 89 to 96 between Quarter 1 and Quarter 2 of 2019.

Impacts and consequences

The increased demand in Looked after Children placements creates a resourcing and financial pressure for the Council. Without mitigation, this is likely to lead to overspend. The Pan London rota, a voluntary agreement between councils to share responsibility for safe care of unaccompanied migrants, continues to operate but there is limited spare capacity across London. Most authorities are now at their required quota (set by central government) of 0.07 unaccompanied asylum-seeking children (UASCs) per 10,000 population, limiting the Pan London transfer scheme to small numbers of transfers from Croydon. This means that the potential number of UASCs coming into the authorities (especially for Westminster) may increase dramatically in the coming financial years. The numbers of UASC arriving in Westminster are likely to remain the responsibility of the Council. Modelling, using trend analysis, highlights a net financial increase in Looked After Children due to numbers of UASC presenting of £0.650m per annum, reflecting an average increase of 49 children per annum cumulatively.

Mitigation and progress

Regular review and monitoring of current placement costs including a breakdown of how these costs are made up. We will be implementing a new Placement Strategy in 2019/20 as part of a wider transformation review of Looked After Children Placements. A Looked after Children tracker and financial placement models are in place to monitor numbers, need and cost.

The spending review announced an increase in the daily rate for those UASC who are under 18 years of age, but there has been no shift in respect of former UASC who are now care leavers and remain the responsibility of the local authority where they initially presented. This increase is helping reduce the financial demands on the service. A paper is due to be presented for a capital 'invest to save' bid to acquire new accommodation to satisfy the demand for UASC placements.

Along with other local authorities we have continued to lobby government in light of the lack of success of the National Transfer Scheme in relieving pressure on local authorities with high numbers of spontaneous arrivals, however there are no current planned legislative changes. Local authority regions are collectively working on a proposal for a national rota however this is still in the developments stage and it remains unclear whether all authorities would voluntarily commit to this.

Key Performance Indicators

The table below presents the latest cumulative outturns available at the end of Q2 (April 2019 – September 2019) unless indicated.

Target range definitions	Minimum	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity	2019/20 target ranges			Q2 Target assessment definitions	Off track	Failing to achieve the minimum target level	
	Ideal		Minimum	Ideal	Aspirational		Projected to exceed target	Projected to exceed ideal target level	
Aspirational		The level at which the service is improving beyond current capability				Meeting target	On track to meet ideal target level		
						Minimum standard met	Meeting the minimum target below ideal level		
Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight		
		Minimum	→	Ideal	→	Aspirational			
1. % of Westminster schools judged to be outstanding by Ofsted	34% (20/59)	27%	→	32%	→	37%	34% (20 of 59)	Meeting target	Insight: Please note that there may be potential risk as many of our outstanding schools have not had an Ofsted inspection in more than six years (c.f. The Grey Coat Hospital School, Ofsted Inspection 2009)
2. % of Westminster's pupils who achieve 9 - 4 (A*-C) in English & mathematics	74% (2018 year)	74%	→	76%	→	78%	75%	Meeting target	Insight: Provisional results for 2019 represent an increase to 75% from 74% in 2018. Performance remains above the 2018 National rate of 59% and Inner London rate of 66%.
3. To promote independence of young people by offering Independent Travel Training	2	2	→	3	→	4	NA	NA	
									<ul style="list-style-type: none"> Mitigation: Recruitment for two Independent Travel Training officers will begin mid-November who are likely to be offering training from January 2020 onwards. Timeframe: January 2020 training to recommence.
4. Increased proportion of Education, Health and Care assessments which are completed within 20 weeks	89%	60%	→	70%	→	75%	100% (35 out of 35)	Projected to exceed target	
5. % of children who reach expected levels for reading, writing and maths at the end of primary school	72% (2018 academic year)	58%	→	68%	→	73%	69%	Meeting target	Benchmark: Provisional 2019 results published in August 2019 indicate a decrease to 69%. Performance remains above the 2018 National rate of 65% and Inner London rate of 69%.
6. % care leavers in education, training or employment (at age 19, 20, 21) (excluding those not in touch)	63%	50%	→	60%	→	80%	72%	Meeting target	Service Commentary: As at 2019-20 Q2, 72% of Care leavers aged 19,20,21 who have had a birthday in the quarter. Nationally, Westminster achieves higher rate of Care

Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
							Leavers aged 19-21 in EET when compared with the most recent England 2018 rate of 51% and London rate of 53%.

City for All Tracker

The table below provides a progress update at quarter 2 on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering.

City for all Pledge	Delivery Status	Progress update
Caring and fairer city		

City for all Pledge	Delivery Status	Progress update
<p>We will prioritise resources to support our most vulnerable children. We are offering a package of help to the 700 children with special education needs and their families, including a short-breaks offer. We will pilot a new approach to tackling the root cause of exclusion from primary school, helping every child thrive in the classroom</p>	<p>On Track</p>	<ul style="list-style-type: none"> Feedback from all families that took part in the short break play scheme pilot was very positive and the pilot was extended to run again during October Half Term and Christmas Holidays. This has enabled us to offer a service locally and fund outings and trips that offer better experiences for the children. 5 additional families have signed up and will be using the offer moving forward. The register of Disabled Children is in place to support service planning and improve communication with families. To date 70 Families have registered. To encourage more families to register, we are now introducing the MAX card. It is a recognised discount card for children with additional needs and it offers discounts on a huge range of activities nationwide. We have also taken over the health notifications from Health. Families receive a letter from us welcoming them to the Local Authority and introducing them to the Local Offer. We then follow this up with a phone call and a meet up where the Front Door Officer can signpost as needed or take a referral for the Short Breaks Service. The school inclusion pilot introduces a trauma-informed approach to the management of behaviour in schools for all pupils. It has engaged four primary schools, the Westminster Education Centre and the Primary Unit at Beachcroft, TBAP. There are 3 parts, trauma informed training, a family intervention and mentoring. So far, 102 staff including representatives from a wide range of agencies have received the training, a menu of mentoring opportunities has also been made available to provide support for children outside of school both during the pilot and beyond. To date, 17 families have been identified by the schools as being at risk of exclusion and consent has been received to proceed with work with the majority of these. In June 2019, a trauma informed conference was held to share the approach and showcasing one school's journey to become a trauma informed community. This will be shared further with secondary schools and Early Help are keen to adopt this approach in their work with schools. Headteachers are providing information on progress and we can state that: 7 of the 8 of the children in year 6, working with the School Inclusion Pilot Practitioners passed/exceeded expectations in Key Stage 2 SATS. The eighth child has an EHCP and the school were very pleased, that with support, he attended and sat all the SATS tests. He did much better than expected. He passed maths. He has an EHCP for speech and language difficulties; across the cohort of 21 children currently on the pilot caseload, all teachers gave improved scores on bespoke analytical tools following intervention, especially for behaviour in school, peer relationships and communication between home and school; the School Inclusion Pilot has also supported the re-integration to mainstream school of 3 secondary age children who have had a placement at WEC and 2 children who have been at Beachcroft Primary PRU.
<p>City of opportunity</p> <p>We recognise that we have some of the best schools in the country. We will do all we can to make sure they continue to receive the support needed to maintain the highest standards.</p>	<p>On Track</p>	<ul style="list-style-type: none"> 34% of Westminster Schools are currently judged outstanding by Ofsted. Which compares very strongly to average national figure which currently stands at 21% and a London average of 32% and is in line with minimum targets for the service. The target was set when all schools had 2-day inspections and could move up to outstanding position, which is now not the case. Please note that there may be potential risk as many of our outstanding schools have not had an Ofsted inspection in more than six years.

City for all Pledge	Delivery Status	Progress update
City that offers excellent local services		
<p>We will continue to invest in and maintain the highest standards in our outstanding children’s services as rated by Ofsted.</p>	<p>On Track</p>	<ul style="list-style-type: none"> • Ofsted inspected the council's children's services in September. Westminster’s children’s services were judged to be outstanding for the impact of leaders on social work practice; the experiences and progress of children who need help and protection; the experiences and progress of children in care and care leavers and for the service’s overall effectiveness. • Ofsted concluded that excellent services for vulnerable children in the city result in positive enduring change for children and families. They praised highly skilled, experienced social workers and other frontline practitioners who provide sensitive and innovative child-centred interventions. Early Help services are described as exemplary with highly skilled assistance for children at risk and Ofsted noted that children who do come into care are provided with highly dedicated care and support. Inspectors observed that Leaders are tireless and curious in their approach to practice.

1.3 City Management and Communities

Achievements

Trialling innovative 'upcycled' Electric Refuse Collection Vehicles (eRCV)

Outputs delivered

Two of our 26 tonne refuse collection vehicles, which previously ran on diesel have been upcycled with new electric engines. These vehicles have been engineered to solve the industry-wide challenge of eRCV battery life. The electric engine will only release power when the vehicle is active, rather than running continuously, as is required by diesel models. This means that despite power-draining factors that include fluctuating vehicle weight, frequent stops and starts, and multiple operations of the bin lift, they are expected to efficiently run for a full shift with no emissions produced. The project is backed by a grant from Innovate UK, which has helped fund the 18-month renovation process as well the upcoming two-year trial. The total grant for the project was £1.73m with Westminster being directly awarded £221,724.

Outcomes achieved

These two electric vehicles are being robustly tested across a range of different collection routes to verify their reliability and resilience. This testing will inform the procurement of the new fleet of waste collection vehicles. If successful, the vehicles will substantially reduce carbon emissions and air and noise pollution, working towards a cleaner and greener City.

Award winning services across, delivered by award winning staff

Outputs delivered

We are delighted to report that our services have been recognised nationally for the work that they are delivering.

- We have been awarded the Gold Animal Licensing Activity PawPrint Award, recognising the good work in relation to stray dogs, animal licensing and housing.
- We have been awarded the RHS Britain in Bloom 'City of the Year' award, the first time this has been achieved since 1990. In addition, we received excellent results from the London in Bloom competition this year with gold awards for us across the City, as well as winning Park of the Year for Victoria Embankment Gardens. Across Westminster we achieved 11 medals, for our parks, gardens and cemeteries.
- Westminster Recycling Champions have won the #MyWestminster Community award for 'Outstanding Contribution to the Local Area in Built Environment'.
- The Bond Street redevelopment won the New London Architecture awards for 'Public Spaces - Built Category', This award recognises new or rediscovered spaces, parts of London that have been given new life through improvements to streets.
- Our Waste and Recycling Team were shortlisted for the 2019 LARAC (Local Authority Recycling Advisory Committee) awards 'Best Team of the Year' category. The team beat off stiff competition from other local authorities from across the UK to be shortlisted by demonstrating an exceptional level of team work and showcasing their various successful projects.

Outcomes achieved

In addition to the awards for the outstanding innovation and the exceptional service our teams deliver, none of this would be possible without the excellent staff working within the directorate. There were 248 nominations this year at the Westminster Staff Awards. We are delighted to report that the Leader of the year at Westminster staff awards went the Head of Library Services and was the 4th leader of the year to come from directorate. Congratulations to also to Team Sayers Croft who took home City for All Outstanding Achievement Award.

New community studio at Paddington Recreation Ground

Outputs delivered

Funded through the Community Infrastructure Levy, in partnership with Everyone active, Community Services have completed a community Studio at Paddington Recreation Ground. Following a 30 week build programme. The project completed on time and budget to produce a brand new 132sqm Community Studio. The community suite will allow Paddington Recreation Ground to offer a wide range of exciting group exercise classes including group cycling as well as soft-play and other community activities. On the launch day (Monday 23rd September) members of the public attended a reception to launch the new suite with a group cycling class and following Saturday the community was invited to take part in a completely free workout extravaganza taking place from 8am until 6pm.

Outcomes achieved

This facility will provide a fully inclusive community space that can be used flexibly for a range of purposes. Overall this new space enhances the award-winning Paddington Recreation Ground and provides new opportunities to local neighbourhoods and the wider 1.3M visitors to this venue a year.

Risks and issues:

Crime levels

Crime in Westminster continues to rise at a far greater (28%) rate than across the Metropolitan Police Service (6%). Whilst crime levels increase, detection levels continue to decline. Only 5.9% of crimes in Westminster were 'solved' over this review period. These increases have been coupled with the implementation of the Borough Command Unit (BCU) model in Westminster, Westminster, which reduced the number of officers in Westminster by 200.

Impacts and consequences:

Of particular concern, is Knife crime, which has increased by 56% in Westminster over the last year. The greatest increase was in knife crime without injury (67%) whilst knife crime with injury has increased by 19%. There were 85 victims of knife crime aged under 25 years over the last year, compared with 75 in the previous year. Sadly, there were 4 murders in Westminster in the year to July 2019. The tragic murder of a 17-year-old on the 10th September in Edgware Road, highlights the consequences of the increasing levels of violent crime in Westminster.

Mitigation and progress

The Integrated Gangs and Exploitation Unit is at the forefront of safeguarding young people from the risks of violence and exploitation and works with schools, agencies and community groups to engage those at risk.

Furthermore, the Serious Youth Violence Task Group continues to work together across Council departments, the MPS and with partner agencies to adapt to the changing nature of violence in Westminster. The task group created a serious youth violence toolkit for parents and carers in Westminster to share practical advice on signs to look for, advice on how to speak to their child about this issue and where to seek further support. The leaflet has been well received and widely distributed across the City, so much so that we are printing additional copies and translating it into more languages. We are working closely with the police to draw additional support from the Violent Crime Task Force to specifically target knife crime and serious youth violence and provide reassurance to our communities.

Following the murder in September, we have introduced a new protocol to ensure we provide the right support to victims and their families. We have introduced a dedicated youth engagement officer to work closely with local communities, to understand their concerns and work with them to tackle the drivers of violence.

The Safer Westminster Partnership (SWP) is the statutory Community Safety Partnership for Westminster, and its aim is to ensure responsible authorities work together to reduce crime and disorder. The SWP will meet in November to assess the increase in crime and to set the priorities for partners to work together to reduce crime and disorder. We continue to lobby for additional police officers for Westminster.

Increase in rough sleeping

There was an increase in the number of hotspot locations for rough sleepers' encampments across the City (where groups of 4 or more are sleeping together). Specifically, on our housing estates in the North and South of the City such as Lillington and Longmore Estate and Hallfield Estate. In July, we saw a 68% increase in the number of EEA nationals from the last count increasing from 132 to 232. Rough sleeping is harmful and dangerous, and long-term homeless is associated with a significantly lower average age of death. Additionally, evidence from the City Survey suggests anti-social behaviours often associated with the street population, such as begging, drug activity, street fouling and low-level intimidation, are a concern for our communities.

Mitigation and progress

We are increasing the number of outreach teams working in our housing estates and have set up a floating hub operated by St Mungo's within the Hallfield estate to quickly assess those who are rough sleeping in the vicinity and provide immediate routes away from the streets. Our hidden network campaign is highlighting the work of dedicated professionals and volunteers, alongside campaigning for additional contributions to the work our partners do in this area. In response to the increase we have increased the number of officers working within our Integrated Streets Engagement Unit, who have engaged with over 650 people between July and September. However, in order to achieve the government target, we recognise that systematic reform is required and are working our partners to lobby for change. The flow of new EEA national rough sleepers is likely to be impacted by freedom of movement and immigration policies.

Seymour Leisure Centre remodelling and reprovision of Marylebone Library as a co-located facility

Impacts and consequences

Marylebone library is in a temporary location leased until 2022/23 with an expectation that a larger, more extensive facility will be provided to serve the Marylebone neighbourhood during this time. The existing leisure centre requires extensive modernisation within the confines of its Grade II listed building status. There is a potential failure to maximise identified project benefits of colocation including health and well-being, community and learning benefits. Significant reputational, financial and service delivery risks to Council.

Mitigation and progress

The project team are developing a strategic outline business case that will be presented to Cabinet Members, whilst working with both internal departments and external specialists to help overcome several challenges that come with redeveloping an ageing, Grade II facility into a modern, sustainable collocated services for the future. This includes working through Sport England's Strategic Outcomes Planning Guidance to demonstrate why the project is a high priority to not only safeguard the facility for the future and also maximise the benefits of collocating public services within one community destination.

The team are committed to ensuring the development is delivered before the end of the lease in March 2023. The constraints of the its Grade II listed building status are challenging and are working with partners to overcome these, however timescales may change due to nature and complexity of the project.

Key Performance Indicators

The table below presents the latest cumulative outturns available at the end of Q2 (April 2019 – September 2019) unless indicated.

Target range definitions	Minimum Ideal Aspirational	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity The level at which the service is improving beyond current capability	Q2 Target assessment definitions	Off track Projected to exceed target Meeting target Minimum standard met	Failing to achieve the minimum target level Projected to exceed ideal target level On track to meet ideal target level Meeting the minimum target below ideal level
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Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→	Ideal			

City Highways

1. % of urgent lighting defects made safe within agreed timescale	97%	95%	→	98%	→	100%	100% (203/204)	Meeting target	
2. % of carriageway and footway defects repaired or made safe within 24 hours	99%	95%	→	98%	→	100%	99% (94/94)	Meeting target	

Public Protection and Licensing

3. % of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision.	39%	70%	→	80%	→	90%	85% (102/120)	Meeting target	
4. To complete all high risk food premises inspections (category A-B)	420	350	→	367	→	367	121	Off Track	<ul style="list-style-type: none"> Service commentary: In the year to date there has been a high turnover of staff, followed by an intensive focus on recruitment to ensure there are sufficient resources in post to complete our service objectives. All new staff are now trained, and any shortfall in the target in this quarter will be made up in Q3, and Q4. We have mapped out the inspections required to meet the target and officer are in place and able to undertake the inspections required. We are satisfied that we are able to meet this target by the end of the year. Mitigation: Inspections are managed locally in area teams by food lead officers and monitored on a monthly basis by our Senior Leadership Team. Data integrity is regularly checked through new reports that have been set up. We are meeting with the FSA regularly and they are satisfied that we are able to meet the statutory requirements for food. Timeframe for improvement: By end of year

Key performance indicator	2018/19 position	2019/20 target ranges				Position at Q2	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
5. Number of Houses of Multiple Occupation improved (buildings with more than one household including shared facilities)	54	50	→	65	→	75	30	Minimum standard met	
<ul style="list-style-type: none"> • Service commentary: Performance for year to date only slightly behind ideal target. There are a number of cases across the team which are in progress and expected to complete by years end to achieve target. In addition, a recent proactive street survey of predicted HMOs is producing some additional properties for intervention. • Mitigation: Ongoing case management of cases to ensure necessary improvements are carried out, as well as ensuring proper recording of work is taking place • Timeframe for improvement: By end of year. 									
6. Number of hazards removed from residential dwellings which pose a serious and immediate threat to people's health or safety	436	400	→	500	→	600	353	Meeting target	Insight: There is ongoing work to build intelligence in this area, which will include more information around prevalence of housing hazards. The English Housing Survey 2016-17 estimated that 15% of private rented dwellings contained at least 1 Category 1 hazard.
7. % of licensed premises that are safe and well managed following a single inspection.	82%	65%	→	70%	→	100%	85% (102/120)	Meeting target	Insight: This ensures that Westminster residents and the public have access to safe bars and restaurants across the city
8. Number of vulnerable residents supported to continue living in their homes	1,065	600	→	800	→	1,000	516	Projected to exceed target	
9. % of women accessing specialist domestic abuse services who report a reduction in abuse	95%	75%	→	75%	→	80%	84%	Projected to exceed target	Performance this quarter was 94%, with the year to date figure as 84%
Physical Activity, Leisure & Sport (PALS)									
10. Total participation in Council physical activity, leisure and sport activities	4.07m	3.5m	→	3.7m	→	3.8m	2.09m	Meeting target	The year to date figure does not include September's figures as they are being calculated. We are on track to meet the target for 19/20.

Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			

Parking

11. Ensuring parking compliance across the City is over 97%	98%	97%	→	98%	→	99%	98%	Meeting target	2018 City Survey: 82% of residents were satisfied with Council parking services
12. Ratio of residential permits issued against parking bays available on the street	99%	85%	→	90%	→	95%	89.65%	Meeting target	

Waste & Parks

13. % of streets in Westminster that pass the street score survey for litter	97%	98%	→	98%	→	98%	99.21%	Projected to exceed target	
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Libraries & Registration Services

14. 2% increase in real and virtual visits to libraries	-3.4% (1.96m visitors)	1%	→	2%	→	3%	1.15m Visitors 17%	Projected to exceed target	Insight: Assessment based on continuation of current rate of visits to libraries in Quarters 3 and 4
15. % of appointments to register births available within 5 days of enquiry	95%	95%	→	95%	→	98%	96.19% (2,219/2307)	Meeting target	
16. % of satisfied users across the Libraries Services (City Survey)	94%	85%	→	90%	→	95%	94%	Meeting target	Insight: 92% of residents were satisfied with Council Libraries Services in the 2017 City Survey

City Management and Communities

17. Number of Emergency planning exercises completed	17	6	→	7	→	10	9	Meeting target	Insight: These are drills run within directorates to simulate emergency situations (e.g. terror attacks),
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City for All Tracker

The table below provides a progress update at quarter 2 on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering.

City for all Pledge	Delivery Status	Progress update
City that offers excellent local services		
By the end of 2019 we will license buskers and street entertainers to make sure that residents and visitors get the best experience, and that new performers have a chance to shine.	Off track	<ul style="list-style-type: none"> We have been undertaking significant engagement with key stakeholders and have recently agree that we will test a variety of new approaches that aim to promote responsible busking and positive relationships across our City, whilst ensuring that in our hotspot areas we are doing all we can to keep the public safe and reduce the negative impact that busking can have on surrounding local residents and businesses.
We will extend our Licensing Charter across the whole of the city, working in partnership with the industry to set the standards for how venues take care of the welfare of patrons and be good neighbours.	On track	<ul style="list-style-type: none"> We are legally bound to review our Statement of Licensing Policy by Jan 2021. We are now looking beginning this process and will begin engaging with key stakeholders. We see this an opportunity to underwrite the principles of the Licensing Charter in the policy to support its role out across the city.
We will ask all power and utility companies to sign up to a new protocol to coordinate works so our streets and traffic are not needlessly disrupted.	Completed	<ul style="list-style-type: none"> Commitments with individual statutory undertakers have been agreed and delivered. The overarching protocol is subject to the drafting of an exchange of letters which is being agreed.
We have established the Housing Standards Task Force which has the dedicated job of making sure private renters are protected from rogue landlords and unlawful nightly letting does not overrun the city.	Completed	<ul style="list-style-type: none"> Current live cases are 1,316, cases relating to noise 154, cases relating to waste 184 and cases relating to ASB 18. 128 Short Term Lets Planning (STL) Contravention Notices served since 2018. Use of data protection notice request to obtain data from STL platform has met with some success. We have worked with WCC Housing to develop their procedure on dealing with illegal STL sublets and carryout joint inspections. Additionally, we are working on closely with the Portman Estate to tackle STL in their properties. Proactive work with City Inspectors to identify PCN relating to STL activities. Meeting upcoming with Airbnb after their approach and interest in discussing a registration scheme.
Caring and fairer city		
We will consult on a new gambling policy, leading the way nationally on setting the standards for the industry and protecting the most vulnerable in our neighbourhoods by providing better regulation of betting shops across the city.	On Track	<ul style="list-style-type: none"> We are reviewing the approach to licensing policy across the council. It is proposed to develop a more strategic approach to licensing so that it promotes a longer term approach to delivering our City for All aims. Therefore, it is planned to integrate the Licensing policies into on licensing policy for the city. This approach is being developed as part of the statutory review of the Licensing Act 2003 Licensing Policy review. A new revised licensing policy, which will include our approach to gambling will be out before full council for adoption in November 2020.

City for all Pledge	Delivery Status	Progress update
Caring and fairer city		
<p>We will fund a dedicated officer to support the work of our local neighbourhoods and the police to combat hate crime and discrimination as part of a new anti-hate crime strategy.</p>	<p>On track</p>	<ul style="list-style-type: none"> The hate crime commission has been appointed and the first meeting took place on 16th October to coincide with National Hate Crime Awareness Week. The commission will gather evidence to identify the barriers to tackling hate crime and make recommendations on how to improve reporting rates of hate crime and better support victims
Healthier and greener city		
<p>We will deliver a new £1m Schools Clean Air Fund, giving schools the resources, they need to tackle poor air quality.</p>	<p>On Track</p>	<ul style="list-style-type: none"> All schools were written to at the start of the academic year by Cllr Scarborough who is the lead member for the Fund, and the first audits for the School' Clean Air Fund have been undertaken by WSP. Additional information on the audits and funding are on the council's websites and are being disseminated to schools through our forums (teachers forums, governors forums etc). Officers are setting up fund application process with Cllr Scarborough to chair steering group reviewing and deciding on applications.
<p>Our new four-year ActiveWestminster strategy will ensure all our neighbourhoods have access to open spaces and sports facilities through developments like the new £28m Moberly Sports Centre</p>	<p>Completed</p>	<ul style="list-style-type: none"> As part of the ActiveWestminster Strategy we committed to removing prohibitive and restrictive signage and byelaws such as 'No Ball Games' and 'No Cycling', to create a more permissive and supportive environment for physical activity, leisure and sport, wherever possible and where appropriate. Officers are engaged in several actions to take this policy forward including the development of a specific policy on 'No Ball Games' and a full review of the Byelaws, working alongside colleagues from other service areas such as Parks and Open Spaces, Housing, Public Health and Children's Services. This in addition to the cross-portfolio work with Cabinet Members. Additionally, through our new City Plan 2040, we are developing a Playing Pitch Strategy (PPS), Built Facilities Strategy (BFS) and finalising the Local Football Facilities Plan (LFFP), which will also highlight the work on the 'No Ball Games' policy. Our overall ActiveStreets programme was formally launched on the 23rd August, at our first 'Play Street' on Luton/Fisherton Street. Residents and local organisations are contacting the Council to propose locations for future ActiveStreets; including possible further 'Play Streets', identified via residents at; Crompton Street and Northumberland Place and possible further 'School Streets', identified from the Mayor's school clean air audit at; St Clement Danes CE Primary School, St Peter's Eaton Square CE Primary School & Hallfield Primary School. Officers are finalising a formal draft 'Street Play' policy, as part of our overall ActiveStreets programme. The 'Street Play' policy facilitates temporary road closures for children and families to play in the street. The policy will make applying for a 'Street Play' session simple, free and include clear timescales and approval of applications. Westminster are a proud early-adopter of OpenActive, harnessing open data online to encourage more local people to take up physical activity. Officers are engaged in several actions to take further drive forwards the implementation of OpenActive via our ActiveWestminster website and app, working alongside colleagues from other service areas such as IT, PPC and Children's Services. This in addition to the cross-portfolio work with Cabinet Members.

City for all Pledge	Delivery Status	Progress update
<p>We will expand our network of 165 electric charging points by 25%, making it as easy as possible for people to switch to EVs.</p>	<p>Completed</p>	<ul style="list-style-type: none"> The City Council has a significant role to play in the expansion of the On-Street Electric Vehicle (EV) charging network, with the majority of residents parking their vehicles on-street. An EV charging infrastructure strategy has been formally submitted to the Cabinet Member and is pending approval. Additionally, a charge point expansion proposal was approved by the Cabinet Member which sets out plans for expansion over the next year for rapid, fast and trickle charge points, delivering a range of charging options to meet the varying demands from both residential and commercial EV user in the City. Six rapid charge points are now installed on the highway alongside taxi rest ranks with a further 6 pending UKPN connection. We are in the process of starting the procurement of a further 8 rapid chargers, half of which will be for taxis and the other half for public availability, as well as seeking to utilise TfL funding to introduce a further 10 thereafter for public availability. Through the Go Ultra Low Cities Scheme (GULCS) we are installing a further 198 lamp column charge points for residents, with completion scheduled in early October, and with a further 20 installations in addition to this planned for November. We have also installed 27 charge points through the BPL contract, made up of 7kW and 22 kW, and we are looking to introduce another 5 by the end of the year. There are currently 432 Electric Vehicle (EV) on-street charging points: 124 of these are in dedicated EV-only bays, 44 in dedicated car club bays, 5 taxi rapid chargers and a further 258 retrofitted into lamp columns. This means we have exceeded our city for all pledge target to expand our network of 165 electric charging points by 25%.
<p>We will launch a new Recycling Information Hub and roll out five neighbourhood pilots including the expansion of our 'In It To Win It' campaign, working with local neighbourhoods to achieve a step change in recycling rates across the city.</p>	<p>Achieved</p>	<ul style="list-style-type: none"> New web page added to the Council's website supporting the Street Waste Action Team (SWAT) project, including information on rubbish and recycling collections.
<p>We will expand #DontBeldle, setting the ambition for 1,000 businesses to sign up and play their part in reducing their own and their customers' emissions.</p>	<p>On Track</p>	<ul style="list-style-type: none"> Five main contractors for Westminster housing services have been contacted. Officers have also identified a further list of businesses to target to support the campaign. This list includes prominent companies that use vehicles around the City. Thank you, letters have been, drafted to those who have committed their support and will send this along with publicity materials for them to display in their vehicles and premises. The #DontBeldle campaign has been promoted throughout our resident and business channels, including in The Reporter, MyWestminster and Business newsletters, and on social media channels. To prompt action by residents, we will write to residents' associations to update them on the campaign and let them know how they can help. A plan to target schools is underway. This will include providing them with banners to display outside their front gates, providing information and leaflets for them to distribute to parents, and providing an air quality lesson plan to help raise awareness among children.

City for all Pledge	Delivery Status	Progress update
City that celebrates its communities		
<p>We are consulting on a new market's strategy, listening to the views of residents, shoppers, visitors and traders on how we can keep the city's eight thriving local markets at the heart of local neighbourhoods. The new strategy roll-out in 2019.</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • A strategy for Westminster City Council's markets 2019-2022 was published on the 20th March 2019 after a successful consultation. The strategy is available here: https://committees.westminster.gov.uk/documents/s31725/4.1.%20Market%20Strategy%20Final%20Doc.pdf. • The team are working closely with traders to improve the infrastructure, including accessible Wi-Fi, improved electrics and storage facilities, implementation will commence in January. A sustainability project has been delivered in Tachbrook Market with the rollout of a deposit return lunchbox scheme
<p>We will retain and support Westminster's libraries at the heart of our neighbourhoods.</p>	<p>On Track</p>	<ul style="list-style-type: none"> • Board report delivered to Cabinet and engagement/comms plan in development. Next steps are for engagement with staff. Stakeholders and residents/service users. These will take the form of workshop sessions for staff and stakeholders and multi-channel communications with residents including pop-ups in libraries, social media and public events. The engagement phase is expected to last into Q2 2019/20 and will be simultaneous with action planning.
<p>We will introduce a new licensing policy by 2020 to ensure that Westminster remains a major night time destination, balancing the needs of residents, visitors and businesses.</p>	<p>On Track</p>	<ul style="list-style-type: none"> • PPC has begun the process of scoping the project for delivery in 2021. • An internal kick off meeting is due to take place on 5th November.
<p>We will introduce 20mph speed limits where residents tell us they want them.</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Plans to introduce a 20mph speed limit across Westminster have been set out by Westminster City Council. The proposals, which would apply to all roads across the city apart from TfL red routes and those in the Royal Parks, will help make Westminster safer for cyclists and pedestrians. The council has already introduced 20mph speed limits around 39 schools in Westminster following a successful trial and lower speed limits were supported by more than seven out of ten residents (73 per cent), who felt it would be safer to walk and cycle in their community. Following this, the council are now seeking public support for a borough wide 20mph limit.

1.4 Growth, Planning and Housing

Achievements:

Affordable Housing Programme on track

Progress on the Council's affordable housing programme continues at pace and we are well on track to meet the Council's 1,850 affordable housing target by 2023.

Outputs delivered

The scheme at Dudley House has now delivered all the planned 197 new affordable homes. It has also provided for a new school (Marylebone's Boys school), a new Church and a retail unit. There were a number of challenges during the project, not least a complete re-design of the façade following the tragic events at Grenfell. A lease agreement between the Council and Pinnacle to manage the affordable homes has now been concluded and applications from over 300 eligible households are currently being reviewed, with the first tenants expected to move in during October.

Planning permission at Blomfield Mews was granted on 24th September 2019, subject to completing the Section 106 Agreement. The development team has worked to address resident issues on the site, including addressing daylighting requirements for neighbouring properties.

Following Cabinet approval in July of the Limited liability partnership (LLP), October saw the Cabinet Member approve a Full Business Case for the development of Luton St. Cllr Robathan, Barbara Brownlee and officers joined the Managing Director and project team from Linkcity to attend a ground breaking and photo opportunity event held on site to commemorate the formal commencement of the project.

Outcomes achieved

- 197 new affordable homes delivered at Dudley House.
- Luton Street will deliver 171 units (62 affordable and 109 private), sports and community facilities.
- Blomfield Mews will provide 14 new affordable homes and 4 private homes for sale.

£400k confiscation order issued to Westminster landlord

A rogue Westminster landlord has been served with a confiscation order of £400,000 after illegally converting his three-bedroom home into eight flats.

Outputs delivered

In September 2019 the Council secured a conviction against the owner of a property in W9 for illegally converting his home into eight flats. The owner had failed to comply with the requirements of Enforcement Notices (ENs) issued by the Council, despite repeated warnings made over a number of years. In court in October the owner was sentenced to pay fines totalling £90,000 for the failures set out in the Enforcement Notices. Under the Proceeds of Crime Act, the defendant was ordered to pay £400,000 in confiscation and the Council was awarded £40,000 in costs.

Outcomes achieved

This sends out a clear message that the Council will be tenacious and resolute in ensuring landlords do not benefit from the flouting of the planning rules. Cllr Richard Beddoe, Westminster City Council Cabinet Member for Place Shaping and Planning said: "Unfortunately, this is a straightforward case of the law catching up with an unscrupulous person. Our planning teams aren't just ticking boxes and filling in forms for fun – we have planning rules for a reason, to make sure housing is fit for purpose and safe."

World's Largest Pop-Up Business School

During this quarter the team delivered the world's largest Pop-Up Business School. The event took place within Soho and 187 people attended the two-week course teaching residents entrepreneurial skills.

Outputs delivered:

- 29% of participants made a sale during the course.
- 650 people supported online during the course.
- 25% of participants developed a website.
- £1.1m forecast economic benefit per annum. £53 for every £1 invested.

Outcomes achieved:

The following testimonials were provided by participants: *"I enjoyed the course very much. There was a lot of content and I feel more confident that I have enough information now to set up a business. I appreciated the opportunity to meet new people and it was their individual feedback that helped boost my confidence."*

"Pop-Up school is the best, everyone is brilliant and willing to help, Katie is exceptionally wonderful and the way she teaches is fun and professional at the same time. No one is ever too busy to assist or answer questions. I really wish it never had to end"

Risks and issues:

Brexit

There are increasing concerns that the uncertainty relating to Brexit may be starting to impact upon the development programme. This has been demonstrated by a major escalation of costs in the Ebury Bridge project, as the final business case is being negotiated.

Impacts and consequences

- Rising cost of resources – raw material / staff
- Uncertainty surrounding the availability of key staff
- Potential for delays to the overall programme

Mitigation and progress

- Continual monitoring and discussion with contractors

Planning Applications

Despite a good start to the year the number of major fee earning applications appears to be declining. As a consequence, the additional income seen at the start of this financial year is starting to reduce and may impact upon long term budget proposals.

Impacts and consequences

- Declining income and potential for budget imbalance.

Mitigation and progress

- Continual monitoring of income / application trends

Other Key Activities:

Ebury Bridge Estate

The Development team completed the demolition of Edgson House on the Ebury Bridge estate. The demolition project has created space which is critical to the phasing of the overall regeneration programme. It also sets the tone for future works on the estate. The demolition was undertaken with minimal disruption to residents and local business, despite being within a few metres of a number of existing properties. The first phase of the Ebury Bridge estate renewal will deliver a minimum of 200 new homes built on the estate - anticipated to be completed in Autumn 2023

As part of the significant engagement taking place, the estate also hosted its first ever pop-up beach this August, welcoming over 500 visitors from across the local area. Over two days the estate saw seaside games and activities for people of all ages, residents were offered the chance to draw possible floorplans for their new homes and there were visits from the Westminster WOW bus, the local fire brigade and Metropolitan Police.

Blomfield Mews – Planning consent achieved

Planning permission was granted on 24th September 2019, subject to completing the Section 106 Agreement. This is an important project in the Westbourne ward which will provide 14 new affordable homes in a mews development and a further 4 private homes for sale. The development team has worked to address resident issues on the site, including addressing daylighting requirements for neighbouring properties. Given the level of interest from local residents, the project could be subject to Judicial Review, which runs for 6 weeks, and would have an impact upon the delivery schedule for this scheme. The project is currently due to start on site in mid-2020 and complete in late 2022.

The Westminster on Wheels (WoW) bus

The WoW was established in April 2019 to provide a visible range of housing services to residents, following the internalisation of CityWest Homes. To date, a total of 20 WoW events have been held across the city and more than 1,300 residents have visited. WoW has been positively received with high levels of satisfaction being achieved. For example, 94% were very happy or happy with the bus being on the estate and 96% found the bus accessible

Lessee Billing

The 2018/2019 actual service charge adjustment and the 2019/2020 second half yearly estimates have now been received by our 9,073 homeowners on time. The call centre has experienced a large increase in call activity following the mailing, but has successfully managed the large majority of the calls and has only passed through a small percentage to leasehold operations. The mailing was accompanied with a lessee newsletter, and a new 'your service charge explained' leaflet. Leasehold operations have been holding surgeries in the area offices.

Improving Lessee Services

The first online survey has been issued to 87 leaseholders who have volunteered to help improve our correspondence and engagement. The survey has asked our volunteers to choose the topic for the first video guide, to be produced and published online. The topics included, understanding your lease, the Section 20 process, the lease extension process, collective enfranchisement, ways to pay your service charge and also offered the option to choose a topic of their choice.

Public Health England Funding

Westminster, in partnership with Central London Clinical Commissioning Group and charity partners, has been successful in securing £385k from Public Health England to run a 1-year pilot to introduce a multi-disciplinary team aimed at providing psychology, substance misuse and peer support for rough sleepers.

We are one of five areas to have been chosen to pilot new ways of integrated working between public health, primary care and peer health advocates.

Westminster Adult Education Service (WAES)

WAES results and outcomes for learners in 2018-19 are now available.

- Learners studying higher qualifications achieved a 95% success rate, a massive 19% improvement on the previous year.
- Positive destinations i.e. learners progressing to higher education or full-time employment for the 1,598 Westminster resident learners also increased to 74%, up 5% on the previous two years.

WAES provides an education service to the hardest to reach and those furthest from education and employment, so these results are very positive.

Key Performance Indicators

The table below presents the latest cumulative outturns available at the end of Q2 (April 2019 – September 2019) unless indicated.

Target range definitions	Minimum	The minimum level for the KPI that will still allow the service to deliver	Q2 Target assessment definitions	Off track	Failing to achieve the minimum target level
	Ideal	A level which is acceptable for service continuity		Projected to exceed target	Projected to exceed ideal target level
	Aspirational	The level at which the service is improving beyond current capability		Meeting target	On track to meet ideal target level
				Minimum standard met	Meeting the minimum target below ideal level

Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	Ideal	Aspirational			

Housing service

1. Number of cases of homelessness prevented (Defined as outcomes from a combination of Housing Solutions, Shelter and Trailblazer work)	506	500	→	520	→	550	209	Meeting target	Insight: This includes 83 households who have moved into the private rented sector including 18 discharge of duty cases.
2. Reduction in rough sleepers spending more than one night out	83%	75%	→	85%	→	90%	77% (334/434)	Minimum standard met	Insight: In 2018/19, UK Nationals made up 450 of the 1492 new people with 660 new people coming from EEA countries, 79 from outside the EU and 303 new people that we could not identify a nationality – it is anecdotally considered that the majority of the unknowns are also not from the UK.
<ul style="list-style-type: none"> Service commentary: 85% is target for each quarter (65% cumulative - due to people returning to the street later in the year). Reported a quarter in arrears - externally managed data (CHAIN). Mitigation: Quarter one saw very high levels of new people to the street. These were predominantly Romanian nationals, of which a large proportion identified as Roma; a client group that traditionally does not accept offers of support away from the street as they are here for specific reasons. The teams continue to meet and assess anyone who is new to the street regardless of entitlement to welfare support or motivations for street sleeping 									
3. Affordable Housing units delivered in 19/20 (1,850 by 2023)	176 (298 cumulative)	350 (648)	→	470 (768)	→	591 (889)	210 (508)	Meeting target	Insight: The cumulative figure for the overall affordable homes target is indicated in brackets. Based on the anticipated profile, this KPI is on track.

Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			

Housing Management Service Performance

4. % satisfaction with repairs service (New KPI)	82%	82%	84%	86%	84% (1535/1832)	Meeting target	Insight: Source: Independent Kwest Survey (an independent Tenant survey)
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5. Satisfaction with ASB case handling (New KPI)	74%	72%	74%	76%	65% (67/103)	Off track	Insight: Source: Independent Kwest Survey (an independent Tenant survey)
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- **Service commentary:** As reported in Quarter 1, staffing levels have been increasing and performance continues to improve (up from 63% in Quarter 1).

6. Contact centre - % calls answered in 30 seconds (New KPI)	63%	65%	70%	75%	75%	Projected to exceed target	Insight: Source: Housing call centre IT system. Mirrors Westminster call centre target.
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Development Planning

7. % of 'non-major' planning applications determined within 8 weeks [S]	80%	68%	→ 68%	→ 70%	79% (1,224/4,583)	Projected to exceed target	Reporting Period: October 2017 – Jun 2019 (MHCLG requirement). Quarter 2 figures still under review.
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8. % of 'major' planning applications determined within 13 weeks i.e. larger scale development. [S]	79%	60%	→ 60%	→ 62%	78% (62/84)	Projected to exceed target	Reporting Period: October 2017 – Jun 2019 (MHCLG requirement). Quarter 2 figures still under review.
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9. % planning appeals determined in favour of the Council (Excluding telephone boxes)	67%	55%	→ 60%	→ 65%	74% (148/201)	Projected to exceed target	Reporting Period: April 2019 – Sept 2019
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Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			

Growth and Economy

10. 1,000 businesses significantly engaged (including vouchers issued, Corporate Social Responsibility activity)	1,108	900	→ 1,000	→ 1,100	717	Meeting target	
11. 400 Westminster residents into jobs through our Westminster Employment Service (WES) (New KPI)	305	300	→ 400	→ 450	164	Meeting target	Reporting Period: July 2019 – September 2019
<ul style="list-style-type: none"> Service commentary: On track to achieve 400 based on projected profiles for Q3 and Q4. 							
12. % of Westminster residents supported by the Westminster Employment Coaching function (WES) that start work and stay in work for 6 months.	54%	50%	60%	65%	56% (75/134)	Meeting target	Reporting Period: July 2019 – September 2019
13. 2,000 young people engaged in enterprise and sector-based experiences	3,582	1,500	→ 2,000	→ 2,500	642	Meeting target	Insight: Our main youth engagement activity is profiled for Q3 and Q4, including: Westminster Enterprise Week, STEAM Week, Apprenticeship Week.

City for All Tracker

The table below provides a progress update at quarter 2 on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering.

City for all Pledge	Delivery Status	Progress update
City of opportunity		
We will deliver the most ambitious house building programme in the city for a generation. We are on track to deliver nearly 2,000 new council and affordable homes by 2023 and have identified sites for a further 2,000 homes.	On track	<ul style="list-style-type: none"> The Council is on track to deliver over 1,850 new affordable homes. In the reporting period, Dudley House was delivered, providing 197 new intermediate homes for rent.
We will support 750 people into jobs per year. We also will make sure people have the best chance of finding work by ensuring our housing and children's services work together to enable parents to return to work.	Achieved	<ul style="list-style-type: none"> 1,010 people into jobs in 2018-19 of which 343 were long term unemployed.
Caring and fairer city		
We will continue to support our new £6m state-of-the-art assessment centre, outreach services and accommodation for rough sleepers, helping people to get off the streets at night	On track	<ul style="list-style-type: none"> The new Assessment centre saw 36 sustained reconnections with a marked improvement of a 72% success rate. Sustained reconnections refers to the successful return of rough sleepers to an area with which they have an established link.
We have earmarked five schemes chosen by residents that will receive a combined investment of nearly £400,000 raised through our voluntary community contribution scheme. This will include helping rough sleepers off the streets at night, tackling loneliness and isolation across all age groups and supporting youth services.	On track	<p>The Community Contribution scheme has now raised nearly £900,000 and supports the following priorities:</p> <ul style="list-style-type: none"> Extra support to help rough sleepers away from the streets Providing young people with life skills, experience or training Combating loneliness in the community – not just among the elderly but also the young. <p>£60,000 of this has been awarded to Riverside Care and Support to employ two ex-rough sleepers to become Westminster 'buddies' – helping people on the streets who may be distrustful of mainstream authority.</p> <p>The fund was also opened to VCS and schools to bid for. Through this process, £200,000 has so far been awarded to 18 number of projects to support the fund's priorities. The fund is controlled by City of Westminster Charitable Trust.</p> <p>The next round of grants is expected to open in late 2019/early 2020.</p>

City for all Pledge	Delivery Status	Progress update
City that celebrates its communities		
<p>We are reforming the planning system so that, for the first time, members of the public will be able to speak at planning meetings. This is one of a range of measures to make the UK's busiest planning authority more transparent.</p>	<p>On track</p>	<ul style="list-style-type: none"> Having introduced public speaking in 2018-19, we are now in the process of introducing the live streaming of Planning Committee meetings. Ongoing trialling is taking place and full implementation is currently anticipated for Quarter 4.
<p>We will remove unwanted and misused phone boxes from our streets.</p>	<p>On track</p>	<ul style="list-style-type: none"> The Planning Enforcement Team continues to pursue action against the poor condition of telephone boxes to ensure that their condition is improved to a satisfactory standard.
City that offers excellent local services		
<p>We will deliver a step change in the quality of CityWest Homes customer service so that it is the standard that our tenants and lessees deserve</p>	<p>On track</p>	<ul style="list-style-type: none"> Performance is improving and the service has completed its ramp up of staff to cover the additional volumes over the winter period. 75% of calls being answered within 30 seconds, up from 63% in 2018-19.

1.5 People Services

Achievements:

Wellbeing Pioneers movement

The Wellbeing pioneers role is to help shape and deliver wellbeing initiatives across the Council and support a long-term culture shift towards making health & wellbeing at work employee-led/owned.

Outputs delivered

A pool of more than 65 wellbeing pioneers were recruited and trained to be the ambassadors of WCC's wellbeing strategy, due to be launched later in the year.

Outcomes achieved

As part of this movement WCC have already delivered a *wellbeing down your way* session for the 11th floor (full day of wellbeing initiatives delivered to the floor), created a calendar of events to celebrate National Work Life Week in October (7-11), shot a mental health case study video to celebrate Mental Health awareness day and planned a Menopause awareness day on the 18th October. The longer-term goal is to launch a year-long wellbeing strategy (Jan to Dec 2020) later in the year which will be embedded and shaped locally via the pioneers.

Positive diversity action

Outputs delivered

A weekly report is provided to ELT that details all live and closed band 4 and above vacancies in WCC. The BAME pay gap identified areas within the organisation that we need to ensure positive action policy is followed. To date the current statistics, show that almost 45% of all closed vacancies at band 4 and above have successfully been filled by an identified BAME applicant (Internal, external and seconded posts) This number does not represent anyone who answered 'Prefer not to say'

Outcomes to be achieved

The business is able to attract a diverse applicant talent pool with 49% of all applicants identifying as being BAME of which 47% of shortlisted candidates being BAME. Ongoing work throughout the organisation concentrating on diversity and inclusion in our recruitment practice ensuring we are reducing our BAME Pay Gap and representing a more equal diverse employee ratio and resident representation. This is a key driver for the increase we have seen in BAME representation in band 5 and above this year (see KPIs)

Launch of two talent programmes

Outputs delivered

Two talent programmes including senior leaders (aimed at director level potential) and the emerging leaders (aimed at heads of service level potential) were launched. There has been a lot of interest in both the programmes. The first phase of both the senior leaders programme and the emerging leaders programme was launched in July with workshops kicking off in September.

Outcomes achieved

45 delegates are going through the first phase of the senior leaders programme and 40 are going through the first phase of the emerging leaders programme. Feedback has been very positive although those going through the emerging leaders programme are finding it challenging. The next phase of both the senior leaders and the emerging leaders will be launched in Feb next year. Both these programmes are part of the "Everyone has talent" pillar of the Westminster Way and the long term aim of both these programmes is to create an environment where staff people they can develop their careers in the council and thrive.

Key Performance Indicators

The table below presents the latest cumulative outturns available at the end of Q2 (April 2019 – September 2019) unless indicated.

Target range definitions	Minimum Ideal Aspirational	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity The level at which the service is improving beyond current capability	Q2 Target assessment definitions	Off track Projected to exceed target Meeting target Minimum standard met	Failing to achieve the minimum target level Projected to exceed ideal target level On track to meet ideal target level Meeting the minimum target below ideal level
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Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			

People Services

1. % of staff turnover is managed at appropriate benchmark levels (excluding redundancies)	15.6%	16%	→ 15%	→ 14%	16% (332 of 2,113)	Meeting target	
2. % of BAME employees in senior leadership roles (band 5 and above)	11%	14%	→ 15%	→ 19%	13.1% (20 of 156)	Meeting target	
Service commentary: Below target, but at current run rate, should achieve at least the minimum target. The gap is closing and we are making good progress with the Positive Action initiative							
3. Hampshire target – HR transactions made via self-service	71%	75%	→ 77%	→ 80%	85%	Exceeding target	
4. Increase the number of women in senior leadership roles (band 5 and above)	47%	42%	→ 44%	→ 46%	46.8% (73 of 156)	Meeting target	
5. % of apprenticeship starts in relation to the public sector target of 2.3% of total headcount	1.8% (without schools) 1.7% (with schools)	2% inc schools	→ 2.3% excl schools	→ 2.3% inc schools	1.8% inc. schools 2.2% excl schools	Meeting target	Almost hit target despite only being 6 months into the year.
6. Positive action - % of Band 4 roles which have BAME candidate on the shortlist	New KPI	75%	→ 80%	→ 100%	99% (67 of 68)	Meeting target	

1.6 Legal Services

Achievements:

Grenfell Tower Inquiry

The service continues to manage the staffing resources required to provide legal services in relation to the Grenfell Tower Inquiry.

Outputs delivered

Specifically, this has meant:

- Continuing to prioritise this area and divert required internal resources to providing legal advice on Grenfell Tower.
- Backfilling internal posts allocated to Grenfell to avoid impact on existing internal clients.
- Managing the delivery of external advice required from solicitors and barristers.

Outcomes achieved

Continued to provide a highly responsive service, under tremendous pressure, in relation to legal advice on and support to the Grenfell Tower Inquiry whilst ensuring that there is no diminution of quality and responsiveness in relation to other matters.

Continuing to improve client satisfaction.

Outputs delivered

A new Case Management System was recently implemented to ensure Legal Services are fully equipped with the right facilities, systems and resources to deliver responsive and effective legal services from any location. It also ensures compliance with the high levels of security and performance demanded by the SRA. The system continues to embed but matters closed client satisfaction surveys (albeit slow to be returned) show a marked improvement in satisfaction levels. Further opportunity for feedback has been built into the Service's new Client facing SharePoint site which goes live at the beginning of November and we expect to see increased returns.

The service has also continued to roll out its programme of client liaison meetings and the provision of management information packs to both improve service quality and assist with managing demand. The quality of the management information packs continues to improve as they are refined in collaboration with clients.

Outcomes achieved

92% of the responses showed that clients were very satisfied and 8% moderately satisfied with the service. This is an improvement from Q1 where the satisfied to moderately satisfied ratio was 50%:50%.

Risks and issues:

Data Protection Breaches (GDPR)

Impacts and consequences

Risk of fine or prosecution if there is a substantial breach.

Mitigation and progress

The Council's Data protection officer now reports to the Director of Law. The service has established focused information management and GDPR procedures. A new SharePoint communication site has been set up and socialised with staff. Training on GDPR has been added to the Learning and Development offer for Staff and is included in induction. The service has a GDPR team who meet regularly to implement improved processes and procedures and identify issues. Implementation of eBundling and eFiling using a digital case management system continues to reduce the risks associated with information management including loss of sensitive data on paper.

Key Performance Indicators

The table below presents the latest cumulative outturns available at the end of Q2 (April 2019 – September 2019) unless indicated.

Target range definitions	Minimum Ideal Aspirational	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity The level at which the service is improving beyond current capability	Q2 Target assessment definitions	Off track Projected to exceed target Meeting target Minimum standard met	Failing to achieve the minimum target level Projected to exceed ideal target level On track to meet ideal target level Meeting the minimum target below ideal level
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Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			

Legal services

1. Percentage of clients satisfied with Legal service as measured by the satisfactory survey	70	→	80	→	100	100	Meeting target	
2. Percentage of cases that meet the agreed time frames for Legal cases in each area	80	→	90	→	100	Available at Q3	N/A	Due to implementation of a new Case Management System, this data will not be available until Q3.

1.7 Finance and Resources

Achievements:

Finalisation of first programme to be delivered through Westminster Housing Investments Limited

Luton Street is a new residential led mixed-use development in London NW8.

Outputs delivered

The Luton Street deal was finalised with approval of Full Business Case by the Capital Review Group (consisting of members and officers), Westminster Housing Investments Limited board and Bouygues Development. The Cabinet Member for Finance, Property and Regeneration, Executive Director of Growth, Planning and Housing and officers joined the Managing Director and project team from Linkcity to attend a ground breaking and photo opportunity event held on site to commemorate the formal commencement of the project.

Outcomes achieved:

The development will consist of 171 homes including 62 affordable homes and sports and community facilities.

Year-end accounts 2018/19 and external audit and outturn reports concluded

Outputs delivered:

Achieved within timetable and successfully audited.

Outcomes achieved

The external audit was signed off with no qualifications.

Forward Borrowing

The Section 151 officer approved three lenders reference forward deals, totalling £400m: Phoenix, Rothesay and Barings. Final weighted average is 2.579%.

- 200m forward rate loan with Rothesay that will commence on 8 May 2023 (to 8 May 2063) at 2.887%.
- £37.5m forward rate loan with Phoenix that will commence on 15 March 2022 (to 15 March 2062) at 2.706%.
- £12.5m forward rate loan with Phoenix that will commence 15 March 2023 (to 15 March 2066) at 2.751%.
- £150m forward rate loan with Barings Bank/Mass Mutual 15 August 2022 (to 15 August 2052) at an interest rate of 1.97%.

Outputs delivered:

Four good forward deals have been agreed at low rates of interest.

Outcomes achieved:

The deals will provide certainty to the Council's long-term capital funding strategy and potentially provide real, significant interest savings.

Fix my street implementation

A fix my street solution was implemented in August.

Outputs delivered:

It has replaced a number of forms on the 'Evolve' portal including dumped rubbish, street cleaning, drains and street lighting.

Outcomes achieved:

It provides an improved user experience making it easier for residents to report issues. This has eliminated frequent complaints about the previous interface and reliance on third party support. Remaining services including noise, recycling bags, food safety which are currently built on 'Evolve' will be replaced with Dynamics capabilities on 19th November 19'.

Risks and issues:

Brexit delay and negative, detrimental outcome

Impacts and consequences

The Brexit outcome could have a detrimental effect on equity valuations, global trade and future inflation levels. Such a shock could take upwards of five years to recover from. New Prime Minister and Cabinet have increased likelihood of this risk.

Mitigation and progress

The Pension Fund Committee is considering a move from UK Equities to Global to cushion the effect of a shock on the UK within a specific UK sub-fund. Residential housing also to be considered.

Movement in interest rates

UK base rate changes could result in volatility in the pension fund, resulting from a change in the valuation of liabilities, as well as shifts in asset prices. There could be gains and losses which will result in variation to the funding level and future employer contribution rates. Interest rate increases less likely if UK/EU no deal scenario crystalizes, thus disrupting economy and growth.

Impacts and consequences:

Pension fund contributions unlikely to increase from triennial valuation.

Public Works Loan Board rates have increased (from premium addition) but alternative sources of borrowing will be explored.

Mitigation and progress

The pension fund is invested in a diverse portfolio, designed to lessen the impact of such shocks. Forward deals have cushioned the future impact of rises in yields.

Triennial valuation work is largely finished. New contribution rates to take effect from 1 April 2020. Work will be carried out to liaise with all employers in the fund. If the scenario changes in the next six months, the actuary could still take account of a new impact arising from any investment backdrop change. Forward loans will be received in 2022 and 2023.

Local Government Finance Settlement Uncertainty 2020 - 2021

The local government finance settlement is the annual determination of funding to local government. It needs to be approved by the House of Commons. This will affect Westminster City Councils funding over the next year.

Impacts and consequences:

Future changes in funding could affect the councils budget, this could lead to a change in service provision. WCC is navigating an uncertain environment due to an upcoming general election and Brexit now being pushed back to the 31st January 2020.

Mitigation and progress

Westminster City Council is managing its services within budget and benefits from positive reserves, and is well placed to adapt to potential changes in funding, in the short term. The consultation regarding the 2020/21 Finance Settlement has taken place and confirms, that the Core Spending Power of local authorities is estimated to rise in real terms by 4.3% to £49.1 billion in 2020 to 2021, an increase of £2.9 billion. This mitigates concerns regarding reductions in funding.

Timeframe for improvement:

A Further funding review will take place, once the government has published the provisional Finance Settlement regarding 2020/21, consultation took place from the 03/10/19 – 31/10/19.

Consumer Price Index Inflation is higher than envisaged

This will have an effect on the valuation of future pensions payments which have a direct link to the CPI index.

Impacts and consequences:

Future higher pensions payments will result in a higher liability valuation and a reduction in funding level. In turn, this will result in an increase in future employer rates.

Mitigation and progress

The Pension Fund Committee has recently allocated funds to global infrastructure which has inflation protection via investing in real assets with CPI-linked income. Further diversification will result in investment in inflation-proof assets. The fund's largest allocation is to equities and these are recognised to have inherent inflation proofing. Further consideration will be given to switching out of UK Equities into Global Equities (increased diversity in portfolio) and investing in residential housing (real assets with inflation proofing).

Key Performance Indicators

The table below presents the latest cumulative outturns available at the end of Q2 (April 2019 – September 2019) unless indicated.

Target range definitions	Minimum Ideal Aspirational	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity The level at which the service is improving beyond current capability	Q2 Target assessment definitions	Off track Projected to exceed target Meeting target Minimum standard met	Failing to achieve the minimum target level Projected to exceed ideal target level On track to meet ideal target level Meeting the minimum target below ideal level
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Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	Ideal	Aspirational			

Finance

1. Percentage sundry debtors (more than 1 year old) of total gross sundry debtors	11.35% (£4.4465m)	20%	→	5%	→	0%	16% (£4.273m)	Minimum standard met	
2. No of days to collect debt	New KPI	71 to 90 days	→	61 to 70 days	→	1 to 60 days	76.65 days	Minimum standard met	<ul style="list-style-type: none"> Service Commentary: Due to an ongoing dispute with NHS Central London and NHS West London, Adults Social Care were unable to raise invoices for quarter 1 and 2 Better Care Fund until period 6 2019. Total amount of the NHS invoices were £11.53m, which in 2018 were raised in period 3 and 7. This spike in the NHS invoices being raised in period 6, dramatically effected the debtor days figure to achieve the minimal target. Mitigation: With Q1 and 2 now raised we are not accepting a delay in Q3 being raised, removing the possibility of a further spike in invoices being raised. We are also challenging Finance managers' in our monthly meeting to ensure that invoices are being raised without delay, further reducing the chance of any spikes where possible. This coupled with the debt recovery efforts of the WCC and IBC staff, we would expect the debt days figure to reduce in period 07. Timeframe for improvement: Period 07 2019
3. Debt position 90-day change	TBC	Decline on last year	→	Improvement on last year	→	Improvement on last year	£27,302m total outstanding	Meeting target	Insight: Debt has been reduced in comparison to April 2019.
4. Variance between budget and full year forecast	£3.918m	On budget	→	<£5m underspend	→	As per ideal	£1.088m underspend	Meeting target	

Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
5. Variance between capital budget and FY forecast	£44.571m	On budget based on forecast	→ On budget based on forecast	→ On budget based on forecast	£23.513m	Meeting target	
6. % of payments made via Purchase Order	98%	96%	→ 98.00%	→ 99.00%	76.9%	Meeting target	
7. Percentage of council tax collected	96.7%	95%	→ 96.5%	→ 99%	62.14% (£64.3m/£103.5m)	Meeting target	
8. Percentage of business rates collected	98%	96%	→ 98.5%	→ 100%	59.56% (£1.44b/£2.43b)	Meeting target	
<p>Service commentary: Due to an ongoing dispute with NHS Central London and NHS West London, Adults Social Care were unable to raise invoices for quarter 1 and 2 Better Care Fund until period 6 2019. Total amount of the NHS invoices were £11.53m, which in 2018 were raised in period 3 and 7. This spike in the NHS invoices being raised in period 6, dramatically effected the debtor days figure to achieve the minimal target.</p>							

Complaints

9. Percentage of stage 2 responses signed by Chief Executive with no need to return	98%	95%	→ 98%	→ 100%	100% (0/0)	Minimum standard met	
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ICT

10. Number of major business impact Priority 1 incidents per quarter (could affect more than 100 people)	23	22	→ 18	→ 12	7	Meeting target	
11. Significant incident attracting fines under new GDPR legislation such as Information Commissioner intervention regarding handling of data protection	0	3	→ 1	→ 0	0	Meeting target	

1.8 Policy, Performance and Communications

Achievements:

Westminster's new draft City Plan reaches milestone

Ambitious new planning policies to create more affordable homes, more jobs and a greener city as part of its new City Plan 2019-2040 are set to go before Westminster City Council's Full Council for consideration next month.

Outputs delivered

The City Plan has been developed as a result of sustained and meaningful dialogue with a large number of local resident groups, businesses and relevant regional and national bodies as well as other agencies.

Following two previous rounds of consultation, including the formal Regulation 19 stage, the council is confident that the current draft plan is sound and ready to be considered by Full Council on 13 November 2019, ahead of submission to the Secretary of State, subject to that local approval.

Outcomes achieved

The overarching aims are to create more affordable homes, the right environment for business success and more open, green spaces to enjoy in the heart of London. The new planning framework will set a clear direction for developers and householders, in order to meet a number of key targets:

- 1,495 new homes every year for ten years and over 22,000 new homes up to 2040
- 1,850 new affordable homes by 2023
- Create new business floor space for 63,000 new jobs
- Six in ten affordable homes to be intermediate housing
- A clearer policy on tall buildings that rules them out across most of the city – with most new developments to match surrounding skyline.

#MyWestminster Community Awards

The #MyWestminster Community Awards celebrate community life across the borough by highlighting the important work carried out by volunteers, as well as the community action and acts of kindness that make Westminster a great place to live.

Outputs delivered

A ceremony was held in July where the winners of the #MyWestminster Community Awards were announced. The awards celebrated community life across the borough by highlighting the important work carried out by volunteers, as well as the community action and acts of kindness that make Westminster a great place to live.

Outcomes achieved

There were a total of ten awards presented this year to individuals, organisations and groups involved in a large range of positive initiatives across the borough.

Awards presented included the **'City for All' Volunteer of the Year** (recognised for setting up 17-24-30, a project that organised the April Acts of Remembrance); **Neighbour Project of the Year** the Independent Custody Service; **Voluntary Contribution to the Community (joint)** (Tell it Parents Network which provides a space for families to socialise and be active and One Big Family, which delivers hot meals to rough sleepers); **Outstanding Contribution to the Local Area: Growth** (Pimlico Million, which

organises community groups and events such as a walking football team for over 50s); and **Outstanding Contribution to the Local Area: People** (London Basketball Association).

The Community Contribution Fund

The Community Contribution Fund was set up to allow resident's living in high value properties to make an extra contribution towards supporting their communities.

Outputs delivered

The fund has now raised nearly £900,000 and supports the following priority areas.

- Extra support to help rough sleepers away from the streets
- Providing young people with life skills, experience or training
- Combating loneliness in the community – not just among the elderly but also the young.

Outcomes achieved

£60,000 has already been awarded to Riverside Care and Support to employ two ex-rough sleepers to become Westminster 'buddies' – helping people on the streets who may be distrustful of mainstream authority. The fund was also opened to voluntary community sectors and schools to bid for. Through this process, £200,000 has so far been awarded to 18 number of projects to support the fund's priorities. The next round of grants is expected to open in late 2019/early 2020.

#DontBeldle Campaign

Westminster suffers from the worst air pollution in the country. With 9.9 million drivers in the capital and 370 million miles driven in Westminster each year, road transport contributes to more than half of the most deadly emissions. Westminster City Council's #DontBeldle campaign aims to eliminate engine idling in the city to help improve air quality for residents and visitors.

Outputs

Pledges of support to the campaign have been made by 14,000 people, which is also supported by 14 businesses. So far, over 100 Air Marshals, volunteers, and Westminster City Council employees have attended over 25 anti-idling action days across the city, engaging over 20,000 people. #DontBeldle has won national awards as a communications and behaviour change campaign. Phase 2 of the campaign has targeted businesses with large fleets in order to encourage them to implement driver efficiency training. National Express and Deliveroo are two major fleet operators who have signed up to work with the council on this project. Westminster has also met with the Department for Transport to discuss changes to national legislation to make it easier for local authorities to tackle unnecessary engine idling.

Outcomes expected

The campaign has already raised awareness of the issue and is ultimately aimed at improving air quality in the city.

#MyWestminsterFund

The My Westminster Fund provides up to £10,000 per organisation to support projects which will improve Westminster. The fund is open to all voluntary organisations, resident, faith and community groups within Westminster. This includes schools and other establishments which care for Westminster residents (such as residential care homes).

Outputs delivered

An exciting community collaboration between artists and Westminster residents, funded by the #MyWestminsterFund, was launched at special event at the Institute of International Visual Arts in the first week of October. The artist Shepherd Manyika worked with members of the ETAT

community charity (Encouragement Through Art and Talking) that support isolated, vulnerable and lonely people of all ages to produce an eight track extended play record of spoken word and rap tracks.

Outcome:

Since its launch in 2018, the MyWestminsterFund has helped more than 60 local community organisations and is open to all voluntary, faith and community groups within Westminster.

Homelessness Strategy launched for consultation

Outputs delivered

The City Council's [draft Homelessness Strategy 2019 to 2024](#) was published in July for public consultation. It sets out how the Council plans to prevent and respond to those at risk of losing their home or made homeless in Westminster. The strategy includes a proposal for networks of community champions from resident, faith and community groups whose role will be to identify people who may be at risk of homelessness.

Outcomes

To address current and future challenges of homelessness in the city the council has developed a new draft homelessness strategy. This strategy emphasises early intervention through personalised help and assistance in a much more holistic way. It also sets out how the housing services and the wider council and partnerships will change to meet these challenges. This ranges from setting ambitious new targets to increase the supply of affordable housing to ensuring all front-line services identify those at risk of homelessness - and refer them for support at the earliest opportunity.

City Lions Programme

The City Lions programme aims to support young people take advantage of the opportunities that exist on their door step and develop vital life skills.

Outputs delivered

It's been a great year for City Lions with 800 young people participating in the programme so far, which is higher than our target for two years. Over 170 Westminster Students participated in targeted creativity programme of workshops. 52% of participants are Westminster residents from the top 30% most deprived wards in the borough.

Outcomes achieved

City Lions has successfully brokered a range of work experience placements, which have been put out to various schools and Looked After Children team for allocation. The council is also working on other innovative programmes that are in development, these include:

- Film production youth engagement strategy, initial stakeholder' s/scoping meeting end of November
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- Youth Offending Service (YOS) Team mentoring programme with Wilmot Dixon Interiors helping young offender into the workplace
- ACCESS VFX - Workshop & Schools programme to help people in to the creative industries (<https://www.accessvfx.org/>)

Risks and Issues:

Brexit

The lack of consensus in parliament on the way forward for Brexit.

Impacts and consequences:

- Brexit could lead to ongoing political instability
- Brexit creates uncertainty for the economy of the City and the high number of EU nationals that currently work and reside in Westminster
- Lack of financial mitigation from the Treasury may mean that there are further pressures on local government funding impacting on finances available to deliver services

Mitigation and progress:

PPC is monitoring trends on key issues that impact Westminster. There will be further work done with central London partners to understand and articulate specific issues relating to Westminster. There are also regular meetings with the WCC Brexit Strategic Board in place to mitigate risks and monitor a set of key performance indicators in order to reduce service impact for each area.

Revenue from filming and events at risk

There are a number of internal and external factors that are impacting on future filming and events revenue.

Impacts and consequences

Residents' views on events in parks, Brexit, growing costs of filming in Central London, an inability to grow the advertising sector of the business and the relocation of many filming crews to Manchester and Birmingham are putting revenue from filming and events at risk.

Mitigation and progress

The team takes every opportunity to consult with residents and are working with finance colleagues to further promote events support with stakeholders. Further analysis will be performed on the impacts of Brexit and filming relocation on revenue.

Key Performance Indicators

The table below presents the latest cumulative outturns available at the end of Q2 (April 2019 – September 2019) unless indicated.

Target range definitions	Minimum The minimum level for the KPI that will still allow the service to deliver Ideal A level which is acceptable for service continuity Aspirational The level at which the service is improving beyond current capability	Q2 Target assessment definitions	Off track Failing to achieve the minimum target level Projected to exceed target Projected to exceed ideal target level Meeting target On track to meet ideal target level Minimum standard met Meeting the minimum target below ideal level
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Key performance indicator	2018/19 position	2019/20 target ranges			Position at Q2	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			

Customer services and engagement

1. Less than 4% of calls abandoned (Agilisys)	2.97%	<4%	→	<4%	→	<3%	6.43%	Meeting target	Although missing the target, this is in line with the agreed impact expectations between WCC and the operations leadership of Agilisys (the contractor) outlined in April 19 due to new system implementation.
<p>Service commentary: The higher than targeted % Abandoned rate during Q1 and Q1 is related to the introduction of two new systems: a new Customer Relationship Management application (Microsoft Dynamics replaced Verint) in April 19 and a new interface for Call Service Advisors was created in house by bi-borough IT developers. The systems were needed to give insight data on reasons for contact with WCC.</p> <p>Mitigation: The rate was outside of the 4% Service Level agreement; however, it was in line with the agreed impact expectations between WCC and the operations leadership of Agilisys (the contractor) outlined in April 19. Agilisys has an established extended history of meeting this Service Level Target and performance returned to target in September.</p>									
2. Residents feel informed about services and benefits	65% (2017)	= last year	→	> last year	→	+5% on last year	68% (2018)	Achieved	
3. Residents feel informed about plans for your local area	60% (2017)	= last year	→	> last year	→	+5% on last year	63% (2018)	Achieved	Figure to be updated next quarter with new City Survey results
4. Residents have seen the Westminster Reporter	54% (2017)	= last year	→	> last year	→	+5% on last year	60% (2018)	Target exceeded	

City for All Tracker

The table below provides a progress update at the end of the year (March 2019) on the measures and milestones aligned to the CFA pledges that the directorate is directly responsible for delivering.

City for all Pledge	Delivery Status	Progress update
City of opportunity		
We will roll out our #MyWestminster City Lions Programme for 13 to 16 year olds, making sure that young people from a variety of backgrounds have access to all of the opportunities the city has to offer	Achieved	<p>It's been a great year for City Lions with 800 young people participating in the programme in the first year, which higher than our target for two years.</p> <ul style="list-style-type: none"> • 800 Young people engaged on City Lions • Over 170 Westminster Students participated in targeted creativity programme of workshops • 52% young people Westminster residents from the top 30% most deprived wards in the borough. • City Lions has successfully brokered a range of work experience placements, which have been put out to various schools and Looked After Children team for allocation. <p>We are also working on other innovative programmes that are in development;</p> <ul style="list-style-type: none"> • Film production youth engagement strategy, initial stakeholder' s/scoping meeting end of November • YOS Team mentoring programme with Wilmot Dixon Interiors helping young offender into the workplace • ACCESS VFX Workshop & Schools programme
We will consult on and adopt a new City Plan, putting in place the biggest change in policy for a generation to support the building of more affordable homes and making sure residents are at the heart of all new developments.	Achieved	<ul style="list-style-type: none"> • Westminster's draft City Plan, which sets out the future approach for the city, was launched on 12th November 2018. Underpinned by the City for All vision, it sets out a blueprint for how Westminster will enter the next few decades in a strong and competitive position. Formal consultation followed in June 2019 and the Plan will be submitted to the Secretary of State later in the autumn, with a public examination to follow. The Plan is expected to be adopted in early 2020.
We will launch a new enterprise partnership bringing together businesses from across the city to shape a new economic development strategy.	On track	<ul style="list-style-type: none"> • We plan to carry out a Careers Education Information Advice and Guidance audit to assess gaps/need • We will also establish two networks: i) Employers and ii) Education providers to explore local skills provision [this may build towards a Skills Summit]

City for all Pledge	Delivery Status	Progress update
<p>We will work with businesses, residents, schools, colleges, and policy makers to build a new model of vocational education and, by 2020, launch a new city skills framework. This will support people develop their talents – and learn entirely new ones – from birth to well after retirement.</p>	<p>On track</p>	<ul style="list-style-type: none"> • We will communicate our ED offer to key sectors, using the sector grid as a prioritisation tool • We will establish two networks: i) Employers and ii) Education providers to explore local skills provision [this may build towards a Skills Summit]
<p>Caring and fairer city</p>		
<p>We have earmarked five schemes chosen by residents that will receive a combined investment of nearly £400,000 raised through our voluntary community contribution scheme. This will include helping rough sleepers off the streets at night, tackling loneliness and isolation across all age groups and supporting youth services.</p>	<p>Achieved</p>	<p>The Community Contribution scheme has now raised nearly £900,000 and supports the following priorities:</p> <ul style="list-style-type: none"> • Extra support to help rough sleepers away from the streets • Providing young people with life skills, experience or training • Combating loneliness in the community – not just among the elderly but also the young. <p>£60,000 of this has been awarded to Riverside Care and Support to employ two ex-rough sleepers to become Westminster ‘buddies’ – helping people on the streets who may be distrustful of mainstream authority.</p> <p>The fund was also opened to VCS and schools to bid for. Through this process, £200,000 has so far been awarded to 18 number of projects to support the fund’s priorities.</p> <p>The next round of grants is expected to open in late 2019/early 2020.</p> <p>The funds are controlled by City of Westminster Charitable Trust.</p>
<p>Healthier and Greener City</p>		
<p>We will launch a new Green for 18 campaign to raise awareness and make it easy to reduce our reliance on single use plastic. Westminster City Council has already banned single use plastic containers in meetings.</p>	<p>On track</p>	<ul style="list-style-type: none"> • Reusable water bottles and coffee cups have been provided to WCC staff to reduce/minimise the amount of single use plastics that are used within the Council. 1,000 reusable water bottles and 1,000 coffee cups have been distributed to staff since April 2018, so 2,000 reusable containers in total. The Campaign will be taken forward into 2019.

City for all Pledge	Delivery Status	Progress update
<p>We will expand #DontBeldle, setting the ambition for 1,000 businesses to sign up and play their part in reducing their own and their customers' emissions.</p>	<p>On track</p>	<ul style="list-style-type: none"> • Pledges of support to the campaign have been made by 14,000 people, which is also supported by 14 businesses. So far, over 100 Air Marshals, volunteers, and Westminster City Council employees have attended over 25 anti-idling action days across the city, engaging over 20,000 people. • #DontBeldle has won national awards as a communications and behaviour change campaign. • Westminster's DontBeldle campaign phase 2 has targeted businesses with large fleets in order to encourage them to implement driver efficiency training. National Express and Deliveroo are two major fleet operators who have signed up to work with the council on this project. Westminster has also met with the Department for Transport to discuss changes to national legislation to make it easier for local authorities to tackle unnecessary engine idling
<p>City that celebrates its communities</p>		
<p>More than 3,000 people from all over Westminster celebrated the second #MyWestminster Day at Paddington Recreation Ground on 1 July, cementing it as a major annual event to celebrate the city's neighbourhoods.</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • Just over 3,000 residents came down to enjoy the day, which took place on Sunday 30th June. Families and residents enjoyed free family activities, sport, live music, entertainment, dancing and arts and crafts • Maida Hill Place provided food from across the world working in partnership with Westminster residents who are part of the Big Eat Training programme. Local acts provided live music and dancing from the bandstand. We were also joined by 40 community and voluntary organisations who offered free entertainment and activities to showcase our vibrant and diverse city
<p>We will continue the roll out of the #MyWestminster Fund, making up to £10,000 available to grassroots organisations across the city to help make a difference in their neighbourhoods.</p>	<p>Achieved</p>	<ul style="list-style-type: none"> • The #MyWestminster Fund has now granted funding to 77 local organisations. The third round, which took place between January and March 2019 awarded just under £150k to 29 organisations. • The next round of bidding opened on 23 September and will close on 8 November; funds will be awarded in January 2020.
<p>We will work with our neighbourhoods and businesses to make sure our valued EU residents remain welcome and the local economy continues to thrive as the UK prepares to leave the European Union.</p>	<p>On track</p>	<ul style="list-style-type: none"> • The EU citizen's advice hotline run by the CAB has been established. The website has attracted 3739 individual visits and 673 advice appointments/assessments have taken place. The majority of service users report an improved capacity to manage future problems, increased knowledge and confidence regarding their rights and responsibilities and feeling better about their future.

City for all Pledge	Delivery Status	Progress update
<p>We will work with residents to develop new proposals for the Oxford Street District, which includes the reduction of pollution levels, control of deliveries, protection of resident parking bays, ensuring traffic will not ‘rat run’ down residential roads and effective management of pedestrian areas and surrounding streets.</p>	<p>On track</p>	<ul style="list-style-type: none"> • Phase 1 works have begun addressing safety critical concerns as well as undertaking a range of enabling works in advance of the OSD Strategy <ul style="list-style-type: none"> ○ Repairs to over 50 utility covers ○ Over 2km of roads relining to refresh the road markings ○ Jet washing and surveying of over 200 gullies including fixing drainage ○ Maintenance to the trees / tree pits ○ Repairs to street lights • Over 4000 sqm of pavement repairs / repaving • A series of workshops have taken place to engage and inform stakeholders on the Place Strategy proposals. A session took place in May which focused on the proposed traffic changes. The July workshops provided some examples of potential street designs and an update on the management plan workstream. • Modelling work has been undertaken of the proposed traffic changes across the whole Oxford Street District, which will inform detailed design of individual work packages. • Work has also begun on district-wide interventions including air quality modelling and monitoring and a freight action plan.
City that offers excellent local services		
<p>By the end of 2019 we will license buskers and street entertainers to make sure that residents and visitors get the best experience, and that new performers have a chance to shine.</p>	<p>Off track</p>	<p>We have been undertaking significant engagement with key stakeholders and have recently agree that we will test a variety of new approaches that aim to promote responsible busking and positive relationships across our City, whilst ensuring that in our hotspot areas we are doing all we can to keep the public safe and reduce the negative impact that busking can have on surrounding local residents and businesses.</p>