

Audit and Performance Committee Report

Meeting or Decision Maker:	Audit and Performance Committee
Date:	17 February 2021
Classification:	General Release
Title:	2020/21 Quarter 3 Performance Report
Key Decision:	Review performance and challenge officers on the contents of the report
Report of:	Mo Rahman, Strategy & Intelligence Team

Purpose:

This performance report summarises the Council's performance and progress at the end of quarter three 2020/21. It incorporates a range of updates to performance indicators where possible to reflect the current operating context of the pandemic.

Recommendations:

- Committee to note the performance updates for quarter 3.
- Committee to indicate any areas where they require more information or clarification.

New additions and changes to the report from the previous quarter:

- We have added analysis from the Council's 2020 City Survey results.
- We have added an achievements and issues highlight section to draw attention to the headline submissions from these areas.
- We have added a KPI highlight section to show which indicators are under and overperforming, and an update on previously underperforming indicators.
- We have added a risk highlight section to show the highest scoring risks.
- At the request of the Audit and Performance Committee:
 - We have highlighted throughout the report where there have been new or amended KPIs that aim to better reflect our operating context. We have also flagged where new KPIs may be added or changed in the future.
 - We have started linking risk and KPIs by showing which indicators may be affected if a risk were to be realised. We will continue to develop this link over the next quarter, ensuring that impacted KPIs are used to help inform the score of the risk.

Report content:

The **main body** of the report consists of:

- Headlines messages against each directorate including top achievements, challenges, risks and KPIs at the end of quarter three.
- High-level update on the Council's strategic and operational risks.
- Summary of the Covid-19 impacts to date.
- Featured analysis on the finds from the City Survey 2020.

The **appendix** follows the main body of the report and includes detailed performance information by directorate.

Quarter Three Performance Report – 2020/21

1. Headline Achievements

This section highlights the Council's headline achievements this part quarter. The Council's key achievements across all services can be read in more detail in the appendix.

The Council has continued its **response to the Covid-19 pandemic** over quarter three, in particular with:

- ✓ **The Standard Operating Procedures for Lateral Covid-19 flow testing** created by our Public Health department being recognised as best practice nationally by the Department for Health and Social Care. The lateral flow tests give a result within half an hour. It is a quick way of testing for Covid-19 symptoms and returns a result in about 30 minutes.
- ✓ **The mobilisation of discharge hubs**, which focus on supporting people to be quickly discharged from hospital when they are medically fit. This is key in creating hospital capacity during the pandemic.
- ✓ Recognising the need to **support businesses operating during Covid-19** by quickly adapting to a more supportive approach in order to support businesses to remain viable. We were able to deliver numerous highway and hospitality schemes to enable outdoor dining in a Covid-19 compliant environment.
- ✓ **Establishing asymptomatic testing centres**. We have mobilised our resources to set up three new testing centres, largely staffed by the Council's Public Protection and Licensing department with additional colleagues from the Westminster Employment Service. 7800 were tested by the end of December, and the time of writing, 22,078 tests have been undertaken.

The Council continued to **support the community** over quarter three by:

- ✓ The Community Access Westminster and Employment (CAWE) team worked with multi-media services to **provide personalised video services for approximately 100 residents** with complex needs at home during the pandemic to develop their confidence and skills and provide access to training and jobs. This included bespoke coaching on topics of individual interest and support needs. The team has also distributed repurposed tablets to residents who would otherwise not be able to access this service.
- ✓ **Developing and launching the 'Naturally Active' campaign**. This aims to reduce the impact of sedentary behaviours of our community during the pandemic by increasing levels of physical activity and lowering anxiety about leaving the house and going outdoors.
- ✓ **Westminster Partnerships supporting the local community** by providing laptops to children who do not have them and distributing vouchers and hampers to families in need.

2. Headline issues

As well as its many achievements over the quarter, the Council also faced various issues. More detail on the Council's key issues over quarter three can be read in the appendix. This section provides a highlight of top issues.

The Covid-19 pandemic and the subsequent lockdowns continue to cause issues for the Council to face, for example:

- ✘ The Government announcement of a third nationwide lockdown from January 2021 will have a **significant financial impact on our budgets**. The services within the Environment and City Management generate significant commercial income to fund services and these will be further impacted by the third lockdown during 2020/21. The Government is making additional funding available to local authorities to mitigate the income declines, but this will not fully fund the income declines. There is also a risk that external funding from TFL and developers will be reduced, and this will impact schemes in the capital monitor.
- ✘ **Young people's unemployment has been particularly affected** since the Covid-19 pandemic began. Although Westminster has a historically low number of claimants of unemployment related benefits, the rate of increase is accelerating. Once you strip out economically inactive students from the results, Westminster's unemployment rate is 11.9% (at November 2020) for 18-24 year olds, compared to 5.7% in the wider population. Geographical variations make these disparities even more stark. In Church St and Queens Park, we estimate the unemployment rate in this age group to be around 25%.

Other key issues to highlight this quarter are:

- ✘ **Management of on-street issues:** Park Lane is a major rough sleeping hotspot and has been an ongoing issue that we have been trying to resolve for some time. This area is privately owned and managed by a separate highway's authority, creating some specific difficulties with the types of interventions the Council can lawfully take in trying to reach a solution. This challenge is further compounded with the significant deficiencies in the powers that the Council and our partners have when trying to support individuals to remove tents, or in tackling behaviours that are having a direct impact on the community. The Integrated Street Engagement Unit (ISEU) conducted a patrol of the area on 14th January 2021 with the Street Engagement Team (SET) from the Metropolitan Police Service (MPS) and Immigration officers from the Home Office (HOIE). They observed all tents and wooden structures were vacant and the site looked like it had been abandoned. **The area is now cleared as of 13 Jan 2021, clean and safe for the public to access.** Other locations of concern include in and around Edgware Road and Hungerford Bridge.
- ✘ **A New Building Safety Bill** has been drafted following the Grenfell Inquiry. Westminster has the highest number of in-scope buildings in the country at 9.5% (1038). This has far-reaching impacts on the Building Control (BC) Team, Housing, Planning, Environmental Health and the Development Team. There will be additional requirements for consultations between Planning to Building Control. Estimated resourcing for this from WCC as an enforcing authority is an additional 25-30 level 6 qualified surveyors.

3.Key Performance Indicators for attention

3.1 Overachieving KPIs

The indicators presented below are reported by the service are currently exceeding aspirational target levels for the year. Detail on each KPI assessment can be found in the relevant directorate’s section of the appendix.

Directorate KPIs <i>Aspirational target positions are provided in the descriptions below for each KPI)</i>		Quarter 3 2020/21 result and target assessment	Service commentary
ADULTS SOCIAL CARE AND PUBLIC HEALTH			
1	Community champions - 14,000 of residents reached through activity	20,707 (Q2 result)	Exceeding target
2	9,000 sexual health screens undertaken through e-services	11,549 (Q2 result)	Exceeding target
CHILDREN’S SERVICES			
3	100% of Education, Health and Care assessments completed within 20 weeks, excluding exceptions	100%	Exceeding target
ENVIRONMENT AND CITY MANAGEMENT			
5	98% of urgent lighting defects made safe within agreed timescale	100%	Exceeding target
6	90% of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision.	95%	Exceeding target
7	500 vulnerable residents supported to continue living in their homes	615	Exceeding target
8	98% of streets in Westminster that pass the street score survey for litter	98%	Exceeding target
GROWTH, PLANNING AND HOUSING			
9	1,000 businesses significantly engaged (including vouchers issued, Corporate Social Responsibility activity)	5,073	Exceeding target
10	345 Westminster residents supported into Interims (Work trials, training, work placements & volunteering)	707	Exceeding target

Directorate KPIs <i>Aspirational target positions are provided in the descriptions below for each KPI)</i>		Quarter 3 2020/21 result and target assessment		Service commentary
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PEOPLE SERVICES				
11	14% of staff turnover is managed at appropriate benchmark levels (excluding redundancies)	9%	Exceeding target	222 leavers out of an average headcount of 2,468 employees.
12	2.3% of apprenticeship starts in relation to the public sector target of 2.3% of total headcount	3.65% without schools/2.35% with schools	Exceeding target	
13	60% of WCC staff feel valued by Westminster	62%	Exceeding target	Results from the 2020 annual staff survey.
14	61% of WCC staff feel the Council cares about my health and wellbeing	70%	Exceeding target	
15	6% of WCC staff feel they have the opportunity to improve our services by seeking and using feedback from users.	66%	Exceeding target	

3.2 KPIs 'off track' at Q2 2020/21 that have since improved to 'on track'

The table below provides an update on KPIs that were missing their target at the end of the last quarter that are now on track with their target. Of the 14 KPIs that were off track in quarter two, three have improved to 'on track' or 'exceeding target'.

Directorate KPIs <i>Ideal target positions are provided in the descriptions below</i>		Quarter 2 2020/21 result and target assessment		Quarter 2 2020/21 result and target assessment		Service commentary
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ENVIRONMENT AND CITY MANAGEMENT						
1	500 vulnerable residents supported to continue living in their homes	252	Target off track	439	Target on track	The Home improvements Agency have the funding and approval and priority cases are being dealt with quickly. The Handyerson Service is also now fully operational, supporting our older vulnerable residents in their own home.
2	98% of streets in Westminster that pass the street score survey for litter	94%	Target off track	98%	Exceeding target	
GROWTH, PLANNING AND HOUSING						
3	350 Westminster residents into jobs through our Westminster Employment Service (WES)	95	Target off track	179	Target on track	The team is supporting the recruitment of a significant number of Emergency response roles including for Mass Vaccination sites.

3.3 Underperforming KPIs and related risks

The indicators presented below are critical to the Council's performance and have been highlighted for the attention of the committee. Target information for some of these KPIs are currently under review in order to ensure they reflect the current operating environment. The table below also shows the highest scoring risks reported by directorates that would threaten the performance of the KPI (listed below) if a risk were to be realised. This is part of a new initiative to start integrating performance and risk within the Council and will be further refined over quarter 4. Please see the appendix for detail on the full list of KPIs and top risks (and impacted KPIs) from each directorate.

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>	Quarter 3 2020/21 result and target assessment	Impact of the pandemic to KPI performance	Mitigating actions to manage KPI performance during the pandemic
<p>1</p> <p>2% increase in real and virtual visits to libraries compared to the same period last year</p>	<p>Q1-Q3, 19/20 1,592,272</p> <p>-58%</p> <p>Q1-Q3, 20/21 668,352</p> <p style="background-color: red; color: white; text-align: center;">Target off track</p>	<p>Following the announcement of the third national lockdown, government guidelines have allowed libraries to remain open to provide a number of clearly defined essential services. However, footfall at our library has dramatically reduced due to the pandemic.</p>	<ul style="list-style-type: none"> From the start of the current lockdown period, 8 of our 12 libraries have remained open with a service offer which includes: PC access, collections, home library service and virtual library events. Barriers to membership and blocked accounts have been removed to ensure that the most vulnerable residents can access the service. We are working to enhance the website to align with a long-term vision of ensuring the service can connect to communities and engage new audiences.
Directorate risks that could impact the performance if risk materialises:		Covid-19 pandemic - Covid-19 may continue to impact footfall and service usage at our libraries.	
<p>2</p> <p>95% of appointments to register births available within 5 days of enquiry</p>	<p>81%</p> <p style="background-color: red; color: white; text-align: center;">Target off track</p>	<ul style="list-style-type: none"> Increased death registrations due to Covid-19 Increased demand for birth registrations and pent up demand for marriage and civil partnership ceremonies postponed due to lockdowns. Increased pent up demand for Citizenship ceremonies due to the Home Office recommending the issue of naturalisation certificates. 	<p>Resources have been put in place to increase the number of birth registrations in Q4, but this may change if the number of deaths continues to rise and resources need to be moved to death registration.</p>
Directorate risks that could impact the performance if risk materialises:		Covid-19 pandemic – Increasing death registrations due to Covid-19 and pent up demand for birth registrations, marriage and civil partnership ceremonies postponed due to lockdowns	
<p>3</p> <p>Complete 100% of high-risk food premises inspections (category A-B)</p>	<p>68%</p> <p style="background-color: red; color: white; text-align: center;">Target off track</p>	<p>The food premises are affected by the Covid-19 restrictions and a number of them are closed during this time. In current situation of Covid-19 restrictions and social distancing physical inspections take longer. In certain situation the officers undertake remote assessments, which take additional time.</p>	<p>The officers are currently also involved in other Covid-19 work and food complaint investigations in addition to their day to day responsibilities for food hygiene inspections. According to data shared by Food Standards Agency in August 2021 WCC food officers completed the highest number of food hygiene inspections in the whole country.</p>
Directorate risks that could impact the performance if risk materialises:		Covid-19 pandemic - The food premises are affected by Covid-19 restrictions and a number of them are closed during this time. This target may be threatened in the future if restrictions do not lift.	

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>		Quarter 3 2020/21 result and target assessment	Impact of the pandemic to KPI performance	Mitigating actions to manage KPI performance during the pandemic
4	Improve 65 Houses of Multiple Occupation (buildings with more than one household including shared facilities)	30	Target off track	The number of HMOs improved this year is expected to be lower due to the Covid-19 restrictions that have been put in place. Full building inspections and improvements that contribute to this target will continue to be lower due to the risk-based approach we are taking.
	Directorate risks that could impact the performance if risk materialises:	Covid-19 pandemic - This target continues to be threatened by further Covid-19 restrictions.		
5	Remove 375 hazards from residential dwellings which pose a serious and immediate threat to people's health or safety	173	Target off track	The removal of housing hazards has been severely impacted. The service has had to take an increased risk-based approach in responding to complaints, and this has resulted in dealing with issues mainly through remote means. The pandemic, and recent lockdowns have hindered the completion of works in properties and have impacted enforcement activities. The number of hazards removed is likely to be lower for this year.
	Directorate risks that could impact the performance if risk materialises:	Covid-19 pandemic - The pandemic and future lockdowns may continue to hinder the completion of works in properties at times and may continue to impact on enforcement activities.		
6	Achieve 3.7m participation in Council sports, leisure and wellbeing activities	705,214	Target off track	The global Leisure industry is not expected to meet pre-Covid-19 levels but attempt to slowly build on the growing confidence of users. Following the first national lockdown, usage of Leisure Centres was increasing monthly until Lockdown 2.0 leading to further tiered restrictions and now Lockdown 3.0.
	Directorate risks that could impact the performance if risk materialises:	Covid-19 pandemic - Covid-19 may continue to impact participation in Council sports, leisure and wellbeing activities.		
7	Less than £5m variance between budget and full year forecast	£55-65m overspent	Target off track	Significant impact on the Council's income during the pandemic. As at Nov 2020 the reduction in planned income is £35.0m. Expenditure variance to date is £9.8m
	Directorate risks that could impact the performance if risk materialises:	<p>The Council has claimed £15.4m from the first two income recovery claims. The Council was expecting to claim £20-25m from the income recovery scheme as at Nov 2020.</p> <ul style="list-style-type: none"> • Westminster fails to provide a Covid-19 secure environment in which to work or receive services, this would likely lead to overspend and may result in further variance between budgets and forecasts. • Covid-19 Investment property, tenants may not be able to generate sufficient income to continue trading. If businesses collapse, the Council is responsible for the property costs such as NNDR, utilities, repairs, maintenance and insurance. This would likely lead to overspend. • Reliance on commercial income, risk that budgeted income levels from commercial income fail to materialise. • MTP savings linked to income growth, it may not be possible to grow income to meet our savings target. • There is a risk that Brexit could disrupt our services. • Financial risk due to Covid-19 and uncertainty regarding future government funding, If the Government's funding for the pandemic is not sufficient, this would cause overspend and may result in further variance between budgets and forecasts. 		

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>		Quarter 3 2020/21 result and target assessment		Impact of the pandemic to KPI performance	Mitigating actions to manage KPI performance during the pandemic
8	On budget - Variance between capital budget and FY forecast	£102.985m under-spent	Target off track	Due to Covid-19, many projects have been delayed leading to a forecasted underspend and start dates of many projects have been delayed to 2021/22 due to the pandemic.	Project expenditure budgets will be reprofiled into future years to reflect project delays. Project managers will continue to review and update forecasts
	Directorate risks that could impact the performance if risk materialises:	Financial risk due to Covid-19 and uncertainty regarding future government funding, If the Government's funding for the pandemic is not sufficient, this would cause overspend and may result in further variance between budgets and forecasts.			
9	91% of council tax collected by the Council	79.3%	Target off track	The restriction surrounding courts therefore continues to have a negative effect on income collected to date. There will be a programme of initiatives implemented to get collection back on track once the current restrictions are lifted. The targets have been lowered this quarter and compared to National local performance indicator sent by Capita.	The Council only retains £185m of this income (Council Tax £60m & NNDR £120.5m) for its own use. The Government has introduced a compensation scheme to reduce the loss for councils. It compensates councils for reduced tax base growth and increased reliefs for 2020/21 following the COVID19 outbreak.
	Directorate risks that could impact the performance if risk materialises:	Financial risk due to Covid-19 and uncertainty regarding future government funding, The governments compensation scheme to reduce the loss for councils is not enough. The scheme aims to compensates councils for reduced tax base growth and increased reliefs for 2020/21 following the COVID19 outbreak.			
10	91% of business rates collected by the Council	74.87%	Target off track	The restriction surrounding courts therefore continues to have a negative effect on income collected to date. There will be a programme of initiatives implemented to get collection back on track once the current restrictions are lifted. The targets have been lowered this quarter and compared to National local performance indicator sent by Capita.	The Council only retains £185m of this income (Council Tax £60m & NNDR £120.5m) for its own use. If there is a reduced business rates income as witnessed through Covid-19 the maximum the Council will lose is £6.8m, reducing our recognised income from £120.5m to £113.7m.
	Directorate risks that could impact the performance if risk materialises:	Financial risk due to Covid-19 and uncertainty regarding future government funding, The governments compensation scheme to reduce the loss for councils is not enough. The scheme aims to compensates councils for reduced tax base growth and increased reliefs for 2020/21 following the COVID19 outbreak.			
11	Less than 4% calls abandoned (Agilisys contact centre performance)	6.5%	Target off track	This quarter saw an improvement although the call volumes were still higher than forecast mainly due to adverse weather conditions and COVID-19 resulting in more emergency calls out of hours.	Call handling for both in and out of hours contact centres are constantly monitored to take account of seasonal peaks and also maintaining support for changing messages and service information relating to Covid-19.
	Directorate risks that could impact the performance if risk materialises:	Covid-19 pandemic – higher call volumes due to C19 and potential staffing issues through absences and sickness.			

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>		Quarter 3 2020/21 result and target assessment	Impact of the pandemic to KPI performance	Mitigating actions to manage KPI performance during the pandemic	
12	90% of staff who have completed mandatory data protection & cyber security online training per year	71%	Target off track	WCC introduced a newer training module in July 2020. There has been challenges in recording training.	Working with Hants/LMS to understand why training may not be being recorded when it is completed.
13	1,850 affordable housing units delivered by 2023	201 (994 total units build to date since the start of the programme)	Target off track	Due to the impact of Covid-19 many projects have been delayed, there is likely to be some slippage into later quarters of the year and potentially into 2021/22.	There was an initial slowdown of construction during the first lockdown that included some sites closing for a short period and reduced construction staff on site. This impacted the delivery of in year new supply in 2020/21 meaning some schemes will now deliver in 2021/23. However, the current projected supply figure by March 2023 is now 2,005 rather than 1,850, so we remain on track to exceed the City for All target.
Directorate risks that could impact the performance if risk materialises:		Covid-19 pandemic – if the pandemic continues projects maybe be further delayed and project expenditure budgets will need to be reprofiled into future years to reflect project delays.			
14	% of 'non-major' planning applications determined within 8 weeks	67%	Target off track	The performance for the determination of non-major applications has been impacted by the pandemic. This affected the ability of officers to make site visits and has reduced available staff resources.	The department now has measures in place to mitigate these impacts, such as a site visit protocol that has reduced the backlog of cases where a site visit is required. In addition, Team Leaders will be undertaking closer monitoring of officer caseloads during Q4 to ensure that the majority of applications are determined within statutory or agreed timeframes. With these measures in place, sufficient applications will be determined within target during Q4 to meet the annual KPI 'Ideal' target.
Directorate risks that could impact the performance if risk materialises:		Building Regulations has been re-written following an independent review following Grenfell. The buildings in scope have extended to cover most of the properties within Westminster. The new draft bill sets requirements for competence and resource of the local Building Control team. It has far reaching impact across the Council with the requirements safety cases for Council and private sector properties.			
15	Reduction in new rough sleepers spending more than one night out	67%	Target off track	Number of rough sleepers was down significantly from 900 in Q2 to 692 in Q3. Although the % target was not met, the overall reduction in numbers is positive.	The service is looking to develop a new KPI for 2021/22 which is more representative of the wider rough sleeping picture
Directorate risks that could impact the performance if risk materialises:		Change in direction from government on EEA nationals or Vagrancy Act - There is a risk that we will not be able to support EEA nationals away from the streets. 60% of people on the streets in Westminster are EEA nationals without access to benefits and, depending on the progression of the Immigration and social security co-ordination (EU Withdrawal) bill, Westminster may not have sufficient powers to support this people.			

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>	Quarter 3 2020/21 result and target assessment		Impact of the pandemic to KPI performance	Mitigating actions to manage KPI performance during the pandemic	
16	10% of surplus school placements in Westminster primary schools (new KPI for this quarter)	1,839 (with caps) (16.9% surplus)	Target off track	We are currently operating with a surplus school capacity of 16.9% (with caps) in Westminster primary schools. This is not financially viable for schools or the Council in the long term.	There are a number of strategies in progress with interim measures in place such as informally capping the Published Admission Numbers (PANs) for schools with falling rolls. To support the School Organisation and Asset Strategy work, the Schools Forum commissioned the ISOS Partnership to carry out detailed analysis of school capacity and budgets in collaboration with schools, the Catholic and Church of England Diocese and Officers. Further to ISOS's findings, a Strategic Working Group has been established to consider what actions are required. We expect to see a final report of recommendations towards the end of the summer term.
Directorate risks that could impact the performance if risk materialises:		School Budget Deficits - Schools with falling rolls and those with budget reductions of pupils are at risk of developing budget deficits. Shortage of pupils presents a funding challenge as costs are less flexible and variable, that makes it difficult for schools to balance budgets and could ultimately lead to future school closures / mergers.			
17	80% of care leavers in education, training or employment (at age 19, 20, 21) (excluding those not in touch)	69%	Target off track	% of Care Leavers (19, 20 and 21) in Education, Employment and Training at the last point of the quarter (December 2020). In 2017-18 for instance, 51% of care leavers were in EET nationally and 53% in London compared to 71.6% in WCC. Covid-19 has had a considerable effect on youth unemployment hence the % of care leavers in EET may also be lower than usual	We have set ourselves a challenge in our target range rather than this being an indication that we are drastically under-achieving. We compare favourably to national and London figures on this generally.
18	15% of re-referrals to social care within 12 months (new KPI for this quarter)	130 (25% re-referral rate)	Target off track	This is a figure for the last quarter (so the number of re-referrals within the last quarter who have come back within 12 months of last being referred). In the year to date (2020-21) we have had a 24% re-referral rate within 12 months.	We have set ourselves a challenge in our target range rather than this being an indication that we are drastically under-achieving.

4. Strategic risks

The risks outlined below are considered to be of strategic significance as they could impact the sustainability and delivery of the Council's statutory and non-statutory services and operations. If these risks were realised, there could be serious legal, financial or reputational impacts to the Council. Each strategic risk is contextualised and detailed with existing mitigation measures provided by services across the Council.

Key changes since Q2 to the strategic risks for Q3:

- “Outbreak of infectious disease in Westminster (other than Covid-19)” has been replaced with “Subsequent health protection incidents could compound the impact of Covid-19 and hinder the local response”, as the risk of a low Covid-19 vaccination uptake, and any pressure on the public health system from other sources, was agreed to be more strategically significant for the Council.
- “Loss of IT Systems or Data” has changed name to “Serious information or cyber security incident due to data breach, malware outbreak, phishing, ransomware attack” to better reflect the nature of the risk.
- “The impact of Brexit on services and communities across Westminster” has been updated as a “No Deal” scenario was avoided on the 24th of Dec 2020.

<p>1</p>	<p>Subsequent health protection incidents could compound the impact of Covid-19 and hinder the local response – Public Health</p>	<p>Covid-19 has affected us all, our residents, communities, public institutions, businesses, and voluntary and community organisations. Resources across the Council are fully mobilised in reducing the risk of exposure, through effective outbreak managements, as well as reducing the risk of complications and death among our residents. Recovery planning is underway to tackle the short, medium- and long-term adverse effects on physical and mental health, economic challenges and environmental impact.</p> <p>Risks which still need to be mitigated in this context are as follows:</p> <ul style="list-style-type: none"> • Based on evidence of flu vaccination uptake, potential low update of Covid-19 vaccination, particularly in our most ethnically diverse communities, in areas of highest deprivation and amongst care staff. A vaccination plan is in development but engagement from across the system is needed to maximise uptake and reduce inequality. • Any additional pressure on the system, from an influenza pandemic, an infectious disease outbreak, or extreme weather could hinder our local Covid-19 response and recovery planning. Local Health Protection plans are in place, awareness raising sessions have been held, and proactive and targeted communications campaigns delivered. Local initiatives which promote the uptake of, and facilitate the access to, flu vaccinations to frontline staff and residents have been prioritised in Autumn and Winter. Business continuity arrangements are in place across the organisation to support the delivery of critical functions.
<p>2</p>	<p>The Council fails to meet its safeguarding responsibilities for a child, young person or adult – Adult Social Care and Children’s Services</p>	<p>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. We monitor our recruitment process and staff are asked to attend safeguarding training as part of their induction and ongoing professional development.</p> <p>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.</p>
<p>3</p>	<p>Financial pressures resulting in an inability to fund services for resident, businesses and visitors – Finance and Resources</p>	<p>A range of wider market dynamics contributes to increasing financial pressures placed on the Council, including changing levels of service demand, the impacts of Covid-19, Brexit, and central government policy. These affect services across the Council in different ways; however, ultimately, they could impact service quality and delivery and therefore the residents and businesses, our overall financial position and reputation. The Medium-Term Planning process is in place as a mitigating action to ensure the Council balances its budget and identifies savings that can be made.</p>

<p style="text-align: center;">4</p>	<p>Serious information or cyber security incident due to data breach, malware outbreak, phishing, ransomware attack – Finance & Resources</p>	<p>Increased numbers of cyber-attacks, combined with the pressure to respond quickly to the emergency and the unprecedented rise in working from home (while data protection requirements remain unchanged) potentially increases the risk of unauthorised disclosure, data loss and wrongful use of personal data. Critical business systems could be taken offline leading to financial loss through ransomware or outages on revenue generating systems as well as data compromise, leading to Information Commissioners’ Office (ICO) fines, putting vulnerable residents’ dataries with associated reputational damage or the Council being unable to undertake business. To date, there is no increase in staff reporting data breaches since Covid-19. We continue to focus on improving system availability and reducing the risk of data loss. Improvements around information security and data breach management are being made, such as the full migration to Windows 10 and the design of new policies, with the support of our Data Protection Officer. Cybersecurity is also being improved via mandatory training completion and corporate guidance on data handling when working from home, whilst maintaining existing controls such as secure email.</p>
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5	<p>Failure of a major contract or an inability to secure alternative provision resulting in the Council being unable to provide services or meet its statutory obligations – Finance and Resources</p>	<p>The Council depends on a range of contracted partners to deliver its services. This supply chain could be disrupted by several factors such as the Covid-19 pandemic, Brexit, and the economic fallout and uncertainties arising. This could ultimately delay or disrupt critical services or service delivery, resulting in non-compliance of contractual obligations, non-compliance of legal obligations, financial loss or impact the Council’s reputation. Covid-19 has had a disproportionate impact on some sectors, notably social care affecting services for adults, children, and wider public health. The financial impact of this has affected providers in different ways, increasing operational costs (for example additional health and safety measures, increased use of temporary labour) and also through loss of income (for example the increased level of voids in care homes) or utilisation of vehicles for transport services. Some third sector organisations are also seeing normal funding streams disrupted.</p> <p>The Council has the following control measures in place: Procurement Code, the Supply Chain Resilience Forum, Contract Management Framework, scrutiny of all new contracts worth more than £100k, performance monitoring, periodic financial checks/enhanced financial checks pre-and post-contract award, a contract segmentation now applied to all contracts (risk and value). The Procurement Code is being updated and the Procurement Governance Process has been improved. The Council plans to enhance monitoring and awareness across contract managers in particular to recognise early warning signs that might indicate supplier distress and embed contractual mechanisms to ensure formal early warning of changes to the suppliers’ financial wellbeing.</p>
6	<p>A significant incident occurring in Westminster (e.g. weather event, fire, terror attack, etc.) – Environment and City Management</p>	<p>To help ensure Westminster’s sustainability and resilience, we work closely with other local authorities, the emergency services and partner organisations. This coordination enables us to respond quickly if potential threats such as terrorism or extreme weather were realised. Terrorism Future controls are detailed within Prevent, Protect and Emergency Planning and Business Continuity. In addition to carrying out test exercises, the Council participates fully in Safer City, a pan-London annual exercise, and engages in partnership working with the Metropolitan Police Service. Flooding the Council follows the GLA’s London Strategic Flood Framework and Environment Agency Guidance, the Serpentine Reservoir Inundation Plan, and it also has its own Westminster Plan for Major Emergencies, WCC Staff 10 Point Plan for Business Continuity, and test exercises. The Thames Barrier is also a major existing control against flood events.</p>
7	<p>The impact of Brexit on Council services and communities across Westminster – Environment, City and Management</p>	<p>Britain left the EU on 31 January 2020 and Her Majesty’s Government agreed a trade deal with the EU27 on 24th December 2020, avoiding a “No Deal” scenario. The impacts of Brexit are far-reaching and have an influence on many parts to the Council’s service delivery and objectives both medium and long term. In the short term, Brexit may mean potential workforce shortages, particularly in key sectors with fragile markets, and potential supply chain disruption. Officers are monitoring the key issues that will impact Westminster and regular meetings are being held with the WCC EU Exit Strategic Board to mitigate risks. The Council has also been advised that regional EU Exit response will be rolled into the current London Strategic Coordination Group and Delivery Coordination Group arrangements.</p>

5. Overview of Covid-19 Impacts in Westminster

Since the previous impact report, Westminster, along with the rest of London has experienced a considerable deterioration in terms of infections and health outcomes, but crucially this challenge now takes place against a vaccination roll-out that is likely to enable significant recovery to take place in 2021. This summary provides an update on the Covid-19 impacts last reported to the Committee in December 2020:

1

On **14 October**, the Government introduced a regional tiering system (initially a three-tiered system). London moved to tier 3 of the 4-tier system on 16 December, tier 4 on 20 December, and then moved into the national lockdown on 4 January 2021 as a result of escalating infection rates linked to a new virus variant. London's mayor declared a Covid-19 emergency for the capital on 8 Jan.

2

The situation continues to move at pace, and any numbers provided can be updated later. At the time of writing, the national lockdown, supported by the vaccine rollout, had started to reduce infections in the capital. However, pressures on the NHS and mortuary service continue to grow.

3

By **18 January**, 225 residents of Westminster had died from Covid-19, including 40 in the second wave (measured from 01 Oct).

4

By **19 January**, around 80% of the target population had been vaccinated, with vaccinations to residents in care homes on track for the end of January. Dedicated vaccination centres are operating out of Lord's and South Westminster Health.

5

Economic impacts have been substantial across residents and businesses, with unemployment rising faster in Westminster and the Capital than across the UK. Workless benefit claimant rates in Westminster were just above 2% in the same period last year, and November 2020's figures reached 5.7%, still lower than the 8.2% London rate. Youth unemployment is a particular concern, with economically inactive students removed from local modelling, the unemployment rate for 18-24-year olds stands at almost 12%, rising to 1 in 4 young people in the more deprived wards.

6

As reported to the previous committee, the absence of workers and tourists from major cities have remained more extreme than smaller cities and towns across the country, as the loss of activity in key industries and the ability to work remotely impacts this. Job site (Indeed) reports also indicate that London saw a drop of 50% of job listings, worse than any major Western European city.

7

The collection of migration data has been nationally hit, (along with preparations for the 2021 Census) but early estimates suggest that the City has not experienced the normal high levels of in-migration and population turnover. Figures from school rolls in Oct 2020 indicate that the loss of children from the City is likely to continue and may be accelerated.

8

At the time of writing, the focus of analysis has been in response to the immediate pandemic pressures, providing daily sit-rep updates to help manage emerging risks. The socio-economic and detailed health impacts linked to the pandemic are likely to be much clearer in the next quarter, as vaccination roll-out accelerates, and business and employment support schemes are withdrawn. An update can be provided to the next committee if required.

6. Featured analysis – City Survey results 2020

The Council completed its annual City Survey for 2020. Between late September and November 2020, 1038 residents (aged 16+) were interviewed face-to-face by an independent research company, Lake Market Research. Some high-level findings were:

Council Reputation & Core Service Satisfaction

- Resident satisfaction with how the Council is running the city remains very high (86%), which is 18 percentage points above LGA's national average for October 2020 and in line with results from 2019 (88%).
- Core council services continue to see high satisfaction levels and, where comparable, are higher than LGA's national averages for October 2020. Levels of satisfaction have marginally decreased since 2019, most notably with regards to road and pavement maintenance (-8 percentage points).

Covid-19 Concern

- Respondents were generally more concerned about their friends and family than themselves, particularly with regards to economic wellbeing, jobs and physical health.
- Two thirds (66%) of respondents agreed that the Council cares enough about its vulnerable residents –4 percentage points higher than in 2019.
- The proportion of respondents that said they were comfortable financially (58%) has decreased by 8 percentage points compared to 2019.

Greener and Cleaner

- Respondents were less likely to take proactive steps for the benefit of the environment than in 2019 (e.g. using less energy or switching to more sustainable transport).
- Approximately one in twenty respondents (6%) travelled a great deal or fair amount by electric vehicle -a similar proportion as in 2019 (7%).
- Encouragingly, just under a third of respondents (30%) identified poor air quality as a problem in their local area -10 percentage points fewer than in 2019.
- A quarter of respondents (25%) felt that rubbish and litter lying around was a problem in their local area –a similar proportion as in 2019 (27%).

Vibrant Communities

- Three quarters (76%) of respondents agreed that the Council is making their local area a better place to live, which is 2 percentage points higher than in 2019.
- As was the case in 2019, residents' top concerns/problems in their local area were people begging (41%) and homeless on the street (38%). Considering the range of issues presented, overall concern about community issues has generally decreased relative to 2019.
- Almost all residents (96%) continue to feel safe in the City, which is in line with 2019 results (95%). Four in five (79%) feel safe after dark, which is marginally less than in 2019 (84%).

Smart City & Digital Comms

- Almost one in ten respondents (8%) said they did not access the internet via a computer, tablet, smartphone, digital TV or games console, which is 5 percentage points lower than in the 2018 media consumption survey.
- A third of respondents (32%) had used or seen the Council website, which is 11 percentage points higher than in 2019. Similarly, two in five (18%) respondents had used or seen the MyWestminster e-Newsletter, which is 10 percentage points higher than in 2019. In both cases, 9 in 10 respondents found them useful.
- The most common preference for receiving news and information about the Council's services was by post (43%), followed by email (30%) and via the website (30%).

The Council has also developed a City Survey Segmentation Guide. This new analytical tool enables the Council to better understand our resident audience and where to focus ongoing work. This guide is available upon request.

Appendix – Directorate Performance

Detailed performance information for each Council Directorate area.

Headline Directorate Risks and Impacted KPIs

The table below shows the highest scoring risks reported by directorates within the Council. For this report, a new section entitled “Impacted KPIs” has been added to the risk tables below, to show which KPIs would be threatened if a risk was to be realised. In response to the Chairman’s request, this is part of a new initiative to start integrating performance and risk within the Council and will be refined over quarter four. More detail on all top directorate risks and impacted KPIs can be found in the respective directorate sections below.

Highest scoring directorate risks at Q3	Directorate	Impacted KPIs	Details of Impact
Covid-19 pandemic There is a risk that Covid-19 will continue to threaten residents within City of Westminster, and continue to disrupt business as usual.	Environment and City Management	Number of emergency planning exercises completed.	A number of pandemic specific exercises have been undertaken due to Covid-19.
		To complete all high-risk food premises inspections (category A-B).	The food premises are affected by Covid-19 restrictions and a number of them are closed during this time. This target may be threatened in the future if restrictions do not lift.
		Number of Houses of Multiple Occupation (HMOs) improved (buildings with more than one household including shared facilities).	This target continues to be threatened by further Covid-19 restrictions.
		Number of hazards removed from residential dwellings which pose a serious and immediate threat to people’s health or safety.	The pandemic and future lockdowns may continue to hinder the completion of works in properties at times, and may continue to impact on enforcement activities.
		% of licensed premises that are safe and well managed following a single inspection (Covid-secure).	This KPI has been refocused to ensure that buildings are “Covid secure”.
		Total participation in Council sports, leisure and wellbeing activities.	Covid-19 restrictions may continue to impact participation in Council sports, leisure and wellbeing activities.
		% of visits to Sayers Croft services compared with 2019/2020	Covid-19 restrictions may continue to impact visits to Sayers Croft services.
		2% increase in real and virtual visits to libraries compared to the same period last year	Covid-19 may continue to impact footfall and service usage at our libraries.
		95% of appointments to register births available within 5 days of enquiry	Increasing death registrations due to Covid-19 and pent up demand for birth registrations, marriage and civil partnership ceremonies postponed due to lockdowns
		1,850 affordable housing units delivered by 2023	If the pandemic continues projects maybe be further delayed and project expenditure budgets will need to be reprofiled into future years to reflect project delays.
Less than 4% calls abandoned (Agilisys contact centre performance)	Higher call volumes due to C19 and potential staffing issues through absences and sickness.		

Highest scoring directorate risks at Q3	Directorate	Impacted KPIs	Details of Impact
Covid-19 (operational) There is a risk that Westminster fails to provide a Covid-19 secure environment in which to work or receive services.	Finance & Resources	Variance between budget and full year forecast	If the Council is not able to provide Covid-19 secure workplaces, this would likely lead to overspend and may result in further variance between budgets and forecasts.
		Variance between capital budget and FY forecast	
Covid-19 investment property There is a risk that tenants may not be able to generate sufficient income to continue trading.	Finance & Resources	Percentage of business rates collected	If businesses collapse and buildings become vacant due to Covid-19, we may fail to collect business rates in line with our targets.
		Variance between budget and full year forecast	If businesses collapse, the Council is responsible for the property costs such as NNDR, utilities, repairs, maintenance and insurance. This would likely lead to overspend and a subsequent reduction in the general fund balance.
Financial risk due to Covid-19 and uncertainty regarding future government funding There is a risk that government funding to mitigate Covid-19 is not sufficient.	Finance & Resources	Variance between budget and full year forecast	If the Government's funding for the pandemic is not sufficient, this would cause overspend and may result in further variance between budgets and forecasts.
Reliance on commercial income There is a risk that budgeted income levels from commercial income fail to materialise.	Finance & Resources	Variance between budget and full year forecast	If budgeted income levels from commercial income fail to materialise, this would lead to a variance between budgets and forecasts.
		Variance between capital budget and FY forecast	
MTP savings linked to income growth linked to acquisitions and rent review There is a risk that it may not be possible to grow income to meet our savings target.	Finance & Resources	Variance between budget and full year forecast	If Finance and Resources do not meet the savings target of £0.65m, this would lead to a variance between budgets and forecasts.
Brexit supply chain risk There is a risk that Brexit could disrupt our services.	Finance & Resources	Variance between budget and full year forecast	If Brexit leads to delays in carrying out repairs, maintenance, and replacement, and increases the cost of component spare parts and the replacement of assets, this could lead to further variance between the budget and full year forecast.
Change in direction from government on EEA nationals or Vagrancy Act - There is a risk that we will not be able to support EEA nationals away from the streets.	Growth, Planning and Housing	Reduction in new rough sleepers spending more than one night out	There is a risk that we will not be able to support EEA nationals away from the streets.
Iding Regulations has been re-written following an independent review following Grenfell.	Growth, Planning and Housing	% of 'non-major' planning applications determined within 8 weeks	The new draft bill sets requirements for competence and resource of the local Building Control team. It has far reaching impact across the Council with the requirements safety cases for Council and private sector properties.

Adult Social Care and Public Health

Achievements

SOPS (Standard Operating Procedures) recognised as best practice - DHSC

The SOPS for Lateral Covid-19 Flow testing, recently created by the Public Health department was recognised by the Department for Health and Social Care as being best practice nationally. SOPs have been shared with London Local Authority Directors of Public Health to help guide best use and practice of Lateral Flow Testing. The lateral flow tests give a result within half an hour. It is a quick way of testing for Covid-19 symptoms and returns a result in about 30 minutes. Testing involves processing a nose and throat swab sample with an LFD. The LFD detects a Covid-19 antigen that is produced when a person is infected with Covid-19.

The Clinical SOP aims to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations.

As part of this work, the following outputs were achieved by the Council:

- Developed an FAQ for schools
- Risk assessment for each setting
- Site plans to aid efficiency
- Uniformity of performance

This will lead to the safer execution of our testing plan and can already be seen in the launch of our asymptomatic testing pilots, having already been run in two schools to date. In December, 248 school children and staff were tested in this pilot phase. This will be more widely rolled out in January in more schools and community settings.

Developed and launched Naturally Active

Due to Covid-19, Public Health England have not produced their national summer campaign. To help mitigate this, and to reduce the impact of sedentary behaviours locally, Public Health have created a summer campaign called Naturally Active. This campaign was devised internally in the public health department, who developed the concept, content and the campaign identity and imagery to be a bespoke campaign supporting families to be active utilising their local environment and green spaces. The booklet has been distributed to over 100 local settings including primary schools, early year's settings, libraries and community centres.

Following the gathering of community intelligence post the first lockdown, it became evident that families had anxieties about leaving the house, spending time outdoors and how to keep safe. This led to low levels of physical activity. The campaign sought to encourage residents to partake in fun physical activity and use local green spaces, whilst ensuring best practices on safety to help reduce the growth of the virus.

Naturally Active (#NaturallyActive) encouraged families to venture out into nature, keep moving and enjoy the benefits of spending time outdoors via a booklet that features games

and activities children and families can do in their own time in and around their local green spaces. The booklet that can be downloaded here.

The Naturally Active campaign addresses key issues raised by the local community and stakeholders of the impact of Covid-19:

- Low levels of physical activity
- Increasingly sedentary behaviours and the impact on emotional health and wellbeing
- Anxiety and fear about leaving the house, going outdoors and keeping safe

These are the main outcomes achieved so far:

- Facilitated community-led, evidence-based initiatives via Change4Life small grants scheme such as the 'Positive Women Project- Covid-19' run by the Hear Women Group, which delivered nutrition and sugar-free online classes for BAME women during the lockdown, reaching 151 families. See Change4Life small grants
- We had 24 applicants and awarded the C4L grant to 19 local voluntary and community organisations – 10 in WCC.
- Developed local websites to promote the programme:
www.westminster.gov.uk/change4lifewestminster

The 8th Community Champions Conference 'Rise'

The 8th Community Champions Conference 'Rise' was held on 19 November 2020. With the country in its second lockdown due to the pandemic, the champions worked tirelessly to ensure they could continue the annual celebration of achievement, and so had their first conference on Zoom.

The event aimed to appreciate and recognise the Champions' efforts to support their communities since the onset of the Covid-19 pandemic. Co-hosted by two Community Champions, the event was attended by almost 200 delegates, including Champions, partners and members.

Cabinet Member Councillor Mitchell addressed delegates with opening and closing remarks. Champions projects have adapted their delivery approach to ensure they were able to continue to reach and support vulnerable residents via on-line support, discussion and activity groups, phone, WhatsApp and some socially distanced face to face doorstep support. With the film premier of 'Rise', Guest speaker Peter Merrifield, CEO from Support When It Matters and the launch of a Digital Magazine, it was a lively event filled with joy, tears and lots of thought provoking insight, and served as a reminder of how valuable community champions are to our community.

Mobilisation of the Discharge Hubs and Discharge Care Pathways:

Discharge hubs focus on supporting people to be quickly discharged from hospital when they are medically fit, so the bed is made available to another patient as soon as possible. The pathway is to get people back home as opposed to into a care setting. This is key to creating hospital capacity during the pandemic.

During quarter three we:

- Held daily integrated Hubs meetings across 3 sites with patients discharged on the default pathway 1.
- Embedded early escalation embedded into practice.

- Supported the development of the hub lead role and participated in the recruitment process to all 3 roles.
- Fortnightly, integrated 3B System meetings to review pathways, blockages, close collaborative working to anticipate and smooth out pathway blockages.
- Held weekly meetings with CCG to implement the D2A guidance and reintroduce Continuing Health Care Framework.
- Flexed resources into assessment outside the acute sites.

Change to Community Access Services

The Change for Community Access Westminster and Employment (CAWE) team worked with the multi-media services to make personalised video services for approximately 100 customers at home during the pandemic. This included bespoke coaching on topics of individual interest and support needs including cooking specific meals, and meditation and relaxation. The team has also worked with colleagues in ICT to distribute repurposed tablets to residents who would otherwise not be able to access these specific offers. In addition, the team has continued to develop its use of cutting-edge technology including eye-control devices to introduce 'cause and effect' communication for customers who had not been able to engage with staff in this direct way before. The service won 'Innovator of the Year' at this year's Westminster Staff Awards for this work.

Issues

Changes in NHS

North West London (NWL) are moving to an Integrated Care Service (ICS) commencing 1 April 2021. Changes in personnel and operating models are likely to cause some distraction during the early part of 2021/22, as the new models bed in.

NWL Clinical Commissioning Group (CCG) aims to achieve financial consistency in health budget allocations across the patch. This means the CCG budget will suffer a £10M reduction over in the next 5 years. The local CCG will have to reduce spend to deliver the savings. Some reductions may have a financial impact on the Council Adults Social Care budget, but the extent and impact are unknown.

The Council will do the following to influence the CCG and limit the impact on our residents:

- Review the role of the Joint Health and Well Being Board in the next 6 months to strengthen their role in overseeing the development of health services.
- Ensure CCG involves the Council in efficiency planning and undertakes detailed EQIAs as part of any service change and that any public consultation is meaningful but implementation of changes.
- Encourage CCG to focus on more value for money services and outcome focus commissioning rather than reducing the value of contracts.
- Protect some key services within the Better Care Fund Plan, The BCF Plan is a key vehicle to deliver community and out of hospital services based on our local priorities.

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q3 (October 2020 – December 2020).

There are some new measures that won't be available until after quarter four, as they relate to new provisions started recently. Changes to existing KPIs for the next quarter are listed below.

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
Target assessment definitions	Target off track Target exceeded Target on track Minimum standard met	Off track to meet the minimum target level Exceeded ideal target level On track to meet the ideal target level Met the minimum target below ideal level

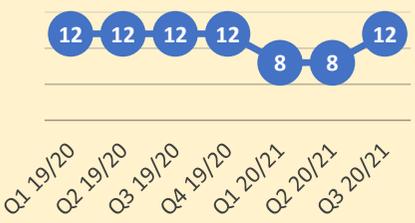
Key performance indicator	Q2 2020/21 position	2020/21 target ranges				Position at Q3	Target assessment	Other contextual insight
		Minimum	→	Ideal	→			
Adult Social Care								
1. Total number of new permanent admissions to residential/nursing care of people aged 65 years and over	45	105	→	95	→	85	46	Target on Track There is a reduction in the numbers of people being admitted to residential and nursing care and the overall number of people supported in this setting. This is an impact of Covid-19.
2. % of carers (caring for an adult) who have received an assessment or review of their needs	50.4%	77%	→	87%	→	92%	66%	Target on Track
3. % of service users receiving an assessment/review	43%	80%	→	90%	→	95%	65%	Target on Track
Public Health								
4. % of children who receive a 2-2.5-year development review	70% (Q1)	65%	→	70%	→	75%	70% (Q2)	Target on Track Q3 results will be available in mid-February.
5. % of alcohol misusers in treatment, who successfully completed treatment and did not re-present within 6 months	37.44% (Q1)	30%	→	35%	→	40%	38.72% (Q2)	Target on Track This is the Q2 published figure. With the 6 months of monitoring that takes place this means that these are for completions for April 19 – March 20. Figure taken from national reporting system and available mid-February.

Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
Public Health							
6. Community champions - number of residents reached through activity	21,663 (Q1)	10,000	→ 12,000	→ 14,000 (annually)	20,707 (Q2)	Target exceeded	Q3 results will be available in mid-February. From next quarter we will be changing this indicator to focus on total active community champions.
7. Stop smoking services – number of 4 week quits	168 (Q1)	600	→ 800	→ 1,000 (annually)	278 (Q2)	Target on Track	NHS Digital Stop Smoking Statistics were published recently for the year 2019/20. Westminster is the 5th best performing borough in England for smoking quits per 100,000. Westminster have been in the top 5 best performing local authority areas for the last 4 years. Q3 results will be available in mid-February.
8. Total sexual health screens undertaken through e-services	7,921 (Q1)	8,000	→ 9,000	→ 10,000 (annually)	11,549 (Q2)	Target exceeded	From next quarter we will be changing this indicator to focus on contraception (this has recently moved to online delivery). Q3 results will be available in mid-February.
9. Screening positivity rate (% screens resulting in diagnosis)	4.29% (Q1)	5%	→ 4%	→ 3%	3.91% (Q2)	Target on Track	From next quarter we will be removing this indicator. See above insight. Q3 results will be available in mid-February.

Top scoring departmental risk

Q3 Score	Risk			
16	<p>Widening Health Inequalities There is a risk that health inequalities will widen in Westminster. Local data shows a widening of health inequalities, which is best illustrated by the gap in life expectancy between the most and least deprived areas in the borough. Westminster has the fourth highest gap (for women Westminster ranks similar to England average).</p>			
	Impact	The gap in health inequality between the most and least deprived areas will continue to widen.		
	Impacted KPIs	<ul style="list-style-type: none"> % of alcohol misusers in treatment, who successfully completed treatment and did not re-present within 6 months Stop smoking services – number of 4 week quits Increased inequality would lead to an increase in demand and complexity of cases, which would lead to an increase in cost of services and potentially the need to redesign services.		
	Existing controls	<ul style="list-style-type: none"> Recovering planning underway to support initiatives which reduce health disparities. Public Health Intelligence is implementing population health monitoring to support early identification and prevention initiatives BAME action plan being drafted to respond to the disparities identified by Covid-19. 	Future controls	Director of Public Health's annual report to focus on Health Inequalities.
16	<p>Extreme weather Significant periods of hot weather, and prolonged periods of cold weather can lead to excess deaths and increased morbidity.</p>			
	Impact	<ul style="list-style-type: none"> On average, there are around 25,000 excess winter deaths each year in England. Excess winter deaths are the observed total number of deaths in winter (December to March) compared to the average of the number of deaths over the rest of the year. In the recent past, the rate of winter deaths in England was twice the rate observed in some northern European countries, such as Finland. Even with climate change, cold related deaths will continue to represent the biggest weather-related cause of mortality. Population health and wellbeing and impact on demand for ASC and NHS health services. 		
	Impacted KPIs	No KPIs will be impacted if this risk is realised.		
	Existing controls	<ul style="list-style-type: none"> National alert systems in place which Westminster City Council would respond to. Heat health watch alerts are in place. Local Health Protection plans outlines local response for both hot and cold weather. Communications plan in place. 	Future controls	Continue with existing controls and monitor.

Q3 Score	Risk																		
12	<p>Financial Pressures and increased demand in Adult Social Care</p> <p>Whilst we are still amid the pandemic and the extent of the full impact is yet to be known, there are three reasons why we might expect an increase in costs to the delivery of Adult Social Care:</p> <ul style="list-style-type: none"> • Suppressed demand of services • NHS pressures • Market fragility 		 <table border="1"> <caption>Line Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q1 19/20</td> <td>20</td> </tr> <tr> <td>Q2 19/20</td> <td>12</td> </tr> <tr> <td>Q3 19/20</td> <td>12</td> </tr> <tr> <td>Q4 19/20</td> <td>6</td> </tr> <tr> <td>Q1 20/21</td> <td>9</td> </tr> <tr> <td>Q2 20/21</td> <td>9</td> </tr> <tr> <td>Q3 20/21</td> <td>12</td> </tr> </tbody> </table>	Quarter	Score	Q1 19/20	20	Q2 19/20	12	Q3 19/20	12	Q4 19/20	6	Q1 20/21	9	Q2 20/21	9	Q3 20/21	12
	Quarter	Score																	
	Q1 19/20	20																	
	Q2 19/20	12																	
Q3 19/20	12																		
Q4 19/20	6																		
Q1 20/21	9																		
Q2 20/21	9																		
Q3 20/21	12																		
Impact	<ul style="list-style-type: none"> • Increases in acuity of client needs (higher package costs). • Increases in numbers of service users (demand increases). • Need to support providers at risk of failure, and/or develop new markets. • Inability to meet agreed savings targets. • Potential budget overspends. 																		
Impacted KPIs	<ul style="list-style-type: none"> • Total number of new permanent admissions to residential/nursing care of people aged 65 years and over. • % of carers (caring for an adult) who have received an assessment or review of their needs. • % of service users receiving an assessment/review <p>An increase of delivery cost in Adult Social Care might threaten our ability to achieve our targets for the KPIs above, as we may have increased demand for services, increase in complex need cases requiring residential or nursing placements and subsequently increased pressure on our workforce capacity. The controls below have been put in place to mitigate the impact on our ability to deliver and preserve the KPI targets.</p>																		
Existing controls	<ul style="list-style-type: none"> • Close monitoring of demand for homecare and care home support. • Supplier resilience support mechanism in place. • Savings plans developed to plan for reduction of funding that are costed and achievable • Monthly finance and performance information to look at trends and potential impacts on budgets. • Improved financial and performance monitoring in place to ensure alignment of service provision and financial commitments • Winter-plans in place and funded to meeting seasonal demands 	Future controls	None reported.																

Q3 Score	Risk		
12	<p>Fragility of the Care Market and pressures on the local care market Pressures on the local care market including staffing, training and development and financial pressures are resulting in the local markets being “fragile”.</p>		 <p>A line chart showing scores over seven quarters. The x-axis labels are Q1 19/20, Q2 19/20, Q3 19/20, Q4 19/20, Q1 20/21, Q2 20/21, and Q3 20/21. The y-axis represents scores. The data points are: Q1 19/20 (12), Q2 19/20 (12), Q3 19/20 (12), Q4 19/20 (12), Q1 20/21 (8), Q2 20/21 (8), and Q3 20/21 (12). The chart shows a dip in scores during the first two quarters of 2021 before recovering to 12 in the third quarter.</p>
	Impact	<ul style="list-style-type: none"> • Reduction in demand for residential care could lead to provider failure. • Potential staff shortages that could lead to lower market capacity. • Reduced uptake of training and development opportunities could lead to impacts on the quality of care provided to residents. • Financial pressures could lead to provider viability issues and ultimate failure. 	
	Impacted KPIs	<ul style="list-style-type: none"> • Total number of new permanent admissions to residential/nursing care of people aged 65 years and over. • % of carers (caring for an adult) who have received an assessment or review of their needs. • % of service users receiving an assessment/review. <p>Failure of a major provider in the care market could have an impact on KPI delivery as there would be a significant impact on the workforce to assess/reassess and put suitable care into place for effected residents.</p>	
	Existing controls	<ul style="list-style-type: none"> • Establishment of a Quality Team across Westminster and Kensington and Chelsea to work with local providers with a focus on quality. • A more cohesive relationship with the care regulator, the Care Quality Commissioning (CQC) including bi-monthly meetings. • When providers are invited to bid for contracts, they are required to provide copies of Business Continuity Plans and confirm when last they were tested. • CreditSafe alerts received when a provider’s rating drops to below 50%. CQC provide alerts for providers in the Market Oversight Scheme. • Business critical contracts identified - targeted programme of regular financial monitoring and strategic engagement at all levels. • New indexation clause designed for contracts that takes account of staff costs and wider factors and pressures affecting the sector. • Programme of Provider engagement events in place with targeted engagement at homecare and care home sectors. Share commissioning intentions and collaborative approaches to support supplier resilience • Pre-procurement market engagement to identify sector characteristics. • Supporting the market in the short term through the supplier resilience forum, although this is not sustainable in the long term. 	Future Controls

Q3 Score	Risk																			
12	<p>Health Protection (Pandemic Flu) There is a risk of a flu pandemic which may impact residents and workers.</p>			<table border="1"> <caption>Health Protection (Pandemic Flu) Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q1 19/20</td> <td>0</td> </tr> <tr> <td>Q2 19/20</td> <td>12</td> </tr> <tr> <td>Q3 19/20</td> <td>12</td> </tr> <tr> <td>Q4 19/20</td> <td>12</td> </tr> <tr> <td>Q1 20/21</td> <td>12</td> </tr> <tr> <td>Q2 20/21</td> <td>12</td> </tr> <tr> <td>Q3 20/21</td> <td>12</td> </tr> </tbody> </table>	Quarter	Score	Q1 19/20	0	Q2 19/20	12	Q3 19/20	12	Q4 19/20	12	Q1 20/21	12	Q2 20/21	12	Q3 20/21	12
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Q3 20/21	12																			
Impact	<ul style="list-style-type: none"> Community champions - number of residents reached through activity A pandemic Flu may mean community champions resources will need to be focused on supporting vulnerable residents who will have to isolate. This would reduce their capacity to run all of their programmes 																			
Impacted KPIs	<ul style="list-style-type: none"> Total number of new permanent admissions to residential/nursing care of people aged 65 years and over. % of carers (caring for an adult) who have received an assessment or review of their needs. % of service users receiving an assessment/review. % of alcohol misusers in treatment, who successfully completed treatment and did not re-present within 6 months. Stop smoking services – number of 4 week quits. Total sexual health screens undertaken through e-services. / Screening positivity rate (% screens resulting in diagnosis). <p>Health Checks a pandemic flu may mean social distancing for the vulnerable, who would therefore not be able to attend health check services. Another pandemic flu may also threaten business as usual Adult & Social Care services.</p>																			
Existing controls	<ul style="list-style-type: none"> Public Health have developed a Health Protection Protocol and supporting awareness raising sessions. A programme to get front line staff vaccinated for flu is in place. A flu communication plan has been developed. 	Future controls	<ul style="list-style-type: none"> Health Protection Protocol and supporting awareness raising sessions A programme to get front line staff vaccinated for flu is in place. The flu communication plan. 																	
12	<p>Immunisation uptake (excluding Covid-19) Low uptake of vaccinations could see an increase in other infectious diseases.</p>			<table border="1"> <caption>Immunisation uptake (excluding Covid-19) Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q1 19/20</td> <td>12</td> </tr> <tr> <td>Q2 19/20</td> <td>12</td> </tr> <tr> <td>Q3 19/20</td> <td>12</td> </tr> </tbody> </table>	Quarter	Score	Q1 19/20	12	Q2 19/20	12	Q3 19/20	12								
	Quarter	Score																		
	Q1 19/20	12																		
	Q2 19/20	12																		
Q3 19/20	12																			
Impact	Herd immunity to infectious diseases may be threatened.																			
Impacted KPIs	<ul style="list-style-type: none"> No KPIs will be impacted if this risk is realised. 																			
Existing controls	<ul style="list-style-type: none"> Immunisation is a priority undertaken by the NHS, with the Public Health Department serving as a support function. Communications plan in place. 	Future controls	<ul style="list-style-type: none"> Continue with existing controls and monitor 																	

Q3 Score	Risk		
		<ul style="list-style-type: none"> • Uptake being monitored quarterly • Public Health England due to update at the Health and Wellbeing Board in March 2021. • In Westminster, NHS England have presented at the Audit and Performance committee in September 2020 to outline the local response to improve uptake. • Rollout of new Covid-19 vaccination programme is supported by community communications and engagement. Lessons learned from current Covid-19 vaccine rollout and flu vaccinations rollouts to feed into the future routine programme. Monitoring uptake of rollout is underway. 	

Children's Services

Achievements

Above Inner London and National average School Attendance in Westminster Schools

Attendance figures have been positive and above Inner London averages for both primary and secondary schools and above national averages for secondary schools. Data is obtained by the Council from the DfE online portal. Below are the figures for average attendance up until half term. This is based on all primary and secondary schools who submitted their attendance figures on the DfE portal. For the first half of Autumn Term 2020 in WCC (1 September until 23 October) average attendance was 86% for Primary Schools and 85% for Secondary Schools. Nationally, the average attendance was 89% across primary schools and 83% across secondary schools. In Inner London, the average attendance was 85% for primary schools and 82% for secondary schools. We continue to provide effective support and guidance to schools in Westminster on attendance. Early Help is working closely with all schools and supporting individual cases where there are concerns about attendance.

In addition, a dedicated officer is working alongside Public Health to provide effective support with outbreak management in early years and educational settings. When a school has a positive case, they are asked to complete a local form. The dedicated officer will then pick this up with the school directly. Support is provided to the school to identify close contacts and to clarify any questions the school may have about the Government guidance. The early years and schools outbreak management team (OMT) process has worked well. It has allowed us to have real-time intelligence and be able to respond efficiently and collaboratively.

Successful Contact with Families in Children's Social Care

Our staff continue to support families during these difficult times. They are also continuing to support children to attend school. In terms of our staffing capacity, staff continue to be very healthy overall and to-date we have had no Covid-19 cases. In terms of referrals into social care at the front door, unsurprisingly both contacts and referrals went up significantly in September (following the return to school). Despite some fluctuation week on week, referrals are at approximately the levels they were at this time last year (before the pandemic).

This increase in contact and referrals has been well-managed and the proactive work of our staff has ensured stability and safety for children at this critical time. The response has been agile, creative and consistently focused on keeping children and young people safe. Our front-line workers have continued to manage robust duty systems and to visit those most at risk by using dynamic risk assessments throughout the national lockdowns. Staff have also embraced technology and generally worked creatively to engage children and families in order to maintain critical frontline safeguarding services and key support services. Our commitment has been reflected in positive outcomes in terms of a stability in our KPIs, stability in placements and the undertaking of successful children in care meetings, child protection conferences and looked after children reviews.

Roll-out of the Digital Futures project

Through the Digital Futures project, the Council and the Young Westminster Foundation are working in partnership to support disadvantaged children attending our schools to have better access to digital devices and stronger broadband connectivity. Schools which have been forced to close classes due to Covid-19 cases are being prioritised through the project.

750 devices have been ordered for allocation via Westminster schools to support students who do not have a device with their education and development. About 75 Chromebooks have been sent out so far with the other 75 hopefully to be allocated and sent out this week (w/c 14th December). A panel is convening on the 17th of December to look at allocating the 600 Windows laptops which should be available in January.

Issues

Rising youth unemployment

During the autumn term, schools have conducted diagnostic assessments with students to determine gaps in knowledge and plan catch-up work. Schools are raising concerns about reduced levels of attendance, the likelihood of lower attainment, reduced progression options and increased risk of becoming NEET. School Standards are discussing an approach with Early Help and schools to identify and monitor Year 11 pupils who are at increased risk of becoming NEET. This project will sit alongside the existing work of the Vulnerable Children's Collaborative.

Young people's unemployment has been particularly affected since the Covid-19 pandemic began. Although Westminster has a historically low number of claimants of unemployment related benefits, the rate of increase is accelerating. Once you strip out economically inactive students from the results, Westminster's unemployment rate is 11.9% (at November 2020) for 18-24 year olds, compared to 5.7% in the wider population. Geographical variations make these disparities even more stark. In Church St and Queens Park, we estimate the unemployment rate in this age group to be around 25%.

The Council needs to prepare for these numbers to increase even more. Following the pandemic, the average caseload of five employment coaches (working across the gangs, leaving care and YOT teams) has doubled (from 15 to 32 clients). WES are working on a bid to the "*Youth Futures Foundation*" due to be submitted in spring. The bid outlines plans to use funding to sustain and develop work with young people in the context of rising young unemployment in a challenging labour market.

The Virtual NEET Group has been established to facilitate online collaboration across a range of teams with shared responsibility to support young people (Early Help, Youth Offending Service, Pupil Referral Unit, Westminster Employment Service, and Bi-Borough Education Team, Integrated Gangs and Exploitation Unit, SEND and Prospects) and to manage referrals of young people who have been identified as NEET. From March, Westminster Employment Service (WES) has been working with Early Help through the Virtual NEET group, to accept referrals of 16- and 17-year-olds. This extends the normal referral age of 18 to 25-year olds.

Increasing demand for services to support children with SEND

We have seen increased referrals for our SEND Short Break services which puts pressure on our team's capacity and on funding. Short Break referrals have continued to remain high during the pandemic at 6 per week. However, through successfully bidding, and receiving additional funding to increase capacity, a reorganisation is underway. This has enabled us to separate the team into three distinct areas. The Bi-borough Early Intervention and Support for Disabled Children's Team supports families awaiting a diagnosis and potentially reduces the need for future residential support. The Assessment and Review Team will case hold for those aged 6-14 who are diagnosed and require support through childhood. The Transitions Team will case hold for children aged 14+ and will support the development of SEND young people as they reach adulthood.

We now have dedicated sites set up in both the north and south of Westminster. Tresham Centre is at capacity and will soon be expanding into floors 2 and 3 – with an aim to launch Spring 2021. We will continue to monitor pressure on our short breaks service at our Strategic Implementation Group and Children and Families Act Board, as well as via our quarterly SEND Self-Evaluation Framework.

The prevalence of SEN in England continues to rise, having reached 15.4% of all school pupils with 3.3% of all pupils now subject to Education Health and Care Plans (EHCPs). The total number of EHCPs rose 10% during 2019. In London, the growth in SEND means that 3.5% of all pupils are now subject to an EHCP. In WCC, although the growth in EHCP (8%) was below the national growth rate and the total (3.0%) is below the national and London averages, the prevalence of SEN in WCC schools is higher (15.5%) and at the start of the autumn term 2020 the number of EHCPs had reached 1249.

Recent referrals for assessment of pre-school aged children mirror the national spike in referrals due to Covid-19. Although we are able to meet the statutory timescales in 100% of cases, an increase could mean that this is unsustainable. The further risk is that the level of growth between 2020 and 2021 reaches 15% and 10% thereafter. Changes would be needed to the role of Educational Psychology should this happen. Additional therapy services would need to be commissioned.

This level of growth would result in an additional 620 EHCPs by 2024 and would call for at least 120 new specialist places. Our commissioning plans for SEN provision are to develop additional in-borough resources to meet the demand for places.

Key Performance Indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q3 (October 2020 – December 2020).

There are new KPIs included for this quarter, which is indicated in the table.

Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
1. Number of Education, Health and Care assessments finalised (new KPI)	31	50 (max)	→ 40	→ 25	26	Target exceeded	
2. Increased proportion of Education, Health and Care assessments which are completed within 20 weeks, excluding exceptions	100%	80%	→ 90%	→ 100%	100%	Target exceeded	25 of 25 completed within 20 weeks. There was one other case within the quarter which was an allowable exception - something beyond our control took it over 20 weeks. There are very strict rules about what is an exception.
3. Number of fixed-term exclusions (new KPI)	5.4%	8%	→ 5%	→ 0%	5.4%	Target on track	Latest data is from 2019/20 school year (September 2019 to July 2020). There were 519 fixed term exclusions during this period and 366 pupils accounting for these fixed-term exclusions.
Service commentary: Going forward, will look at whether there is more up-to-date quarterly data that we can get hold of on fixed-term exclusions. If not, we will update annually, when we receive this data.							
4. % of young people who are not in employment, education or training (new KPI)	New KPI	3.5%	→ 2.5%	→ 1.5%	2.28%	Target on track	Based on young people of year 12-13 age. This represents 56 young people.
5. Number of first-time entrants to the criminal justice system	13	20 (max)	→ 10	→ 5	9	Target on track	There were 3 young people who were first-time entrants with a caution and 6 young people who were first-time entrants with a conviction. This indicator measures the number of First time Entrants [FTEs] to the Youth Justice System. FTEs are defined as young people aged 10-17 who receive their first substantive outcome. Data for this measure is derived from the YOT's Case Management System.

Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight		
		Minimum	→	Ideal				→	Aspirational
6. Number of Serious Youth Violence Offences (new KPI)	22	20 (max)	→	10	→	5	11	Target on track	There were 11 offences committed by 6 offenders during the quarter. The YJB defines 'Serious Youth Violence' (SYV) as any drug, robbery or violence against the person offences that has a gravity score of five or more. Gravity scores range from 1 (least serious) to 8 (most serious). Robbery offences all carry a gravity score of 6 or above. In the 2020/21 year to date 17 young people have committed 36 offences. All offences this year have been robbery or attempted robbery, several of which were high value wrist watches.
7. Number of referrals to social care (new KPI)	545	545 (max)	→	500	→	480	517	Target on track	
8. Number of re-referrals to social care within 12 months (new KPI)	141	20% re-referral rate (max)	→	15% re-referral rate	→	10% re-referral rate	130 (25% re-referral rate)	Target off track	This is a figure for the last quarter (so the number of re-referrals within the last quarter who have come back within 12 months of last being referred).
<p>Service commentary: In the year to date (2020-21) we have had a 24% re-referral rate within 12 months.</p> <p>Mitigating action: We have set ourselves a challenge in our target range rather than this being an indication that we are drastically under-achieving.</p>									
9. Looked after Children numbers (new KPI)	200	201	→	187	→	181	192	Target on track	Number of Looked after Children at latest point in the quarter (December 2020). This includes Unaccompanied Asylum Seeker Children (UASC). 75 of our LAC are currently UASC.
10. Number of Care Leavers (new KPI)	256	N/A	→	N/A	→	N/A	272		Number of care leavers at latest point of the quarter (December 2020). No target to be provided for this KPI as there are not many opportunities to lower this number in the short or medium term. Our cohort of looked after children become our care leavers. New legislation will support care leavers until the age of 25 and it is an indication of good corporate parenting that our carers want to engage and that we offer good support. This is included as a KPI as it has a direct relationship to our budget pressures.

Key performance indicator	Q2 2020/21 position	2020/21 target ranges				Position at Q3	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
11. % Care Leavers in appropriate accommodation (new KPI)	93%	90%	→	94%	→	96%	93%	Target on Track	% of Care Leavers (19, 20 and 21) in suitable accommodation at the last point of the quarter (December 2020).
12. % care leavers in education, training or employment (at age 19, 20, 21) (excluding those not in touch)	69.5%	70% (min)	→	80%	→	90%	69%	Target off track	% of Care Leavers (19, 20 and 21) in Education, Employment and Training at the last point of the quarter (December 2020). We compare favourably to national and London figures on this generally. In 2017-18 for instance, 51% of care leavers were in EET nationally and 53% in London compared to 71.6% in WCC.
<p>Service commentary: Covid-19 has had a considerable effect on youth unemployment hence the % of care leavers in EET may also be lower than usual.</p> <p>Mitigating action: We have set ourselves a challenge in our target range rather than this being an indication that we are drastically under-achieving. We compare favourably to national and London figures on this generally.</p>									
13. % of Looked After Children placed in foster care (new KPI)	59%	60%	→	65%	→	70%	62%	Minimum standard met	Measure is as a % of total number of LAC.
14. % of Looked After Children placed in external foster placements (new KPI)	26.5%	25%	→	23%	→	21%	25%	Minimum standard met	Measure is as a % of total number of LAC.
15. Number of surplus school placements in Westminster primary schools (new KPI)	1839 (with caps)	15%	→	10%	→	5%	1839 (with caps) (16.9% surplus)	Target off track	Based on Autumn 2020 census. Targets to be developed.
<p>Service commentary: We are currently operating with a surplus school capacity of 16.9% (with caps) in Westminster primary schools. This is not financially viable for schools or the Council in the long term.</p> <p>Mitigating action: There are a number of strategies in progress with interim measures in place such as informally capping the Published Admission Numbers (PANs) for schools with falling rolls. To support the School Organisation and Asset Strategy work, the Schools Forum commissioned the ISOS Partnership to carry out detailed analysis of school capacity and budgets in collaboration with schools, the Catholic and Church of England Diocese and Officers. Further to ISOS's findings, a Strategic Working Group has been established to consider what actions are required. We expect to see a final report of recommendations towards the end of the summer term.</p>									
16. 2% increase in real and virtual visits to libraries	-71.2%	1%	→	2%	→	3%	-58%	Target off track	The library service is operating at a reduced service, our physical visits are down by -71% compared to last year due to the pandemic.

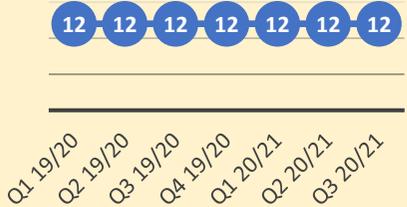
Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→	Ideal			
<p>Service commentary: Following the announcement of the third national lockdown, government guidelines have allowed libraries to remain open to provide a number of clearly defined essential services. However, footfall at our library has dramatically reduced due to the pandemic.</p> <p>Mitigating action: From the start of the current lockdown period, eight of our twelve libraries have remained open with a service offer in line with current government guidelines which ensures that social distancing can be maintained, and our residents continue to have the opportunity to read, learn and connect. The current offer includes: PC access, select and collect, home library service and virtual library events. Barriers to membership and blocked accounts have been removed to ensure that the most vulnerable residents can access the service. We are working in partnership with IT and Customer Experience & Digital colleagues on plans to enhance the website to align with a long-term vision of ensuring the service can connect to communities and engage new audiences.</p>							
17. % of appointments to register births available within 5 days of enquiry	75%	95%	→	95%	→	98%	81% Target off track
<p>Service commentary: The reason the performance was below target in Q3 is that the service was balancing resources across several areas, which meant the number of appointments offered for birth registration were not at the level to meet the KPI. See more details below:</p> <ul style="list-style-type: none"> • Increased death registrations due to Covid-19 as well as other conditions (deaths are always prioritised above all other services, to support the bereaved and ensure that the overall death management process is not compromised by late registration of a death). • Increased demand for birth registrations due to clearing backlog of birth registrations from lockdown 1.0 (where births were restricted to those in urgent need only). • Increased pent up demand for marriage and civil partnership ceremonies which had been postponed due to lockdowns March to July and November. • Increased customer enquiries relating to changing Government guidance and restrictions on ceremonies. • Increased pent up demand for Citizenship ceremonies due to the Home Office recommencing the issue of naturalisation certificates. <p>Mitigating action: Mitigations have been put in place by increasing the number of birth registration appointments in Q4, but these could be reduced or fluctuate if the number of deaths continues to rise and resources need to be moved to death registration. In addition, we are seeing reduced numbers of parents coming forward due to the current lockdown and messaging about staying at home. This may create another backlog of birth registrations to be cleared at a later date, impacting further on the KPI.</p>							

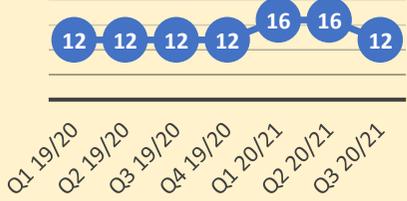
Top scoring directorate risks

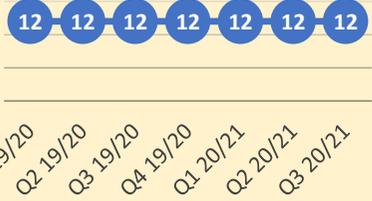
Q3 Score	Risk																		
16	<p>Ongoing pressures with SEN service Growing number of young people in need of SEND support, causing increasing pressure on capacity and resources.</p>		<table border="1"> <caption>Q3 Score Trend</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>12</td></tr> <tr><td>Q2 19/20</td><td>12</td></tr> <tr><td>Q3 19/20</td><td>12</td></tr> <tr><td>Q4 19/20</td><td>12</td></tr> <tr><td>Q1 20/21</td><td>12</td></tr> <tr><td>Q2 20/21</td><td>12</td></tr> <tr><td>Q3 20/21</td><td>16</td></tr> </tbody> </table>	Quarter	Score	Q1 19/20	12	Q2 19/20	12	Q3 19/20	12	Q4 19/20	12	Q1 20/21	12	Q2 20/21	12	Q3 20/21	16
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Impact	<ul style="list-style-type: none"> Local Area Inspection: the WCC Inspection has been completed successfully. A post inspection review is being used to prepare RBKC (Inspections are suspended due to Covid-19). However, there will be enormous expectation on RBKC to deliver the same success. Where the outcome of an inspection results in the authority and its CCG partners being required to provide a written statement of action (WSOA), remedial action would be necessary to meet the needs and expectations of our families. Funding pressures in High Needs Block, particularly in RBKC: the implications of Covid-19 are likely to include an increased demand for support available for pupils with special educational needs (SEN). This includes requests to repeat an academic year, enhanced levels of specialist input and pressure to commission health services such as therapies. 																		
Impacted KPIs	No KPIs will be impacted if this risk is realised.																		
Existing controls	<ul style="list-style-type: none"> The SEND Strategies were published in April 2018 and progress updates and refreshed action plans were published in September 2019. The multi-agency Children and Families Act (CFA) Executive Board provides oversight of delivery through targeted work streams. Self-evaluation is updated quarterly for reporting to CFA Board. Schools are engaged in a review of high needs and proposals for reducing expenditure and ensuring the funding is used in the most effective way. This will be presented to the Schools Forum. 	Future controls	<ul style="list-style-type: none"> Keep risk under review. Regular management oversight of local area inspection preparations, with management actions taken where necessary. Review of current contracts to identify potential future financial opportunities moving forward. 																

Q3 Score	Risk		
		<ul style="list-style-type: none"> In WCC, the high needs block is under pressure but not in deficit. In RBKC there is a significant deficit which is being successfully addressed through the review. Additional funding announced by the DfE will further support reducing the in-year forecast unfavourable variance. 	
16	<p>School Budget Deficits Schools with falling rolls and those with budget reductions of pupils are at risk of developing budget deficits.</p>		
	Impact	<ul style="list-style-type: none"> Schools funding is largely driven by pupil numbers. Therefore, schools with falling rolls have reductions in their funding. Eight of the thirty three mainstream schools saw a budget reduction in 2020-21 (when comparing to their 2019-20 budgets) and fifteen of these schools have a reduction in pupil numbers. Two of the schools with reductions in funding are academies. There may also be a financial and reputational impact for the Council in supporting maintained schools to put in place financial strategies. Other schools' budgets may be at risk if schools with deficits are unable to repay them. 	
	Impacted KPIs	<ul style="list-style-type: none"> Number of fixed-term exclusions % of young people who are not in employment, education or training A reduction in funding for schools could potentially lead to cuts and/or a reduced quality of service, and thus lead to an increase in the number of fixed-term exclusions and the % of young people who are not in employment, education or training. 	
	Existing controls	<ul style="list-style-type: none"> Schools Forum agree the formula used to allocated budgets to schools with the aim of keeping per pupil funding reductions to a minimum, within the constraints of available resources. Officers ensure adherence to financial regulations and promote a wider understanding of financial management through the delivery of training to schools' staff and governing bodies. Sessions aim to provide those involved with school finances and operational and strategic decision making with a greater understanding of their budgets and their financial responsibilities so that resources can be managed effectively. All maintained schools provide quarterly returns to the Authority for financial monitoring and reporting, and schools with deficit recovery plans are required to provide this information on a monthly basis. Schools with falling rolls of more than 5% were able to apply for an allocation from the falling rolls fund. The Schools' Forum finalised allocations in March 2020. 	Existing controls

Q3 Score	Risk																		
		<ul style="list-style-type: none"> Officers continue to support and promote the development of joint arrangements between schools and are engaging with the relevant Dioceses in relation to Voluntary Aided Church schools. ISOS Partnership completed the first stage of a strategic review of pupil projections and school financial management. A Strategic Group was set up for full review based on risk indicators. We are continuing engagement with schools via workshops, Schools' forum papers and support and challenge sessions with individual schools. 																	
15	<p>Failure to deliver new Marylebone library If the library does not go into Seymour Leisure Centre, there is a risk that an alternative sizeable site within the Marylebone Area will not be found, as Property have not be able to source an alternative location to date.</p>		<table border="1"> <caption>Score Data for Failure to deliver new Marylebone library</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>15</td></tr> <tr><td>Q2 19/20</td><td>15</td></tr> <tr><td>Q3 19/20</td><td>15</td></tr> <tr><td>Q4 19/20</td><td>15</td></tr> <tr><td>Q1 20/21</td><td>15</td></tr> <tr><td>Q2 20/21</td><td>15</td></tr> <tr><td>Q3 20/21</td><td>15</td></tr> </tbody> </table>	Quarter	Score	Q1 19/20	15	Q2 19/20	15	Q3 19/20	15	Q4 19/20	15	Q1 20/21	15	Q2 20/21	15	Q3 20/21	15
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Q2 20/21	15																		
Q3 20/21	15																		
Impact	Reputational, financial and service risks.																		
Impacted KPIs	<ul style="list-style-type: none"> No KPIs will be impacted if this risk is realised. 																		
Existing controls	The new library will be delivered as part of a remodelled Seymour Leisure Centre. We have in place a cross-team project board and project management controls, stakeholder engagement, and regular reporting to the relevant Cabinet Member.	<p>Future controls</p> <ul style="list-style-type: none"> Engagement with project team. Engagement strategy implementation. 																	
15	<p>Failure to achieve registrars increased income targets The largest proportion of registration income is generated by ceremonies. The pandemic has meant the cessation of ceremonies for the lockdowns March to July, and again in November. In addition, when ceremonies have been permitted, they have been permitted under restricted circumstances and / or with restricted numbers. Whilst the service has worked hard to increase numbers of ceremonies delivered when ceremonies have been permitted, many couples have chosen to cancel or postpone until 2021 or 2022.</p>		<table border="1"> <caption>Score Data for Failure to achieve registrars increased income targets</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>8</td></tr> <tr><td>Q2 19/20</td><td>8</td></tr> <tr><td>Q3 19/20</td><td>8</td></tr> <tr><td>Q4 19/20</td><td>15</td></tr> <tr><td>Q1 20/21</td><td>15</td></tr> <tr><td>Q2 20/21</td><td>15</td></tr> <tr><td>Q3 20/21</td><td>15</td></tr> </tbody> </table>	Quarter	Score	Q1 19/20	8	Q2 19/20	8	Q3 19/20	8	Q4 19/20	15	Q1 20/21	15	Q2 20/21	15	Q3 20/21	15
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Q4 19/20	15																		
Q1 20/21	15																		
Q2 20/21	15																		
Q3 20/21	15																		
Impact	Failure to meet target income of £2.3m.																		
Impacted KPIs	<ul style="list-style-type: none"> No KPIs will be impacted if this risk is realised. 																		

Q3 Score	Risk			
	Existing controls	We are undertaking monthly monitoring to allow mitigation where possible and accommodating as many ceremonies within Covid-19 secure boundaries to maximise income.	Future controls	<ul style="list-style-type: none"> • Diversification of services to create multiple income streams. • Implement a marketing strategy to drive up demand.
12	<p>Delivery of savings and service failure Inability to deliver savings plans in required timescale as a result of Covid-19. There have been additional cost burdens on Children’s Services as a result of Covid-19. For instance, there have been cost pressures on our short breaks service because we have enhanced provision and we have sent laptops and ensured connectivity to vulnerable children.</p>			
	Impact	<ul style="list-style-type: none"> • Failure to meet the needs and expectations of our customers and politicians. • Failure to deliver a statutory service. 		
	Impacted KPIs	<ul style="list-style-type: none"> • No KPIs will be impacted if this risk is realised. 		
	Existing controls	<ul style="list-style-type: none"> • Our position against planned savings is reported monthly via SLT and Corporate Finance to ensure we are taking account of our financial planning. Timing of some savings reprofiled as a result of Covid-19 e.g. Registrars income. 	Future controls	Keep risk under review.

Q3 Score	Risk		
12	<p>Partners in Practice Programme - embedding new ways of systemic social work The Centre for Systemic Social Work is moving towards financial sustainability but is not functioning on this basis yet.</p>		
	Impact	<p>If the Centre for Systemic Social Work is unable to become financially sustainable Children’s Services will either subsidise the running of the centre or close it. The centre provides all year one and year two systemic training for practitioners and managers. If the centre closes, the core training function will be transferred to the workforce development team at a cost of £50k for RBKC and £50k for WCC. A decision would need to be made if any other functions of the centre need to be retained and where these would be transferred to.</p>	
	Impacted KPIs	<ul style="list-style-type: none"> • Number of referrals to social care. • Number of re-referrals to social care within 12 months. <p>If the Centre for Systemic Social Work is unable to provide training for practitioners and managers, we may experience a momentary disruption as the core training function is transferred to the workforce development team, and therefore experience a reduction in the quality of our social care service. This could lead to increased referrals and re-referrals to social care.</p>	
	Existing controls	<ul style="list-style-type: none"> • Partners in Practice (PiP) Programme Board are actively managing risks and monthly reports by exception are provided to Children's Services SLT. We have a wealth of experience within the boroughs in designing and delivering systemic training. • Two of the programmes delivered by the CfSSW have been accredited by the Association for Family Therapy (AFT). • The Department for Education (DfE) monitors the progress of the PiP Programme both locally and nationally with regular meetings taking place, including national roundtable board meetings with the Directors of Children Services. • Similarly, the DfE also monitors the Practice Leaders Development Programme, with quarterly monitoring meetings taking place. • Ongoing monitoring of the PiP budget takes place via regular meetings of the PiP Programme Board. Funding from the DfE is confirmed until March 2021 and the business continuity plan is being reviewed to ensure sustainability from April 2021 	<p>Future controls</p>

Q3 Score	Risk			
12	<p>Rates of fixed-term exclusions in secondary schools continuing to rise</p>			
			<p>Impact</p>	<p>This would cause disruption to the progression in the learning of young people, their educational and life outcomes and increased risk of being criminally exploited. Schools could also receive a negative Ofsted inspection rating.</p>
	<p>Impacted KPIs</p>	<ul style="list-style-type: none"> • Number of fixed-term exclusions • % of young people who are not in employment, education or training • Number of first-time entrants to the criminal justice system • Number of Serious Youth Violence Offences <p>If fixed-term exclusions continue to rise, these individuals may suffer disruptions in their educational progression and consequently their employment opportunities. Being excluded from the school environment may also lead to individuals being criminally exploited.</p>		
	<p>Existing controls</p>	<ul style="list-style-type: none"> • There is targeted multi-agency work with those schools where exclusions are an issue, including meetings with heads over the next few weeks. • School Standards, Early Help and alternative provision behaviour outreach support is already in place and we are piloting inclusion work with a small number of schools which encompass more than 20 pupils. Our intention is to expand this to more schools and more than three times the number of young people – subject to a successful outcome of an external funding bid to the Home Office’s Youth Endowment Fund submitted on 23 July. • All secondary schools in WCC are being offered Trauma Informed training by the Early Help Service in WCC. Plans are underway for this offer to be made in RBKC schools. • In November, evidence from school visits of fixed term exclusions were down on the previous year. Local data to be pulled together to confirm the current picture. • In June, permanent exclusions were down by a significant amount in both boroughs compared to the same time the previous year (RBKC 2 in Autumn 2019 compared to 7 in Autumn 2018, WCC 5 in Autumn 2019 compared to 10 in Autumn 2018). Fixed term exclusion %’s were lower (than previous year) but only one term’s data was available and due to the covid-19 lockdown it’s not known how this would have changed over the year. 	<p>Future controls</p>	<ul style="list-style-type: none"> • Keep risk under review

Q3 Score	Risk		
12	<p>Increased placement demand for Look After Children Looked after Children numbers are rising, due to an increase in Unaccompanied Asylum Seeker Children (UASC) and there is an increasing demand for placements.</p>		
	<p>Impact</p>	<p>The increased demand in placements creates a financial pressure on the Council as well as pressure on our capacity to manage this demand. Without mitigations, this will lead to financial overspend. The Pan London rota continues to operate. However, capacity across the whole of London has been impacted. London authorities are now mostly at their 0.07 quota 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 Council. Modelling, using trend analysis, highlights a net financial increase in Looked After Children due to numbers of UASC presenting by £0.650m per annum reflecting an average increase of 49 children per annum cumulatively.</p>	
	<p>Impacted KPIs</p>	<ul style="list-style-type: none"> No KPIs will be impacted if this risk is realised. 	
	<p>Existing controls</p>	<ul style="list-style-type: none"> Regular review and monitoring of current placement costs including a breakdown of how these costs are made up. In response to this some additional capacity has been created by Labour councils have increased their threshold to 0.08% to support primarily Croydon where most arrivals present due to the location of the Home Office arrivals unit. Implementation of a new Placement Strategy in 2019/20 as part of a wider transformation review of Looked After Children Placements. The Lead Member is kept informed on a regular basis as to the current position and potential financial implications A Looked after Children tracker and financial placement models are in place to monitor numbers, need and cost. Forecasting future demand and sufficiency planning are in place over the medium term to 2022/23. Regular lobbying of government regarding this issue. Ensuring the consultation on the Spending Review for Local Government has a robust response regarding the financial pressures created by LAC and in particular rising UASC numbers in Westminster to ensure the final settlement meets the needs of the borough. Local authorities have continued to lobby government considering 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. The spending increase announced by the home office 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. 	<p>Future controls</p> <ul style="list-style-type: none"> Keep risk under review. Monitoring of current placement costs. Forecasting future demand and sufficiency planning in place Continue lobbying government regarding issue.

Environment and City Management

Achievements

Addressing Climate Emergency

A ground-breaking roadwork scheme (Low Carbon Street Pilot – King Street) has been completed exclusively using electric vehicles, tools, welfare, and recycled equipment. Electric Vehicle (EV) charging points were installed for the project will remain in place for local resident use. The use of EVs removed the traditional need for diesel and petrol engines our initial findings estimate that this cut carbon emissions by almost 75% compared to traditional industry methods and reduced noise pollution for residents.

Westminster is leading the way in on-street Electric Vehicle (EV) provisions (chargers) per capita in the country with 632 EV charge points installed on the highway (One for every 412 residents). The target is to hit one for every 250 residents by the end of March 2021.

Installation of low energy LED street lights – 7000 low energy lanterns with a central management system that allows remote monitoring and control have been installed to date across the City. 5000 lanterns remain to be changed and the programme is due to be completed by the end of March 2022.

Outbreak Management

Winter Hospitality Plan/Licensing - the directorate has recognised the need to support businesses operating during Covid-19 and was quickly able to adapt to a more supportive approach in order to support businesses to remain viable. Through support of our licenced premises and the hospitality industry and in conjunction with the Council's movement strategy we were able to deliver numerous highway and hospitality schemes to enable outdoor dining in a Covid-19 compliant environment. We continue to provide hundreds of businesses the ability to continue operating through the different restrictions placed on them.

Management of Tier 2,3&4 and Lockdowns - using existing resources, we have been able to confidently manage these emerging issues using the existing and new enforcement powers available.

There was little change in the directorate's approach to the new Tier 4 rules implemented on 20 Dec 2020 and subsequently the Lockdown in January 2021, following on from adopting Tier 3 rules weeks earlier. Officers continued to focus on ensuring premises were operating within the rules. Overall compliance has remained high. New Year's Eve was quiet as expected, with the main focus being on a few unlicensed music events (UMEs) taking place across Westminster.

Establishment of asymptomatic testing centres - with the continued high infection rates, Westminster are undertaking everything possible to protect people by stepping up the fight against Covid-19 with local targeted testing allied with our robust track and tracing process. We have mobilised our resources rapidly to be able to set up three new testing centres, largely staffed by the Council's Public Protection and Licensing department with additional

colleagues from the Westminster Employment Service with 7800 tested by the end of December and at the time of writing, 22,078 tests have been undertaken. Because of our experiences at the Harris Academy test site (set up as a pilot test centre on 14 December 2020) and the work with public health colleagues to develop asymptomatic testing, we are being used as an example of good practice; our operating procedures have been shared across London and we have been supporting colleagues in Camden and Tower Hamlets to roll out lateral flow testing in their boroughs, as well as providing support and guidance to schools to set up testing. For contact tracing we have been able to use the expertise of our environmental health officers, trained in infectious disease control, to trace contacts that have not been traced by the national test and trace programme.

Moberly Sports Centre and Little Venice Sports Centre are both up and running as Asymptomatic Covid-19 mass testing sites since 17 December 2020 despite the site being closed due to Tier 4 and now 3rd Lockdown restrictions.

Awards

We were awarded the Circular Economy Award in December 2020 for our innovative work with Veolia in upcycling two end-of-life diesel-powered waste vehicles to fully electric. The vehicles have zero tail-pipe emissions and we therefore avoided having to scrap the vehicles.

In October 2020 we were awarded 27 Green Flags this year (24 in parks and 3 housing sites). This is two more than last year (Berkeley Square and Leicester Square are the newest Green Flag sites). The Green Flag Award scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world. The Green Flag Award scheme is the international quality standard for parks and green spaces and 2020 saw a record-breaking 2,061 achieved the award in the UK.

Jubilee Phase 2 Project – Community Engagement & Social Value Initiatives

The Council successfully lobbied a developer, EcoWorld London (EWL), to provide package of social value/community initiatives totalling over £10K in Queen's Park ward during this very challenging time for communities due to the pandemic. The legal agreement relating to this phase of the wider Moberly and Jubilee redevelopment programme did not quantify the social value outputs required by the Council, yet the project team has still worked closely with the developer to secure a variety of initiatives across Queen's Park, which is one of Westminster's most socially deprived wards experiencing greater health inequalities than in other areas.

Digital Futures: WCC has partnered with the Young Westminster Foundation to provide free laptops to vulnerable young people and families in receipt of Free School Meals. A donation of **£1500** will provide a laptop and connectivity for 12 months for 5 families. EWL will commit to providing financial support for 10 families totalling £3,000.

Window Wanderland: WCC have successfully worked with an organisation called Window Wanderland to create festive window art illuminations within our nursing homes and

sheltered schemes, and resident blocks in Harrow road. EWL has committed funding of **£700** sponsorship which will pay for the toolkit. **Winter Wonderland** project has been a great success over the Christmas period and the Council has received excellent feedback from local people and the schools and care homes involved.

Careers and Enterprise with schools: Sponsorship of **£1,000** towards STEM week 2021 and a careers event for Westminster secondary schools with a big focus on STEM & Business & Professional Services apprenticeship opportunities.

Avenues Youth Project: EWL has committed **£500** to funding food supplies for the most vulnerable residents and those isolated due to the Covid-19 Virus.

Women's Only Bike Training – Harrow Road: EWL will work with WCC to support training for women to learn to cycle safely in the Harrow Road ward. This project can be delivered when London pandemic status reduces to Tier 2.

Toy Drive: Donations across the business with a target of £500. Toys to be provided to families in need and to the local nursery and primary school.

Issues

Financial Pressures

The Government announcement of a third nationwide lockdown from January 2021 will have a significant financial impact on ECM budgets. The services within the Directorate generate significant commercial income to fund services and these will be further impacted by the 3rd lockdown during 2020/21.

As at the end of November the projected income shortfalls to 31st March 2021 are £37m which has partly been mitigated by reductions in spend. It is expected that the declines in income will continue following the Government's announcement of a 3rd lockdown. The Government is making additional funding available to local authorities to mitigate the income declines, but this will not fully fund the income declines.

There is also a risk that external funding from TFL and developers will be reduced, and this will impact schemes in the capital monitor.

To date (December 2020), £2.6 million has been committed to Movement Strategy measures wider footways, additional cycle lanes or support for the reopening of the hospitality industry. £0.5m has been gained from third party funding sources to date. Efforts continue to identify other sources of income to support the initiatives.

Management of On Street Issues

Park Lane has been a major rough sleeping hotspot and encampment that the Council and partners have been trying to resolve for some time. The area is privately owned and managed by TfL, as the highway authority, creating some specific difficulties with the types

of interventions the Council can lawfully take in trying to reach a solution. This challenge has been further compounded with the significant deficiencies in the powers that the Council and our partners have when trying to support individuals, to remove tents, or in tackling behaviours that are having a direct impact on the local residents, business community, and visitors.

The Council's Neighbourhood Coordinator continued to arrange joint weekly patrols with the Integrated Street Engagement Unit (ISEU), the Metropolitan Police Service (MPS) while other options were being sought.

Following WCC legal advice to TfL in November 2020 outlining their responsibility, and subsequent conversations with the Freeholder, The Crown Estate, TfL have been more solution focused resulting in the following interventions.

ISEU conducted a patrol of the area on 14th January 2021 with the Street Engagement Team (SET) from the MPS and Immigration officers from the Home Office (HOIE). They observed all tents and wooden structures were vacant and the site looked like it had been abandoned.

The next day a joint operation with partners cleared the reservation of all debris, tents and structures. On the back of that operation, TfL have put up over signage showing the entire central reservation is now subject to Section 61 of the Criminal Justice and Public Order act 1994, which prohibits anyone in groups of two or more from residing for any period of time, and damaging the land or property. We believe this action and our regular visits to ensure any breaches are enforced should see this site being free of further tents and encampments.

Other locations of concern – In and around Edgware Road Recent patrols of the area have found reduced begging and rough sleeping. A group of individuals remain but are more scattered with their sleep sites, rather than in large congregations. The most recent Street Population count found no individuals in Edgware Road, and only 2 tents under the Marylebone Flyover.

Our Integrated Street Enforcement Unit (ISEU) have recently been concentrating resources on an encampment under Hungerford Bridge on Victoria Embankment. It has become apparent that tents have been abandoned by their occupants and numerous visits at different times of the day and early hours have found the tents empty. Bags of food and essentials, left by charities and outreach, had built up outside the tents compounded by the rotting food found scattered around the area, inside tents and the evidence of a rodent infestation.

ISEU liaised with our partners from outreach to ascertain the occupancy of the tents and if there had been any recent engagements. We were informed that they had only encountered one female at the location and that she was now engaging with services. They also advised that it was their belief that all the other tents were unoccupied. As a result, ISEU and Veolia effected a clearance that disposed of eight tents and other general material.

The area is now cleared as of 13 Jan 2021, clean and safe for the public to access.

Unlicensed Musical Events

During the Pandemic particularly following the first lockdown, Westminster has experienced a number of unlicensed music events (UMEs), generally parties at residential or commercial addresses involving large numbers of attendees. The events were causing significant noise and anti-social behaviour as well as being in breach of Covid-19 safety requirements. The size and organised nature of some of these events, and the behaviour of attendees made it extremely difficult to close them down. However, a planned and targeted approach between the Council and Police has been successful in carrying out enforcement action to prevent reoccurrence.

One such example of successful joint activity has been at a venue known as El Prince on Edgware Road. Evidence over a number of weekends of activity at this venue resulted in a large-scale operation over the weekend of 9/10 January. 150 people were found inside the venue holding a birthday party, with music, alcohol and shisha smoking. Four arrests were made, and 17 Covid-19 fines issued at the time. Police put a temporary closure order in place whilst evidence and statements were gathered to support application for a full closure order. A full closure lasting 3 months was granted at Westminster Magistrates on 15 January. We await confirmation from the owners of the Head Lease, Criterion, of how the premises will be secured going forward. The DJ at this party had equipment seized and has been issued a £10,000 fine.

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q3 (October 2020 – December 2020).

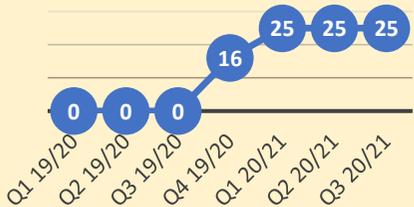
Target range definitions	<p>Minimum The minimum level for the KPI that will still allow the service to deliver</p> <p>Ideal A level which is acceptable for service continuity</p> <p>Aspirational The level at which the service is improving beyond current capability</p>	<p>Target assessment definitions</p> <p>Target off track Off track to meet the minimum target level</p> <p>Target exceeded Exceeded ideal target level</p> <p>Target on track On track to meet the ideal target level</p> <p>Minimum standard met Met the minimum target below ideal level</p>
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Key performance indicator	Q2 2020/21 position	2020/21 target ranges					Position at Q3	Target assessment	Other contextual insight
		Minimum	→	Ideal	→	Aspirational			
1. % of urgent lighting defects made safe within agreed timescale	100%	95%	→	98%	→	100%	100%	Exceeded	
2. % of carriageway and footway defects repaired or made safe within 24 hours	99.7%	95%	→	98%	→	100%	99%	On Track	
3. % of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision.	100%	70%	→	80%	→	90%	95%	Exceeded	
<p>Service commentary: The Licensing Sub-Committee determines 2 cases a week through a virtual hearing, after which the formal decision is produced within 5 working days. The Licensing Service has successfully issued 95% of these licences within 28 days which is a great achievement. The service will ensure it maintains its focus on exceeding this performance indicator throughout Q4 by continuing to work effectively and efficiently with Sub-Committee Members and Committee Services.</p>									
4. To complete all high-risk food premises inspections (category A-B)	68%	100%	→	100%	→	100%	68%	Off Track	
<p>Service commentary: Food hygiene inspections are completed based on their due date, which is calculated depending on their category, which means that the number may vary each quarter.</p> <p>Mitigating action: 1. The food premises are affected by the Covid-19 restrictions and a number of them are closed during this time. In current situation of Covid-19 restrictions and social distancing physical inspections take longer. In certain situation the officers undertake remote assessments, which take additional time. The officers are also involved in other Covid-19 work and food complaint investigations in addition to their day to day responsibilities for food hygiene inspections. 3. Westminster City Council food officers completed the highest number of food hygiene inspections in the whole country (according to data shared by Food Standards Agency in August 2021)</p>									

Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight	
		Minimum	→	Ideal				→
5. Number of Houses of Multiple Occupation (HMOs) improved (buildings with more than one household including shared facilities)	19	50	→	65	→	75	30	Off Track
<p>Service commentary: The number of HMO's improved this year is expected to be lower due to a pause for much of the year in undertaking proactive inspections of such properties. Whilst officers have been responding to urgent situations in HMO's, full building inspections and resulting 'whole building' improvements that contribute to this figure will continue to be lower due to the risk-based approach we are taking for proactive work.</p> <p>Mitigating action: The service continues to be restricted through the ongoing pandemic and the restrictions that have been put in place. Issues of an urgent nature continue to receive necessary response to safeguard tenants and living conditions.</p>								
6. Number of hazards removed from residential dwellings which pose a serious and immediate threat to people's health or safety	126	300	→	375	→	450	173	Off Track
<p>Service Commentary: The removal of housing hazards has also been severely impacted by this year's pandemic. The service has had to take an increased risk-based approach in responding to complaints, and this has resulted in dealing with issues mainly through remote means. Issues of a more urgent nature continue to receive service as normal. The pandemic, and recent lockdowns, have hindered the completion of works in properties at times, and have impacted on enforcement activities. The number of Category 1 hazards removed is therefore likely to be lower for this financial year. It is also noted that 247 Cat 2 hazards have also been removed to date.</p> <p>Mitigating action: The service continues to be restricted through the ongoing pandemic and the restrictions that have been put in place. Issues of an urgent nature continue to receive necessary response to safeguard tenants and living conditions.</p>								
7. % of licensed premises that are safe and well managed following a single inspection (COVID-secure)	99.7%	80%	→	90%	→	100%	85%	Minimum Target Met
<p>Service commentary: There were 348 premises visited during this quarter the majority of those were unlicensed venues. Approximately 70 licensed venues were provided with advice on the Covid-19 regulations. These licensed premises were visited specifically due to Covid-19 issues and the 85% figure is based on these visits only. Hence this is why this report reflects a lower level of well managed 'licensed premises'.</p> <p>Mitigating action: City Inspectors are not, as a matter of course visiting licensed premises to carry out BAU inspections due to the pandemic and the majority of the venues being closed due to Tier 3/4 restrictions or Lockdown.</p>								
8. Number of vulnerable residents supported to continue living in their homes	252	400	→	500	→	600	615	Exceeded
9. % of women accessing specialist domestic abuse services who report a reduction in abuse	68%	75%	→	75%	→	80%	Data not yet available until March 2021)	Not yet available as per comments
<p>Service commentary: Data for this KPI is provided by an external agency and not collated at the same time as our quarterly reports. We should expect data for Q3 by March 2021.</p>								

Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight		
		Minimum	→	Ideal				→	Aspirational
10. Total participation in Council sports, leisure and wellbeing activities	699,106 (68%*) *% of projected pre-Covid-19 target	3.5m	→	3.7m	→	3.8m (annually)	705,214 (68% of projected pre-Covid-19 target for Q3) Annual to date = 1,958,136	Off Track	
<p>Service commentary: The global Leisure industry is not expected to meet pre-Covid-19 levels but attempt to slowly build on the growing confidence of users. Following the first national lockdown, usage of Leisure Centres was increasing monthly until Lockdown 2.0 on 5 November 2020 – 2 December 2020 leading to further tiered restrictions and Lockdown 3.0. Leisure usage follows similar trends reported in the 4Global leisure recovery report.</p> <p>PRG casual usage has decreased since Q2 but has shown an increase of approximately 10% compared to the same time period in 2019-20. Overall, PRG usage has increased through the year when compared to 2019/20. At the end of Q3, total usage to date is 1,958,136 (68% of the total pre-Covid-19 yearly target).</p> <p>Mitigating action: 1. Reduced operating hours as agreed through contract negotiations and 2. Lockdowns and Tier 4 system introduction.</p>									
11. Ensuring parking compliance across the City is over 97%	Q2: (n/a as biannual reporting)	97%	→	98%	→	99%	98%	On Track	
12. Availability of residents parking in Westminster (Ratio of residential permits issued against parking bays available on the street)	87%	85%	→	90%	→	95%	85%	Minimum Standard Met	
<p>Service commentary: Increased demand for Resident Permits and the suspension of a number parking bays as part of the Covid-19 Movement Strategy continues to have an effect on availability in some parking zones. However, this was slightly exasperated in Q3 due to additional drain cleaning/tree works being carried out in November.</p> <p>Mitigating action: If required pay to park bays will be made available for resident use.</p>									
13. % of streets in Westminster that pass the street score survey for litter	96%	98%	→	98%	→	98%	98%	Exceeded	
<p>Service commentary: An improvement in Q3 over Q2, largely due to an improvement in collection of litter around parked cars.</p>									
14. % of visits to Sayers Croft services compared with 2019/2020 (New KPI)	1,793 visitors (8%)	19,000	→	21,000	→	23,000	11% 2,246 visitors	Off track	
<p>Service commentary: All services impacted by the Government Covid-19 restrictions. Improvement due to some easing of restrictions which allowed day visitors and family residential, but the largest service which accounts for more than half of the visitors being the school residentials, has not been permitted in any format under the pandemic restrictions since March 2020.</p>									
15. Number of emergency planning exercises completed	Q1: 0 Q2: 8	6	→	7	→	10	9	Target on track to exceed	While the majority of BAU exercises were cancelled, including all those relating to large scale events, there have been a number of pandemic specific exercises undertaken.

Top scoring directorate risks

Q3 Score	Risk																	
25	<p>COVID-19 Pandemic Novel coronavirus (Covid-19) is a new strain of coronavirus first identified in Wuhan City, China at the end of 2019. Generally, the coronavirus can cause more severe symptoms in people with weakened immune systems, older people, and those with long-term conditions like diabetes, cancer and COPD (chronic obstructive pulmonary disease). As of 31st December 2020, a total of 52,560,089 have been tested in the UK, of which 8,358 were confirmed as positive within Westminster. 157 patients who tested positive for Covid-19 in Westminster have died. Assistance from Bi-borough Public Health providing daily Public Health data, advice and guidance.</p>																	
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Impact	<p>The virus has the capacity to transmit quickly amongst the population. The current case fatality rate is estimated to be around 1% with higher fatality rates seen in older age groups and those with underlying health conditions. Wave 1 saw a disproportionate impact on black and minority ethnic communities and in more deprived communities. The worst case scenario is that 80% of the population will be infected with the virus. The Government is advising that up to a fifth of the workforce may be off sick during the peak of an epidemic in the UK.</p> <p>Whilst in many ways the Council is better prepared for subsequent waves with many processes established to maintain pandemic responses and business as usual activity, this should be considered in the context of a workforce and community already fatigued and less resilient.</p>																	
Impacted KPIs	<ul style="list-style-type: none"> To complete all high-risk food premises inspections (category A-B). The food premises are affected by the Covid-19 restrictions and a number of them are closed during this time. This target may be threatened in the future if restrictions do not lift. Number of Houses of Multiple Occupation (HMOs) improved (buildings with more than one household including shared facilities). The current risk-based approach to proactive work will remain in place if the situation with Covid-19 does not materially improve. Number of hazards removed from residential dwellings which pose a serious and immediate threat to people’s health or safety. The removal of housing hazards has been severely impacted by this year’s pandemic as the service has had to take a risk-based approach in responding to complaints. The pandemic and the restrictions imposed by the Government may continue to hinder the completion of works in properties and impact enforcement activities. % of licensed premises that are safe and well managed following a single inspection (COVID-secure). This KPI has been refocused to capture that inspections have been focused on compliance with Covid-19 regulations. Total participation in Council sports, leisure and wellbeing activities. Covid-19 has led to closure of multiple leisure centres and led to restrictions around gathering for sports and wellbeing activities. This may continue if the situation with the virus does not improve. % of visits to Sayers Croft services compared with 2019/2020. Covid-19 has led to closure of multiple leisure centres and led to restrictions around gathering for sports and wellbeing activities. This may continue if the situation with the virus does not improve. 																	
Existing Controls	<ul style="list-style-type: none"> The Council has been monitoring cases and ensuring we are prepared. Following government advice, there is a resurgence of the virus with many parts of London and the UK experiencing a wave of positive cases. Governance arrangements are continuing, and the WCC Strategic Group is meeting weekly to co-ordinate activity. This arrangement will be revised as the scale and impact of subsequent waves change. 	<p>Future Controls:</p> <ul style="list-style-type: none"> Continuation of Covid-19 testing (symptomatic and asymptomatic). 																

Q3 Score	Risk																			
	<ul style="list-style-type: none"> Service areas have been asked to review their business continuity plans in the event of subsequent waves or national restrictions, focussing on service delivery of their statutory and essential services. This should include contingencies for redeployment of staff as were seen in the first lockdown. Generic risk assessment for WCC colleagues has been developed both for office based and front-line staff. Control measures have been implemented as appropriate. Pan-London Governance arrangements have been stepped up with a London wide SCG is coordinating activity across London. A Tactical Delivery Group is taking place weekly with all directorates in attendance. This group is coordinating responses to business continuity, staff health and safety, human resource guidance alongside the impact on service delivery and vulnerable groups. Testing facilities (Mobile & Local) have been set up in Hyde Park, with further testing facilities set up in Church St and Paddington Rec and being developed in other areas. Additionally an extra testing facility location in the south of the borough is also evaluated to be set up. Consideration is being given to local contact tracing. Government introduced further restrictions (Tier 4) on the London area. Tactical is closely monitoring infection rates and likelihood of 3rd national lockdown. Identification of vaccination sites which will be lead by NHS. 			<ul style="list-style-type: none"> Ongoing planning for outbreak management/test & trace. Service escalation plans in response to escalating infection rates. 																
16	<p>Reduction in income and grant funding across Environment and City Management There is a risk that the Council experiences a reduction in income and grant funding across Environment and City Management due to impact of Covid-19.</p>		 <table border="1"> <caption>Score Trend</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>0</td></tr> <tr><td>Q2 19/20</td><td>0</td></tr> <tr><td>Q3 19/20</td><td>0</td></tr> <tr><td>Q4 19/20</td><td>0</td></tr> <tr><td>Q1 20/21</td><td>0</td></tr> <tr><td>Q2 20/21</td><td>0</td></tr> <tr><td>Q3 20/21</td><td>16</td></tr> </tbody> </table>		Quarter	Score	Q1 19/20	0	Q2 19/20	0	Q3 19/20	0	Q4 19/20	0	Q1 20/21	0	Q2 20/21	0	Q3 20/21	16
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Impact	Impact on directorate budgets which may mean savings are needed to be made elsewhere.																			
Impacted KPIs	<ul style="list-style-type: none"> A reduction in income and grant funding across Environment and City Management inherently threatens all the services in the directorate, and thus threatens our ability to meet all KPI targets included in the report. 																			
Existing controls	<ul style="list-style-type: none"> ECM services generate commercial income of circa £140m to offset costs of service provision. There continues to be a risk that the level of income and grant could reduce significantly due to the third lockdown announced by the Government on January 2021. This could continue beyond 2020/21 due to future lockdowns and potential downturn in the economic environment. We are experiencing reductions in parking, road management, commercial waste and licensing income. Some funding has been made available to mitigate the impacts, but this is not expected to be fully funded. 	Future controls	Monthly ECM budget challenge monitors income and agrees strategies to reduce spend and increase income to mitigate any shortfall.																	

Q3 Score	Risk																		
16	<p>Continued decline in demand for Paid for Parking and Permits There is a risk that the Council experiences continued decline in demand for Paid for Parking and Permits.</p>		 <table border="1" data-bbox="1579 263 1982 486"> <caption>Line Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q1 19/20</td> <td>0</td> </tr> <tr> <td>Q2 19/20</td> <td>0</td> </tr> <tr> <td>Q3 19/20</td> <td>0</td> </tr> <tr> <td>Q4 19/20</td> <td>16</td> </tr> <tr> <td>Q1 20/21</td> <td>16</td> </tr> <tr> <td>Q2 20/21</td> <td>16</td> </tr> <tr> <td>Q3 20/21</td> <td>16</td> </tr> </tbody> </table>	Quarter	Score	Q1 19/20	0	Q2 19/20	0	Q3 19/20	0	Q4 19/20	16	Q1 20/21	16	Q2 20/21	16	Q3 20/21	16
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Impact	A decline in revenue across most parking income streams is expected this financial year resulting in a net risk to the Parking Service budget.																		
Impacted KPIs	<ul style="list-style-type: none"> No KPIs will be impacted if this is realised as there are no KPIs set around parking demand. 																		
Existing controls	Full city-wide rollout of Diesel Surcharge in 2019/20 Q2 and surplus revenue generated from suspensions has helped mitigate the current deficit. Charging increases via the 2020 Corporate Fees & Charges Review should also have a positive effect.	Future controls	A number of commercial opportunities investigated in order to help mitigate the expected deficit across various income streams.																

Finance and Resources

Achievements

Retro-Fit Accelerator ITT Partner Bid – Property

Retrofitting the current building stock is a vital part of meeting our emissions reduction targets and using energy in a more efficient, sustainable way. The Energy Team, with the guidance and steer of Procurement, have commenced engagement with the GLA's RE:FIT Framework as a 'route to market' in order to deliver what will be an extensive programme of energy efficiency retrofit projects. The Retrofit Accelerator ITT Partner Bid went live on CapitalESourcing Monday 30 November 2020 with the purpose to select and appoint a delivery partner to implement an extensive programme of energy efficiency retrofit projects across WCC's operational buildings. The tender evaluation is in January 2021, and the preferred bidder appointment in February 2021.

This achievement will result in a reduction of carbon emissions. A delivery partner will be selected to implement carbon reduction measures through retrofit projects. The carbon footprint of the corporate estate will reduce and contribute to the Council's climate emergency response and pathway to net-zero carbon emissions by 2030.

To help achieve our ambition of significant reductions in energy use and carbon emissions. The investment grade proposal (IGP) Phase will identify the target parameters to achieve across three levels. An example is shown below:

Level	Minimum energy savings	Minimum CO2 savings	Maximum Payback Period
Foundation Level Retrofit - Baseline Performance	20%	20%	8 years
Intermediate Level Retrofit - Medial Performance	50%	50%	11 years
Ultimate Level Retrofit - Optimum Performance	As high as possible within payback	As high as possible within payback	15 years

The target parameters will be identified in discussion with the selected Service Provider before the start of any IGP Phase. It will take into consideration elements including the Premises, their use, expected lifetime (current and overall usage), funding availability and strategic importance. *Foundation Level Retrofit* is seen as a baseline level of savings with a solid business case. *Intermediate Level Retrofit* will allow more comprehensive change to be considered and may be appropriate for key locations with a longer expected lifetime in their current use. *Ultimate Level Retrofit* will deliver measures vital to achieving the carbon neutral targets of the Council across its estate as holistically as is practicably possible.

Data Centre migration delivered - IT

The Westminster Housing (former City West Homes) Data Centre in Grosvenor Place hosts a range of applications and data used by the Housing department. IT completed migration of Westminster Housing Data Centre migration from on-premise location to Microsoft Azure Cloud.

The Legacy Housing data centre inherited from City West Homes was not fit for purpose and came close to failing last summer due cooling limitations of the building. This caused IT data centre equipment to overheat and fail which would have seriously impacted Housing Services. Now that data centre is migrated to the cloud reliability, resilience and security of housing IT services is significantly improved.

Infrastructure managers hired for WCC pension fund**Infrastructure managers hired for WCC pension fund**

The Pension Fund has concluded its procurement exercise for two renewable infrastructure managers, appointing Quinbrook and Macquarie to manage £50m each. This paves the way for £100m of renewable energy infrastructure investment, with capital drawdowns starting in early 2021. The two managers will buy direct renewable energy infrastructure assets, which are intended to enhance and preserve future fund valuations, as well as providing CPI inflation protected income and generating uncorrelated investment returns. Income generating assets are required as the pension fund needs income to cover its operational cash deficit (contributions versus pensions paid). Investments will be predominantly operational assets, as well as greenfield construction assets, where the projects have been developed and construction risk is mitigated to a large extent. The allocation will result in further diversification of the portfolio, reducing overall investment risk. The investment will also provide ancillary benefits of carbon offset.

Supply Chain Resilience & Covid-19 – Procurement & Commercial Services

We have continued to monitor the impact the Covid-19 pandemic is having on our providers and supply chains. The Supply Chain Resilience Forum (SCRF) has continued to review requests from providers where their financial situation has deteriorated, or they are unable to meet their contractual obligations. Although the number of relief requests has slowed in the period to December, the forum will continue to operate as the latest wave of the pandemic works through. The focus of the SCRF will turn to the 'open book' review of the agreements that have reached the end of their term and the potential impact of Brexit on our supply chains. The total value of relief measures for WCC suppliers to date stands at £1.591m.

Issues

There were no issues reported.

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q3 (October 2020 – December 2020).

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	Target assessment definitions	Target off track Target exceeded Target on track Minimum standard met	Off track to meet the minimum target level Exceeded ideal target level On track to meet the ideal target level Met the minimum target below ideal level
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Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
1. Number of days taken to collect debt	72.27 days (Sep P6)	71 to 90 days	→ 61 to 70 days	→ 1 to 60 days	92.48 (Dec P9)	Minimum standard met	
<p>Service commentary: Debtor days increased substantially from 83.83 days in P9 to 92.48 in P9.</p> <p>Mitigating action: “Debtor Days” for sundry and adult social care. There are factors that remain uncontrollable with this measure, the main being that income is not raised evenly throughout the year. There will be spikes in some months, where a large value or volume of invoices are raised which will increase the debtor days for payment at the date of the measure. We have split this into 3 targets (Minimal, Ideal and Aspirational). The largest contributor to the increase relates to £2.3m raised to RBKC. £1.4m raised in P9 for internal and external Legal Business support, which remains outstanding, in 2019/20 half of this invoice was raised in P7 and cleared in P8 the subsequent half was raised in P10. In addition, RBKC have an invoice for £900k outstanding for bi-Borough S113 staffing recharges covering P1 to P8, which remains outstanding. In 2019/20 only P1 to P6 had been raised and also cleared before P9.</p>							
2. Debt position 90-day change	£19,346 (Nov P8)	90 to 180 days 0% decrease	→ 181 to 365 days 1% decrease	→ >365 days 3% decrease	£20,188 4% increase	Target on track	
<p>Service commentary: Debts aged 90 to 180, 181 to 365 & >365 days all decreased or remained the same. There was an increase from £19,346m to £20,188m across all debts.</p> <p>Mitigating action: Given that our average debtor days are 92, we would expect invoices in 0 to 29, 30 to 59 and 60 to 89 to be paid within the time frame. Anything not paid will start to fall into 90 to 180, which is where our KPIs identify performance. The contributing factors to the total debt figure £20,188 are: NHS Central London & West London had £3.1m raised in P8 which remains outstanding., in addition they also have invoices for £3.3m outstanding from P7. £890K NHS aged debt are for Facility Management and capital works relating to prior years and currently part of an ongoing dispute with the NHS £2.3m raised to RBKC in P9 2020/21. £494k over a year old is owed from for Schools under a deficit recovery plan being paid via instalments, agreed by Children’s Services. £394k over a year old, owed by Berkshire West Clinical, for an ongoing dispute which has had the intervention of Legal services. The largest client group of debtors are the ASC debtors contributing to £4.7m, of which £3m is over a year old. There are 11 ASC clients owing approx. £1.3m over 1 year, all of whom are being closely monitored and most are working with legal.</p>							

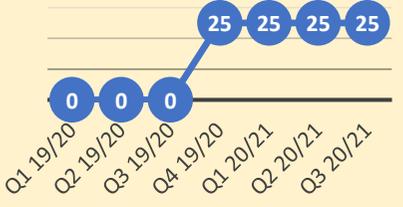
Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
3. Variance between budget and full year forecast	£50-60m (FY forecast P6)	Overspend	→ < £5m underspent	→ As per ideal	£60.8m overspent as at P9	Target off track	The year to date variance is due to financial pressures arising from the pandemic.
<p>Service commentary: There has been a significant impact on the Council's income during the pandemic. As at P8 (p9 to follow) the reduction in planned income is £35.0m. Expenditure variance to date is £9.8m.</p> <p>Mitigating action: The Council has claimed £15.4m from the first two income recovery claims. The Council was expecting to claim £20-25m from the income recovery scheme as at P8.</p>							
4. Variance between capital budget and FY forecast	£100.655	On budget based on forecast	→ On budget based on forecast	→ On budget based on forecast	£111.091m underspent as at P9	Target off Track	Due to Covid-19, many projects have been delayed leading to a forecasted underspend. The Q2 figure has been updated to reflect the P6 figure, previously was the P5 figure.
<p>Service commentary: Start dates of many projects have been delayed to 2021/22 due to the pandemic.</p> <p>Mitigating action: Project expenditure budgets will be reprofiled into future years to reflect project delays. Project managers will continue to review and update forecasts.</p>							
5. Percentage of council tax collected	£78,499,918.22 72.65% (79.3%)	90%	→ 91%	→ 96.5%	£85,645,526.99 as at P9 79.3%	Target off track	The restriction surrounding courts therefore continues to have a negative effect on income collected to date. There will be a programme of initiatives implemented to get collection back on track once the current restrictions are lifted. The targets have been lowered this quarter and compared to National local performance indicator sent by Capita.
<p>Service commentary: The Council only retains £185m of this income (Council Tax £60m & NNDR £120.5m) for its own use. If there is a reduced business rates income as witnessed through Covid-19 the maximum the Council will lose is £6.8m, reducing our recognised income from £120.5m to £113.7m.</p> <p>Mitigating action: The Government has introduced a compensation scheme to reduce the loss for councils. It compensates councils for reduced tax base growth and increased reliefs for 2020/21 following the COVID19 outbreak.</p>							
6. Percentage of business rates collected	£948,818,096.25 66.73% (74.87%)	90%	→ 91%	→ 98.5%	£1,413,162,632.86 as at P9 74.87%	Target off track	Off track compared to last financial year collection rate by 9.95%. The restriction surrounding courts continues to have a negative effect on income collected to date. The targets have been lowered this quarter and compared to National local performance indicator sent by Capita.
<p>Service commentary: There will be a programme of initiatives implemented to get collection back on track once the current restrictions are lifted. The Council only retains £185m of this income (Council Tax £60m & NNDR £120.5m) for its own use. If there is a reduced business rates income as witnessed through Covid-19 the maximum the Council will lose is £6.8m, reducing our recognised income from £120.5m to £113.7m.</p> <p>Mitigating action: If there is a reduced business rates income as witnessed through Covid-19, the maximum the Council will lose is £6.8m, reducing our recognised income from £120.5m to £113.7m.</p>							

Key performance indicator	Q2 2020/21 position	2020/21 target ranges				Position at Q3	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
7. Percentage of stage 2 responses signed by Chief Executive with no need to return	98% (1/38)	95%	→	98%	→	100%	97% (1/32)	Target on track	More information was needed by the customer, which didn't change the outcome of the complaint.
8. Number of major business impact priority 1 incidents per quarter (could affect more than 100 people)	5 (2 as per Q2)	22	→	18	→	12	1	Target on track	Some impact to Teams and other M365 applications for some users.
<p>Service commentary: In December 2020, Microsoft experienced an issue with the availability and functionality for some users in Europe using the services on the 365 platform.</p> <p>Mitigating action: Outage was first reported and marked as resolved at 1700 – liaison with Microsoft was maintained throughout and the IT Service Desk, Yammer and IT intranet were able to inform users of the situation.</p>									
9. Significant incident attracting fines under new GDPR legislation such as Information Commissioner intervention regarding handling of data protection	0	0	→	0	→	0	0	Target on track	We've not had any major incidents that would attract large fines. We shouldn't have any tolerance on GDPR fines because we can't predict what they would be, therefore the target ranges have been reduced to zero.
10. Less than 4% calls abandoned (Agilisys)	9%	<5%	→	<5%	→	<4%	6.5%	Target off track	Call handling for both in and out of hours contact centres are constantly monitored to take account of seasonal peaks and also maintaining support for changing messages and service information relating to Covid-19.
<p>Service commentary: This quarter saw an improvement although the call volumes were still higher than forecast mainly due to adverse weather conditions resulting in more emergency calls out of hours.</p> <p>Mitigating action: Call volumes continue to be monitored and resource plans reviewed to provide more cover at busier periods where possible.</p>									
11. Number of high-risk incidents reported to the ICO	0	0	→	0	→	0	0	Target on track	The incidents reported so far have not necessitated reporting to the ICO.
12. Percentage of staff who have completed mandatory data protection & cyber security online training per year	59%	70%	→	90%	→	95%	71%	Target off track	This is mandatory training.
<p>Service commentary: We introduced a newer training module in July 2020. There has been challenges in recording training.</p> <p>Mitigating action: Working with Hants/LMS to understand why training may not be being recorded. We will also be talking to ELT to secure further support for training.</p>									

Top scoring directorate risks

Q3 Score	Risk																		
25	<p>Covid-19 (Operational) The Government has placed upon employers and service providers a statutory responsibility to provide a Covid-19 secure environment in which to work or receive services.</p>		<table border="1"> <caption>Score History for Covid-19 (Operational)</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>0</td></tr> <tr><td>Q2 19/20</td><td>0</td></tr> <tr><td>Q3 19/20</td><td>0</td></tr> <tr><td>Q4 19/20</td><td>25</td></tr> <tr><td>Q1 20/21</td><td>25</td></tr> <tr><td>Q2 20/21</td><td>25</td></tr> <tr><td>Q3 20/21</td><td>25</td></tr> </tbody> </table>	Quarter	Score	Q1 19/20	0	Q2 19/20	0	Q3 19/20	0	Q4 19/20	25	Q1 20/21	25	Q2 20/21	25	Q3 20/21	25
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Impact	Failure to do so places at risk the health of colleagues and service users some of these are classified as vulnerable people. This in addition carries reputational, financial and legal risk particularly if the Health and Safety Executive deem us to have breached our responsibilities.																		
Impacted KPIs	If the Council is not able to provide Covid-19 secure workplaces, the following KPIs could be further impacted as overspend would likely be required: <ul style="list-style-type: none"> Variance between budget and full year forecast Variance between capital budget and FY forecast 																		
Existing controls	Measures have been put in place to create a Covid-19 secure workplace or place to receive services including where appropriate putting in place additional measures to protect vulnerable service users. Focusing resources where there is a need e.g. deep cleaning in the case of reported Covid-19 cases.	Future controls	Measures are reviewed regularly to ensure that we are compliant and continue to be compliant in the face of changing scientific advice and government guidance and regulations.																
25	<p>Covid-19 Investment Property Loss of income resulting from the impact of Covid-19 on tenants who may not be able to generate sufficient income to continue trading.</p>		<table border="1"> <caption>Score History for Covid-19 Investment Property</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>0</td></tr> <tr><td>Q2 19/20</td><td>0</td></tr> <tr><td>Q3 19/20</td><td>0</td></tr> <tr><td>Q4 19/20</td><td>25</td></tr> <tr><td>Q1 20/21</td><td>25</td></tr> <tr><td>Q2 20/21</td><td>25</td></tr> <tr><td>Q3 20/21</td><td>25</td></tr> </tbody> </table>	Quarter	Score	Q1 19/20	0	Q2 19/20	0	Q3 19/20	0	Q4 19/20	25	Q1 20/21	25	Q2 20/21	25	Q3 20/21	25
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Impact	This may necessitate further rent-free periods or increases in bad debt provision. Where businesses go out of business, the City Council is then responsible for the property costs e.g. NNDR, utilities, repairs and maintenance and insurance, etc.																		
Impacted KPIs	If buildings became vacant or tenants were unable to pay due to their businesses collapsing, the following KPI may be further impacted: <ul style="list-style-type: none"> Percentage of business rates collected 																		
Existing controls	The first quarters rents were waived for certain businesses that were impacted on by the lockdown e.g. hospitality, health, beauty and non- essential retail. Other support is considered on a case by case basis. Further similar support was provided to those genuine cases affected by the November 2020 restrictions and it is likely that again support will be offered considering the most recent lockdown.	Future controls	This will be reviewed with Members/ PIP to identify what is appropriate to support businesses and our own income streams. Where businesses terminate their lease or go out of business, we may be able to realise some of the lost income e.g. from any deposits.																

Q3 Score	Risk		
25	<p>Brexit Supply Chain A disorderly Brexit could have a significant impact on the service in relation to current supply chains and procuring parts required for property maintenance.</p>		
	Impact	A large proportion of building, mechanical, electrical and plumbing components, parts, mechanisms and assets are sourced from the European Community, any barriers or tariffs could result in delays in carrying out repairs, maintenance and replacement and increasing the cost of components spare parts and the replacement of assets.	
	Impacted KPI	If the Council must pay more for routine repairs, maintenance and replacement the variance between our budget and forecast may be threatened due to budget overspend. <ul style="list-style-type: none"> Variance between budget and full year forecast 	
	Existing controls	Ensuring where appropriate spare parts are stocked that might be impacted by a hard close to mitigate the risk of delays and increased costs working closely with Bouygues. Ensuring that there is sufficient knowledge of the alternatives including from within the UK and those Countries where Free Trade arrangements exist.	Future controls
25	<p>MTP Savings linked to income growth linked to acquisitions and rent review As part of the MTP savings, income was to be increased by rent reviews, this is unlikely to materialise given Covid-19 effect on businesses.</p>		
	Impact	The current situation with Covid-19 makes it difficult to grow income from rent reviews. It also increases the risks associated with acquisitions. This means that it may not be possible to grow income to meet the MTP savings target of £0.65m	
	Impacted KPIs	If the MTP savings target of £0.65m is not met, this may impact our target to minimise the variance between our budget and our full year forecast. <ul style="list-style-type: none"> Variance between budget and full year forecast 	
	Existing controls	Continuing to negotiate with tenants where there is an outstanding rent review in order to generate additional income whilst also protecting existing income streams.	Future controls

Q3 Score	Risk																	
25	<p>Financial risk due to Covid-19 and uncertainty regarding future government funding</p> <p>The Covid-19 pandemic has created significant financial risks due to additional expenditure the Council incurred to support its communities and reduced income that has resulted from a drop in footfall into the city from the lockdown and social distancing measures. The Council have received approximately £30m in government funding to mitigate against the financial impact of the pandemic. The Government will also reimburse authorities for 75% of income losses occurring in 2020-21 as a result of Covid-19 after the first 5% of losses is absorbed by local authorities. To qualify, income losses must be related to the delivery of services, while commercial and rental income are excluded. The Council have claimed c£15m from the first two rounds of submissions.</p>	 <table border="1"> <caption>Score Data for Financial Risk</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>0</td></tr> <tr><td>Q2 19/20</td><td>0</td></tr> <tr><td>Q3 19/20</td><td>0</td></tr> <tr><td>Q4 19/20</td><td>25</td></tr> <tr><td>Q1 20/21</td><td>25</td></tr> <tr><td>Q2 20/21</td><td>25</td></tr> <tr><td>Q3 20/21</td><td>25</td></tr> </tbody> </table>	Quarter	Score	Q1 19/20	0	Q2 19/20	0	Q3 19/20	0	Q4 19/20	25	Q1 20/21	25	Q2 20/21	25	Q3 20/21	25
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<p>Impact</p> <p>If government funding for the financial impact of the pandemic is not sufficient, this would cause overspends and a subsequent reduction in the general fund balance. The uncertainty around the future of local government funding could lead to significant budget gaps in the medium term.</p>																		
<p>Impacted KPIs</p> <p>If the government funding is insufficient and results in overspend, this may impact the following KPIs:</p> <ul style="list-style-type: none"> Variance between budget and full year forecast Variance between capital budget and FY forecast 																		
<p>Existing controls</p> <ul style="list-style-type: none"> Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets. Regular and detailed monitoring of Covid-19 impact on fees and charges, however this will only record not influence impact. The Council will seek to maximise the recovery of lost income through the Government’s income compensation scheme. It is unknown what the scale of impact from a potential second wave and further government action would be at this stage. Medium Term Financial Planning which reviews the Council’s financial position over the next three years to ensure the Council are pro-active in finding savings, and therefore ensuring financial resilience. 	<p>Future controls</p> <p>The Council will seek to maximise the any income it can receive from government and ensure strong medium-term financial planning – reviewing both expenditure and income.</p>																	
25	<p>Reliance on Commercial Income</p> <p>The Council generates significant sums of income from its services which help to recover costs or generate surpluses to fund overall services. However, the generation of this income is dependent on demand, competition, the economy and existing legislation. The Covid-19 emergency has led to a significant drop in fee income, currently estimated at £55m. The implementation of further government action such as tier restrictions and national lockdowns will lead to suppressed activity in Westminster and in turn impacts further on the commercial income generated by the Council, reversing a recent recovery in activity.</p>	 <table border="1"> <caption>Score Data for Reliance on Commercial Income</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>0</td></tr> <tr><td>Q2 19/20</td><td>0</td></tr> <tr><td>Q3 19/20</td><td>0</td></tr> <tr><td>Q4 19/20</td><td>25</td></tr> <tr><td>Q1 20/21</td><td>25</td></tr> <tr><td>Q2 20/21</td><td>25</td></tr> <tr><td>Q3 20/21</td><td>25</td></tr> </tbody> </table>	Quarter	Score	Q1 19/20	0	Q2 19/20	0	Q3 19/20	0	Q4 19/20	25	Q1 20/21	25	Q2 20/21	25	Q3 20/21	25
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<p>Impact</p> <p>If budgeted income levels from commercial income fail to materialise, there would be in-year overspends on budgets and as seen previously, a reduction in the GF balance. Some of this will now be offset by the Government’s co-payment scheme. To date, £15.4m has been claimed with £20-25m expected in total although this may change following the restrictions from the second national lockdown.</p>																		
<p>Impacted KPIs</p> <p>If budgeted income levels from commercial income fail to materialise, this would lead to a variance between budgets and forecasts.</p> <ul style="list-style-type: none"> Variance between budget and full year forecast Variance between capital budget and FY forecast 																		

Q3 Score	Risk		
	<p>Existing controls</p>	<ul style="list-style-type: none"> • Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets. • Regular and detailed monitoring of Covid-19 impact on fees and charges, however this will only record not influence impact. • Ongoing negotiation involving legal and procurement to ensure the best outcome, with briefings of senior execs and members in order to ensure an agreed response to contractors where needed. 	<p>Future controls</p> <p>The Council will seek to maximise the recovery of lost income through the Government’s income compensation scheme. It is unknown what the scale of impact from a second wave and further government action would be at this stage.</p>

Growth, Planning and Housing

Achievements

Strand Aldwych

We gained Cabinet Member approval in December 2020 to draw down £18m from the Capital Programme to deliver Aldwych 2-Way and Meanwhile Strand as part of the Strand Aldwych project. The project transforms this traffic dominated, polluted area to a new cultural learning quarter for London. It largely pedestrianises Strand outside Somerset House and King's College London, introduces two-way traffic on Aldwych and new pedestrian crossings, improving safety and creating important links in the area.

Work began on 4 January 2021 and will be complete by the end of 2022. Meanwhile, Strand aims to support economic recovery in the area whilst a Partnership Strategy for the full Strand scheme is developed. Councillor Matthew Green, Westminster City Council Cabinet Member for Business and Planning, said: "Coronavirus has taught us both how to work at pace and how to improve collaboration with partners. We've worked hard with project stakeholders to being forward our plans which can now be implemented more quickly and at a lower cost delivering a major new public space for Westminster as early as summer 2021."

Estate Renewal at Tollgate Gardens & Development Programme

The first of the Council's three estate renewal schemes are moving to full completion. The redevelopment of the Tollgate Gardens estate is providing 86 affordable homes (78 social rent and 8 intermediate rent), 109 new private sales homes, the refurbishment of Tollgate House (the sole block being retained as part of the scheme); the provision of a new community centre and a new landscaping and play area. The scheme is being delivered through a development agreement with Clarion Housing Group and their private sale subsidiary Latimer Homes. All the new homes are now complete with the residents starting to occupy during the quarter. We have received very positive feedback from residents who have returned under the Council's Right to Return policy. The daughter of one resident has said: "Mum is overwhelmed with happiness to be back in Tollgate Gardens. She has been really looking forward to coming back, her favourite things are being near her friends and family." The quality of the new homes and the new central public green space has been positively received.

The only remaining part of the programme outstanding is the refurbishment of the communal areas of Tollgate House with the main contractor advising of a February 2021 finish. The building will benefit from communal improvements including a new entrance lobby, new balustrades on the walkways and refreshed stairwells.

Other progress highlights in the wider development programme during Quarter 3:

- Successful planning applications at Adpar Street, Luxborough, Torridon and Harrow Road. Together these will deliver over 100 affordable homes as well as 61 homes for private sale.
- Planning submissions made for the Carlton Dene and Balmoral schemes. The Carlton Dene proposals include a new extra care facility for Adult Social Care nominated residents as well as new general needs apartments and brand-new community and green space. The

Balmoral proposals include 34 new community supported homes and 18 new high-quality affordable homes for residents, along with landscaped green space.

- At Ebury Bridge completion of the meanwhile use “Ebury Edge” and the demolition of Phase 1.

Overall, we remain on track to meet the Council’s 1,850 affordable housing target by 2023.

Westminster Partnerships Supporting the local community

The *Digital Futures* project for the City Council works with the Young Westminster Foundation to support low income students from Westminster schools who do not have access to a laptop. Our Research shows that at Westminster primary schools, 35 - 45% of children in each year group have no access to the internet or rely on one shared family smartphone. Our first 40 laptops were distributed before the festive break with a further 710 being sent to schools in January. Three hundred additional reconditioned devices will be made available to the project through the Housing team. These laptops will be cleaned and distributed to schools or the wider community. This project is closely aligned to our digital inequality work and our efforts to eliminate residential ‘not spots’.

The Business Community Partnerships team’s co-ordination of volunteers, local charities and businesses in support of Christmas offers for low income families, care leavers and elderly residents was a significant success. Sponsored by the Sir Simon Milton Foundation, Lords Cricket Ground, Wilmott Dixon and South Westminster BIDS, the partnership directly benefited 2,000 local residents who received hampers and other festive gifts.

Over the course of a week, 100 volunteers from the Council, local businesses and our community packed and distributed 455 Christmas vouchers to Children in Care and 525 x £100 vouchers for families in need. These families were identified by Children’s Services and 1,000 hampers given to elderly residents through our work with Housing, Regeneration and Adult Services colleagues. In the past month, in addition to a £15,000 donation secured from South Westminster BID for the Christmas programme, the team has secured a further £27,000 to support Digital Futures (see above) and Westminster Wheels. This is funding donated by the wider business community.

Westminster Adult Education Service (WAES) – Maintaining good outcomes despite effects of pandemic

Learner Achievements

Overall achievement for learners studying all programmes from Entry Level to Level 3 was at 80% compared with 87% in 18/19. Our retention rate, which is the number of learners retained suffered the highest impact from Covid-19 with 85% being retained on programmes, compared to 94% in 18/19. For those that were able to continue to end of their programme **pass rates remained high at 94%**. Learners from vulnerable communities were affected the most by the Covid-19 pandemic and therefore had lower retention, as they were unable to continue their learning. All programmes continued, with appropriate support provided to

assist all retained learners to be successful. Achievements rates for ESOL were at 82% compared to 88% in 18/19.

Achievement results for Learners with Learning Difficulties and Disabilities (LDD) including those with Education Health Care Plans (EHCPs) were high at 96%. Only a few learners could not continue in any capacity, so the Service adapted its provision to ensure that learners either engaged in telephone learning/support, online lessons and that parents and carers were supported throughout the pandemic to assist the learners with their progression. For learners who declared dyslexia as a barrier to learning they received additional support and achievements was at 86% with a 100% increase in learner referrals.

Achievements rates for female and male learners was very balanced. Female learners achievement rate was 79.8% and male learners was 80%. Learners from African descent performed proportionately lower than their peers at 74% accounting for 13% of the total number of enrolments. A full action plan has been established and monitoring and support provided to ensure these learners achieve well in 2020/21.

Learners on Community Learning had an excellent achievement rate of 96%. This curriculum supports the most vulnerable in community settings and whilst participation figures in community were affected, WAES continued online with additional workshops in mental health and wellbeing to engage and support individuals suffering with social isolation, anxiety, etc. with over 600 learners supported through these programmes.

WAES has self-assessed as remaining a good provider against the key judgement areas. The service had an Interim visit from Ofsted in September, and although there is no formal judgement, the feedback was positive.

Issues

New Building Safety Bill

A New Building Safety Bill has been drafted following the Grenfell Inquiry. The Bill puts responsibility on duty holders for the compliance and maintenance of Fire safety in their properties, whether new or old. Westminster has the highest number of in scope buildings in the country at 9.5% (1038). This has far reaching impacts on resources of the Building Control (BC) Team, Housing, Planning, Environmental Health and the Development Team. There will be additional requirements for consultations from planning to Building Control. New developments will have to come to the local authority BC team rather than private Approved Inspectors. Westminster Council housing stock will need Safety Cases to be checked by BC. Estimated resourcing for this from WCC as an enforcing authority is an additional 25-30 level 6 qualified surveyors. As well as the cost implications, recruiting to these positions is proving extremely challenging due to the lack of qualified staff within the industry.

Responding to Challenges from Pandemic on our Capital Programmes

The recent Government announcements imposing restrictions due to Covid-19 have presented challenges to delivery of the Council's capital programme. In response, both Partners (Axis and United Living) have reviewed their Covid-19 processes and procedures to ensure that they are current and in line with the latest version (7) of the Construction

Leadership Councils. Site operating procedures and the delivery of Major Works is progressing well.

As the majority of major works are outside, or in communal areas, particular emphasis is made on maintaining social distancing, wearing PPE and appropriate signage of the presence of contractors.

The ongoing completion of major works has been delivered by contractors, having revised their risk assessments and safe systems of work, with extra care being taken with social distancing in communal areas, on scaffolding, and working off cradles, with work 'bubbles' being formed between operatives and rotas of work being put in place, so that operatives mixing is contained and confined. This has proven successful since September 2020, following the resumption of major works.

This is accompanied by frequent toolbox talks by management to their operatives and supply chain to remind them of the Safe Systems of Work, social distancing, PPE etc, as well as deep cleansing of offices periodically.

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q3 (October 2020 – December 2020).

Target range definitions	Minimum	The minimum level for the KPI that will still allow the service to deliver	Target assessment definitions	Target off track	Off track to meet the minimum target level
	Ideal	A level which is acceptable for service continuity		Target exceeded	Exceeded ideal target level
	Aspirational	The level at which the service is improving beyond current capability		Target on track	On track to meet the ideal target level
				Minimum standard met	Met the minimum target below ideal level

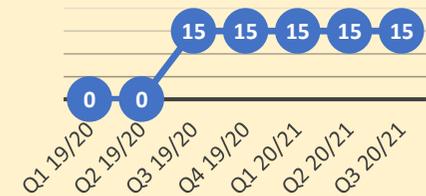
Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
1. Number of cases of homelessness prevented (Defined as outcomes from a combination of Housing Solutions and Shelter work)	302	500	→ 520	→ 550	458	Target on track	156 preventions in Q3, comprising a combination of positive outcomes in the "Prevention" stage and the "Relief" stage. The statutory service has experienced a 25% decrease in homeless applications for Q1- 3, compared to the same periods in the previous financial year. As we would expect with a smaller demand profile, there has been an increased opportunity to target prevention activity and improve performance.
2. Affordable Housing units delivered in 20/21 (1,850 by 2023)	31 (824)	271 (1,064)	→ 293 (1,086)	→ 326 (1,119)	201 (994)	Target off track	On track to achieve City for All target of 1,850 units.
<p>Service commentary: Due to the impact of Covid-19, there is likely to be some slippage into later quarters of the year and potentially into 2021/22. Current projected affordable units to be delivered in Q4 is now 36, meaning outturn figure for 2020/21 is likely to be 237. There was an initial slowdown of construction during the first lockdown that included some sites closing for a short period and reduced construction staff on site. This impacted the delivery of in year new supply in 2020/21 meaning some schemes will now deliver in 2021/23. However, the current projected supply figure by March 2023 is now 2,005 rather than 1,850, so we remain on track to exceed the City for All target.</p> <p>Mitigating action: We are undertaking early engagement with the Council's Development team and external providers to ensure any slippage is notified and factored into supply projections.</p>							
3. % satisfaction with repairs service	83%	82%	→ 84%	→ 86%	82%	Minimum standard met	1598 very or fairly satisfied out of a total of 1945.
<p>Service commentary: Year to date data customer satisfaction with the repairs service is 82%, a slight drop from the previous reported performance (to Q2) of 83%.</p> <p>Mitigating action: Over the course of the year the repairs service has responded to government requirements, firstly in April by a restriction of the service to emergency repairs only and then carefully reinstating the service over the summer and dealing with repairs postponed due to lockdown, and now restricted once more to emergencies only. Comments received from residents show that dissatisfaction is primarily around time taken to complete work. Satisfaction with quality of work remains good at 85%.</p>							

Key performance indicator	Q2 2020/21 position	2020/21 target ranges				Position at Q3	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
4. Satisfaction with anti-social behaviour (ASB) case handling	66%	62%	→	64%	→	66%	65%	Target on track	167 vary or fairly satisfied out of a total of 256.
5. Contact centre - % calls answered in 30 seconds	80%	65%	→	70%	→	75%	65%	Minimum standard met	99,928 very or fairly satisfied out of a total of 152,755. The contact centre is the first point of contact on all housing services for the Council's tenants and lessees.
<p>Service commentary: During Q3, calls to the contact centre increased by 20% on the previous quarter. During October 2020, c30,000 calls were received which is the highest monthly volume received to date. This was as a result of the reintroduction of routine repairs, combined with the annual heating switch on and the posting of leasehold services charge actual account. Over Q3, five members of staff were redeployed from the contact centre to support Westminster Connects and an increase in sickness absence was recorded. With the substantial increase in call volumes, all service level KPIs were impacted. Performance was maintained at above target over Q1 and 2, though performance for year to date is now below target.</p> <p>Mitigating action: The contract with Agilisys has been extended to provide additional resource for longer. Staff deployed from the contact centre have returned to service delivery. We have also ensured there have been housing staff ready to pass calls on to. In order to reduce call volumes, we have restricted campaigns that generate contact/calls from residents. There have also been clear communications to residents on service restrictions (sent by email) during this current lockdown to reduce the need to call.</p>									
6. % of 'non-major' planning applications determined within 8 weeks	68%	68%	→	68%	→	80%	67%	Target off track	432 out of 641 in target
<p>Service commentary: The performance for the determination of non-major applications has been impacted by the pandemic. This affected the ability of officers to make site visits and has reduced available staff resources.</p> <p>Mitigating action: The department now has measures in place to mitigate these impacts, such as a site visit protocol that has reduced the backlog of cases where a site visit is required. In addition, Team Leaders will be undertaking closer monitoring of officer caseloads during Q4 to ensure that the majority of applications are determined within statutory or agreed timeframes. With these measures in place, sufficient applications will be determined within target during Q4 to meet the annual KPI 'Ideal' target.</p>									
7. % of 'major' planning applications determined within 13 weeks i.e. larger scale development.	74%	60%	→	60%	→	79%	64%	Target on track	9 out 14 in target
8. % planning appeals determined in favour of the Council (Excluding telephone boxes)	77%	60%	→	63%	→	67%	74%	Target on track	84 appeals determined in favour of the City Council out of a total of 114.
9. 1,000 businesses significantly engaged (including vouchers issued, Corporate Social Responsibility activity)	2,906	4,000	→	4,500	→	5,000	5,073	Target exceeded	2167 in Q3. The targets were significantly increased in Q2, to account for the unprecedented levels of support being provided to Westminster businesses impacted by the pandemic.
<p>Service commentary: The figure includes a range of engagement, including unique business enquiries, business engagement with service support programmes, collaborations with businesses to deliver thematic weeks, as well as vouchers distributed to Westminster businesses during the period. The figure also includes 747 engagements from the business survey not reported in Q2 due to the figure not being available at the time of reporting.</p>									

Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
10. 350 Westminster residents into jobs through our Westminster Employment Service (WES)	95	320	→ 350	→ 400	179	Target on track	We are expecting to meet our year-end target. The team is supporting the recruitment of a significant number of Emergency response roles including for Mass Vaccination sites. Over 500 applications have been received for 200 jobs which WES is supporting the NHS to recruit to. In addition, the team has recently filled 36 vacancies for Track and Trace via local residents. These outcomes were achieved in January and are not included in the reported figures which is up to December 2020.
11. 345 Westminster residents supported into Interims (Work trials, training, work placements & volunteering)	332	293	→ 345	→ 380	707	Target exceeded	Given the slow-down in recruitment and number of advertised vacancies, in the past 9 months our team has focused on moving people towards work (interims). This refers to the work done to remove significant barriers to employment and can include: referrals to drug & alcohol services, support provided to assist with debt or arrears, work experience, volunteering and work related courses & qualifications, including via the courses the team has initiated with WAES. A resident can have multiple interims if they have been referred to an appropriate external service for support, have undertaken a work related course/qualification, or undertaken volunteering, etc.
12. 1,000 young people engaged in enterprise and sector-based experiences	0	750	→ 1,000	→ 1,250	541	Minimum standard met	Q3 saw the launch of the service's very first Enterprise Week, which was delivered virtually. The week saw 541 young people attend a variety of events brokered by the service and facilitated by 16 businesses within the borough. Most engagement with schools takes place from September and we anticipate at least meeting the Minimum Target.
13. Reduction in new rough sleepers spending more than one night out	73%	75%	→ 85%	→ 92%	67%	Target off track	148 rough sleepers with no second night out compared with 314 in Q2.
<p>Service commentary: While there was a reduction in the percentage of new rough sleepers who had no second night out in Q3, there was also a significant reduction in the total number of new rough sleepers over the quarter. There are seasonal factors that impact the number of new rough sleepers including the operation of Crisis at Christmas, as well as the impact of the second lockdown. We will monitor the number of new rough sleepers into the new year to see if this trend in lower numbers continues as restrictions continue in the UK. Although the % target was not met, the overall reduction in numbers is positive.</p> <p>Mitigating action: We are looking to develop a new KPI for 2021/22 which is more representative of the wider rough sleeping picture.</p>							

Top scoring directorate risks

Q2 Score	Risk
15	<p>Change in direction from government on EEA nationals or Vagrancy Act</p> <p>There is a risk that we will not be able to support EEA nationals away from the streets. 60% of people on the streets in Westminster are EEA nationals without access to benefits and, depending on the progression of the Immigration and social security co-ordination (EU Withdrawal) bill, Westminster may not have sufficient powers to support this people.</p> <p>While there was a reduction in the percentage of new rough sleepers who had no second night out in Q3, there was also a significant reduction in the total number of new rough sleepers over the quarter. There are seasonal factors that impact the number of new rough sleepers including the operation of Crisis at Christmas, as well as the impact of the second lockdown. We will monitor the number of new rough sleepers into the new year to see if this trend in lower numbers continues as restrictions continue in the UK.</p> <p>Any changes to the Vagrancy Act are not forthcoming; lobbying from campaigning organisations has been delayed due to the response to COVID-19.</p> <p>Regarding the governments’ approach to EEA nationals; “The Government has made clear that the new rough sleeping rule will apply on a discretionary basis where a person refuses offers of support and is engaged in persistent anti-social behaviour. It does not apply to those protected under the Citizens’ Rights provisions of the Withdrawal Agreement with the European Union, those granted indefinite leave or those granted leave under a protection route (for example as a refugee or on the grounds of human rights or for humanitarian protection).” [Letter from Home Secretary to Independent Anti-Slavery Commissioner]</p>
	<p>Impact</p> <p>There will be growing numbers of EEA nationals on the streets which the Council would be unable to support.</p>
	<p>Impacted KPIs</p> <ul style="list-style-type: none"> • Number of cases of homelessness prevented (Defined as outcomes from a combination of Housing Solutions and Shelter work). If we are not able to support EEA nationals, it is likely that members of this community will continue to be homeless. • Reduction in new rough sleepers spending more than one night out. If we are not able to support EEA nationals, it is likely that members of this community will continue to sleep rough on the streets.
	<p>Existing controls</p> <ul style="list-style-type: none"> • Consistent communication with Ministry for Housing, Communities and Local Government and Westminster City Council's strategic group monitoring any changes.
	<p>Future controls</p> <ul style="list-style-type: none"> • Risk of challenge to our operational approach to be minimised by legal advice as/when required. If a change in direction occurs, discussions around funding and availability of bed spaces. • Statutory guidance detailing how LAs respond has yet to be released; the government have also indicated any enforcement will not begin until after 30th June 2021 when the European Union Settled Scheme closes.



Q2 Score	Risk																			
15	<p>Building Regulations – Part B & Draft Building Safety Bill Building Regulations - Part B has been re-written following an independent review of the building regulations and fire safety following Grenfell. The buildings in scope have extended to cover most of the properties within Westminster. The new draft bill sets requirements for competence and resource of the local BC team. It has far reaching impact across the Council with the requirements safety cases for Council and private sector properties.</p>		 <table border="1"> <caption>Line Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Q1 19/20</td><td>0</td></tr> <tr><td>Q2 19/20</td><td>0</td></tr> <tr><td>Q3 19/20</td><td>0</td></tr> <tr><td>Q4 19/20</td><td>0</td></tr> <tr><td>Q1 20/21</td><td>15</td></tr> <tr><td>Q2 20/21</td><td>15</td></tr> <tr><td>Q3 20/21</td><td>15</td></tr> </tbody> </table>		Quarter	Score	Q1 19/20	0	Q2 19/20	0	Q3 19/20	0	Q4 19/20	0	Q1 20/21	15	Q2 20/21	15	Q3 20/21	15
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Impact	Significant cost to local authority - high call on resources to inspect buildings and legal responsibility for licensing of buildings. Insufficient qualified staff in the industry leading to difficulties in recruiting.																			
Impacted KPIs	<ul style="list-style-type: none"> No KPIs will be impacted if this risk is realised. 																			
Existing controls	<ul style="list-style-type: none"> 3 surveyors have passed new Local Authority Building Control (LABC) (the national representative association) competency exams WCC has signed up to the LABC Quality Management System 	Future controls	<ul style="list-style-type: none"> Looking to recruit new fire engineer and quality manager 																	

Innovation and Change

Achievements

Adopted a new statement of Licensing Policy

We revised and adopted a new statement of licensing policy to provide an up to date regulatory framework for how the Council will continue to promote our licensing objectives whilst protecting residential amenity and supporting businesses. The policy allows growth and support to businesses during Covid-19 recovery whilst maintain protections for residents.

Approved a new street entertainment policy

In December, Full Council approved a new street entertainment policy support street entertainment. To bring the policy into effect, the Council has now published a formal decision to adopt the policy. The policy aims to ensure all users of the public space are safe and that residents and businesses are protected from the impacts of excessive noise and overcrowding, while also promoting responsible busking by ensuring there are designated spaces reserved for the cultural offer of street entertainment on our streets.

Excellence in Local Government award

Westminster Council's Urban Lab won the award for 'Excellence in Local Government' from the Royal Geographical Society for our partnership working with local universities Kings College and UCL (Nov 2020). We were also shortlisted for the prestigious Local Government Chronicle 'Future Places' award. Over the past four years, the partnership has contributed to innovation in service delivery in areas such as parking, recycling and leisure centres.

Issues

No issues were reported this quarter.

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q3 (October 2020 – December 2020).

Innovation and Change will be looking to add in new KPIs for future quarters that will provide better assessment of delivery against the core BAU activities within the directorate.

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	Target assessment definitions	Target off track Off track to meet the minimum target level Target exceeded Exceeded ideal target level Target on track On track to meet the ideal target level Minimum standard met Met the minimum target below ideal level
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Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
1. Residents feel informed about services and benefits	N/A	64%	→ 69%	→ 74%	70%	Target on track	28% did not feel informed about services and benefits.
2. Residents feel informed about plans for your local area	N/A	64%	→ 69%	→ 74%	66%	Minimum standard met	31% did not feel informed about plans for their local area.
3. Residents have seen the Westminster Reporter	N/A	51%	→ 56%	→ 61%	59%	Target on track	This is the highest proportion of views for a council communication channel.

Top scoring directorate risks

Q2 Score	Risk
20	<p>City Promotions, Events and Filming Income</p> <p>There is a risk the we lose income due a lack of events and filming. Income generated by the service is externally market driven – i.e. if event/filming activity isn't being commissioned by external third parties, or agencies are not committing spend to advertising, then income will not be forthcoming. This income stream had started to plateau even before the emergence of the Covid-19 pandemic.</p> <p>The City Promotions, Events and Filming Department is a discretionary service that operates on both a cost recovery and income generating basis. By charging event and filming organisers an application fee and applying an hourly charge for the time an officer spends working on a project, the service is able to recover its costs, ordinarily making it cost neutral. This is then topped up by the income it generates through commercial events in parks and open spaces. In addition, the service is also responsible for the management of the Council's advertising portfolio which includes large format digital sites, lamppost banners and seasonal commercial installations.</p>
	<p>Impact</p> <p>The increasing direct and indirect costs to produce event and filming activity in Westminster combined with a reduction in commercial use of council parks and open spaces has impacted on the service's ability to generate income. Notwithstanding the above, the impacts of Covid-19 and the post-Brexit trade are additional risks.</p> <p>Mass cancellations and postponements due to Covid-19 are forecast to result in an approximate 70% reduction in event and filming activity and income, with ongoing uncertainty meaning that there is currently no planned event activity confirmed for 2020/21. Similarly, Government guidelines make hosting and organising events practically impossible.</p> <p>Whilst the implications on the Outdoor Media sector are similarly impactful, with long term agreements for both large format sites having been renegotiated to short term arrangements based on a revenue share model and no lamppost banner campaigns in the pipeline.</p> <p>Smaller-scale filming is continuing to take place and it is hoped that the Government's schemes to underwrite the insurance premiums for the Filming sector will allow for filming to continue.</p>
	<p>Impacted KPIs</p> <ul style="list-style-type: none"> No KPIs will be impacted by this risk being realised.
	<p>Existing controls</p> <ul style="list-style-type: none"> Given the service is entirely driven by external demand, there are few controls that can be put in place. The service is continuing to ensure that it is aware of changing Covid-19 guidance so that it can facilitate as much activity as is possible within a Covid-19 environment which currently extends to small-scale filming.
	 <p>A line chart showing the Q2 scores for the City Promotions, Events and Filming Income risk from Q1 19/20 to Q3 20/21. The x-axis represents the quarters: Q1 19/20, Q2 19/20, Q3 19/20, Q4 19/20, Q1 20/21, Q2 20/21, and Q3 20/21. The y-axis represents the score. The scores are 0 for Q1 19/20, Q2 19/20, Q3 19/20, Q4 19/20, and Q1 20/21. The scores are 20 for Q2 20/21 and Q3 20/21.</p>
	<p>Future controls</p> <p>Measures are being taken to ensure that activities can resume when safe to do so. Demand for this service is driven by external demand so the scope of Council controls is limited. Engagement with the market is ongoing.</p>

People Services

Achievements

Our Voice – Staff Engagement Survey

This is the fourth year of our revamped staff survey, which ran from 14 September- 2 October 2020. The survey provides a measure of the level of engagement staff have with the Council and therefore highlights areas of focus for the wider people strategy, the Westminster Way. Two new questions were added to reflect the pandemic, with all other questions remaining the same to allow for trending. We worked with our staff networks to ensure the demographic questions were more inclusive than 2019.

Westminster City Council's overall Engagement Index for 2020 is 78%. This is an increase of 6% from last year (72%) and the second year running that we have seen record levels of staff engagement. The result is a positive indicator that people are increasingly engaged working for the Council and that we are making positive progress in making it a great place to work. The response rate was 76% which has increased significantly compared to three years ago when it was 62%. This shows that staff are taking the time to fill in the survey to have their voices heard.

Out of 46 questions, 40 have improved by at least 1 percentage point since 2019. Of these, 19 have scored significantly more positive by at 5 percentage points or more. These results put Westminster comfortably in the top quartile of public sector organisations. In 2020, 17 questions have scored 5 or more points above the local government benchmark, compared to 9 questions in 2019. Taking time to understand the results, build on the strengths and plan for improvements will be critical in continuing to achieve best in class results in the future.

Wellbeing agenda development and achievements

In 2019, the Council set out to overhaul every aspect of our health and wellbeing vision and created a dynamic staff engagement programme and resources. Sponsored by the CEO and Executive Leadership Team (ELT), in early 2020, prior to the Covid-19 pandemic, several policy improvements were made to annual and special leave policies to make them more equitable and flexible. Employees were also encouraged to work in an agile way to suit personal circumstances.

Following the pandemic, the "It's Okay to not be Okay" campaign was launched. This was driven by our well-established Wellbeing Pioneers movement and included several initiatives such as; case studies, Westminster virtual games, employee videos, on-line learning and awareness sessions centred on how to maintain positive mental and physical health in difficult circumstances. This encouraged discussion on taboo subjects, such as mental health. Health and wellbeing also became a regular feature on the weekly Loop Live session hosted by our CEO.

This focus on employee health and wellbeing has reaped benefits. By putting trust in people and giving them the flexibility to work when, where and how they can, they have delivered at a time of enormous pressure. Some evidence that supports this achievement is:

- In the May 2020 pulse survey, 71% agreed “the Council cares about my health & wellbeing”. The all staff survey conducted in September 2020 showed 70% of staff agreed that “the Council cares about their health & wellbeing”, which is up 14% from the 2019 results (when it was 56%) and up by 23% from the 2019 results (when it was 47%).
- The health and wellbeing hub have been visited almost 68,000 times since launch with over 3,000 unique visitors over 3 months in 2020, which is almost equal to our entire workforce. Each of the wellbeing sessions has run at 80%+ capacity, with 2 sessions on menopause totally sold out.
- In November 2020 the Council won the [Business Culture Award](#) for the Best Health & Wellbeing initiative against private sectors names such as EG, Volkswagen, John West food and others.
- We have seen significant improvements on all our health and wellbeing indicators and 62% of our workforce now believe “they are valued by the Council”. We’ve also seen an upwards trend on our staff engagement scores too.

People felt supported throughout a very challenging year. There is now greater awareness around wellbeing topics, where and how to access support and more willingness from our staff to come forward and share personal stories, with the aim to encourage others to take ownership of their wellbeing too. This resulted in the creation of a dedicated Human Library section on our wellbeing hub, where we showcase all these powerful stories, which continue to grow.

The Council is determined to be an Employer of Choice, role modelling a compassionate leadership style and pioneering new ways of working based on a high trust model, which empowers employees to be their best version at work and be outcome focused. We periodically revise our wellbeing priorities in collaboration with the wellbeing pioneers to factor in critical challenges such as caring and childcare responsibilities, fighting isolation, avoiding burnout and promoting mental as well as physical and social wellbeing. As part of this, we recently launched new initiatives such as training a first cohort of Mental Health First Aider and reduced meeting times of either 50 or 20 minutes to avoid “back to back” burnout.

Staff conference and staff awards

We held our first ever virtual staff conference and staff awards over three days in December 2020. Overall feedback from both events has been extremely positive.

Staff Conference

The conference was themed around our City for All strategy and offered staff the choice of attending several workshops and a plenary session with the Chief Executive and Leader, repeated over 2 days.

The workshops explored and showcased ways in which the Council is helping to improve the lives of those that live in, work in, or visit our City. Themes included:

- How can we make our cities age friendly for all
- Different roads, same destination - exploring the importance of nurturing authenticity, individualism, identity and belonging in the workplace
- Creating a smarter Westminster

- Prosperity for all – looking at what has happened to Westminster’s economy and the challenges it faces as a result of the pandemic and how we are collaborating and working across Westminster’s communities to support residents and business with the aim of creating prosperity and economic opportunity for all.
- It’s a climate emergency – Greener and Cleaner focused workshops to see how Westminster are tackling the challenges of the climate emergency
- Transforming the way you work – exploring how collaborative and cross directorate working is changing our culture and in turn changing the lives of our residents and service users in Westminster
- The future of wellbeing – empowering staff to create an environment that nurtures the right work life balance.

At the plenary session the Chief Executive and the Leader, Councillor Rachael Robathan, spoke to and answered questions from staff about the challenges we are facing, the positive way we have responded as an organisation and how we continue our success in delivering a City for All. Approximately 1200 staff attended the plenary sessions and there were over 2500 workshop attendances throughout the conference.

Staff Awards

The staff awards and the Long Service Awards were combined, and a joint virtual ceremony was held on Friday 4 December. It was a Microsoft Teams Live event which meant that over 400 were able to watch and enjoy the ceremony.

Staff were awarded across 10 categories including two new categories – front line hero and wellbeing champion. We received a record 410 nominations from the business across all categories. Alongside the staff award winners, employees that reached either 20- or 40-years’ service in 2020 were recognised. 40 people received their 20-year award, and 4 people received their 40-year award. Long Service Award recipients were sent personalised messages from the Lord Mayor, Councillor Jonathan Glanz to recognise their incredible achievements.

Issues

Data for pay gap reporting

We receive Gender Pay Gap (GPG) and BAME data annually which is used to create the gender and BAME pay gap. Diversity & Inclusion is a central part of the Council’s agenda and this data is crucial in order to enable regular analysis of the Council’s pay gap. We would like to receive this data more regularly but have been told that this is not possible.

WCC’s employees are impacted by this issue as this data can be used to develop initiatives that close existing pay gaps which in turn benefits large parts of the Council’s workforce.

To mitigate this issue, an in-house report has been produced as an alternative which has partly addressed this. While it is a similar methodology, it is not the exact same, and therefore there could be differences between the 2 data sets producing slightly different results. This will remain an issue until we receive a regular pay gap data report.

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q3 (October 2020 – December 2020).

The results of the 'Our Voice' survey have been included this quarter as we get annual results. From Q1 21/22, People Services will consider a new KPI around the pay gap.

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	Target assessment definitions	Target off track Target exceeded Target on track Minimum standard met	Off track to meet the minimum target level Exceeded ideal target level On track to meet the ideal target level Met the minimum target below ideal level
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Key performance indicator	Q2 2020/21 position	2020/21 target ranges				Position at Q3	Target assessment	Other contextual insight
		Minimum	→	Ideal	→			
1. % of staff turnover is managed at appropriate benchmark levels (excluding redundancies)	9%	16%	→	15%	→	14%	9.0%	Target exceeded 222 leavers out of an average headcount of 2468 employees
2. % of BAME employees in senior leadership roles (band 5 and above)	16%	16%	→	17%	→	20%	16.0%	Minimum standard met Recruitment of BAME senior leaders has increased, however some of these are not due to start until Q4. There has also been an increase in the overall number of senior leaders (the denominator) resulting in the result not changing. 27 out of 169 band 5 and above employees are BAME
3. Hampshire target – HR transactions made via self-service	96%	90%	→	95%	→	97%	98.3%	Target exceeded
4. Increase the number of women in senior leadership roles (band 5 and above)	44%	44%	→	46%	→	50%	44.4%	Minimum standard met There have been 8 new female senior leader starters in 20/21 but 9 female leavers resulting in minimal change in the result.
5. % of apprenticeship starts in relation to the public sector target of 2.3% of total headcount	2.9% without schools/1.8% with schools	2% including schools	→	2.3% excluding schools	→	2.3% including schools	3.65% without schools/2.35% with schools	Target exceeded
6. Positive action - % of Band 4 roles which have BAME candidate on the shortlist	99%	95%	→	97%	→	100%	97.2%	Target on track

Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at Q3	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
7. Engagement: To increase the Employee Engagement Index across WCC	72%	72%	→ 73%	→ 76%	78%	Target exceeded	
8. Engagement: Do you feel valued by Westminster	52%	53%	→ 55%	→ 60%	62%	Target exceeded	
9. My line manager gives me constructive feedback on my performance	67%	67%	→ 68%	→ 72%	69%	Target on track	
10. Staff survey - I am optimistic about my opportunities for career development	43%	43%	→ 44%	→ 47%	45%	Target on track	
11. Staff survey - The Council cares about my health and wellbeing	56%	56%	→ 57%	→ 61%	70%	Target exceeded	
12. Staff survey – measure around bullying and harassment	20%	19%	→ 18%	→ 15%	19%	Minimum standard met	
Service commentary: Although only the minimum target was met, there was a 1% improvement from 2019.							
Mitigating action: There will continued focus on this across the Council as part of the work done within directorates to understand their results and make improvements.							
13. Staff survey – in order to meet my objectives I have the freedom to work in the most productive way	74%	77%	→ 78%	→ 85%	78%	Target on track	
14. Staff survey - Different teams work well together	47%	50%	→ 57%	→ 66%	51%	Minimum standard met	
Service commentary: Although only the minimum target was met, there was a 4% improvement from 2019.							
Mitigating action: There will continued focus on this across the Council and within directorates to further increase collaboration between teams.							
15. Staff survey - I have the opportunity to improve our services by seeking and using feedback from users.	61%	61%	→ 62%	→ 66%	66%	Target exceeded	

Top scoring risks

No risks for People Services met the minimum scoring threshold to be included in this report