

# Audit and Performance Committee Report

<b>Meeting or Decision Maker:</b>	Audit and Performance Committee
<b>Date:</b>	17 June 2021
<b>Classification:</b>	General Release
<b>Title:</b>	2020/21 Year End Performance Report
<b>Key Decision:</b>	Review performance and challenge officers on the contents of the report

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## **Purpose:**

This performance report summarises the Council's performance and progress at the end of 2020/21. It presents the latest cumulative outturns available for each KPI at year end where possible (April 2020 – March 2021). Availability of results for some KPIs vary and may not align to the quarterly performance reporting cycle. In these cases, the latest position available is reported for year-end.

## **Recommendations:**

- Committee to note the performance updates at year-end.
- 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 a top pressures and future impacts section.
- We have added additional KPI and risk analysis.
- We have added additional Covid-19 related information.
- We have added narrative to address queries received surrounding the consistency of risk scoring.

## **Report content:**

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

- Headline messages including top achievements, issues, risks and KPIs at the end of 2020/21.
- Top pressures for the Council and their future impacts.
- High-level update on the Council's strategic and operational risks.
- Summary of the Covid-19 impacts to date.

The **appendix** includes detailed performance information by directorate (achievements, issues, KPIs and risk).

# Year End Performance Report – 2020/21

## 1. Headline Achievements

This section highlights the Council's headline achievements both this quarter and over the course of the full 2020/21 year. The Council's key achievements across all services can be read in more detail in the appendix.

The Council continued its **response to the Covid-19 pandemic**, including:

- **The successful return to school following the easing of restrictions.** Attendance figures have been positive and in line with or above national averages for both primary and secondary schools.
- **Since March 2020, the Council has addressed effects of the pandemic** in many ways, such as:
  - Our mortuary team facilitating research-based post-mortems with St Mary's Hospital, contributing to our understanding of the virus and aiding the fight against Covid-19.
  - Working alongside partners to develop and implement just under 100 public realm schemes.
  - Supporting over 1,000 businesses in the hospitality sector through fast tracking licensing applications and pavement licences when the City reopened in April 2021.
  - Supported 22,000 shielding residents through Westminster Connects phone calls and signposting; delivered 80,000 meals to those in need and registered 4,000 volunteers on our platform.
  - Accommodating 266 individuals in the first phase of the 'Everyone in' programme, and then successfully moving on over 75% from hotel accommodation. We have now accommodated over 800 individuals in emergency accommodation as a result of Covid-19 since March 2019.
  - Successfully negotiated the first major phase of reopening the City.
  - Significantly engaged/supported over 12,000 businesses through the Business Unit and WCC delivered or commissioned business support programmes.

The Council continues to address the **Climate Emergency**. Over the course of the year, some examples of achievements include:

- Retrofitted four 26-tonne diesel waste collection trucks with electric motors.
- Initiated a food waste recycling service across 7500 households.
- Achieved an estimated 79% reduction in operational day-to-day emissions in the King Street footway pilot.
- Replaced streetlighting across the City with energy efficient LED lighting.
- Continued to have the highest level of on-street EV chargers per capita in the country.
- Started improving the energy performance of our leisure centres.
- Launched the Property Carbon Management Programme. During 2020/21, this programme has seen procurement and appointment of a new contractor to work with the Council in achieving our sustainable building ambitions.

Other achievements include:

- Delivered over 4,000 laptops to disadvantaged children. When schools closed during the first Covid-19 national lockdown in March last year, it became clear there was a digital divide between children with many not having access to their own device to complete home learning. Around nine per cent of children in the UK do not have access to a laptop or device at home. To further tackle digital exclusion in Westminster, we set up the Digital Futures scheme with the Young Westminster Foundation through an ambitious partnership between local charities, businesses and schools aiming to provide devices and connectivity to communities.
- Westminster being the most connected borough in London based on full fibre availability with over half of its total premises able to access full-fibre broadband. This successful roll out of high-speed internet will not only help to support local businesses, learning and training, but will also ensure that the people of Westminster can stay connected with friends, family, and loved ones when it is of the utmost importance.
- Completing the rollout of a new 20mph speed limit across the City. Limiting speeds reduces the severity of accidents and make it safer to travel on foot or by cycle, helping to improve public space and to encourage healthier, more active lifestyles. It also contributes to the Council's commitment to tackling road traffic pollution.
- Helping unemployed residents into jobs, including priority NHS vacancies through the Westminster Employment Service (WES). WES has met targets set pre-pandemic and supported 320 people into work. This includes 39 people into employment at mass testing sites and filling roles at vaccination hubs.

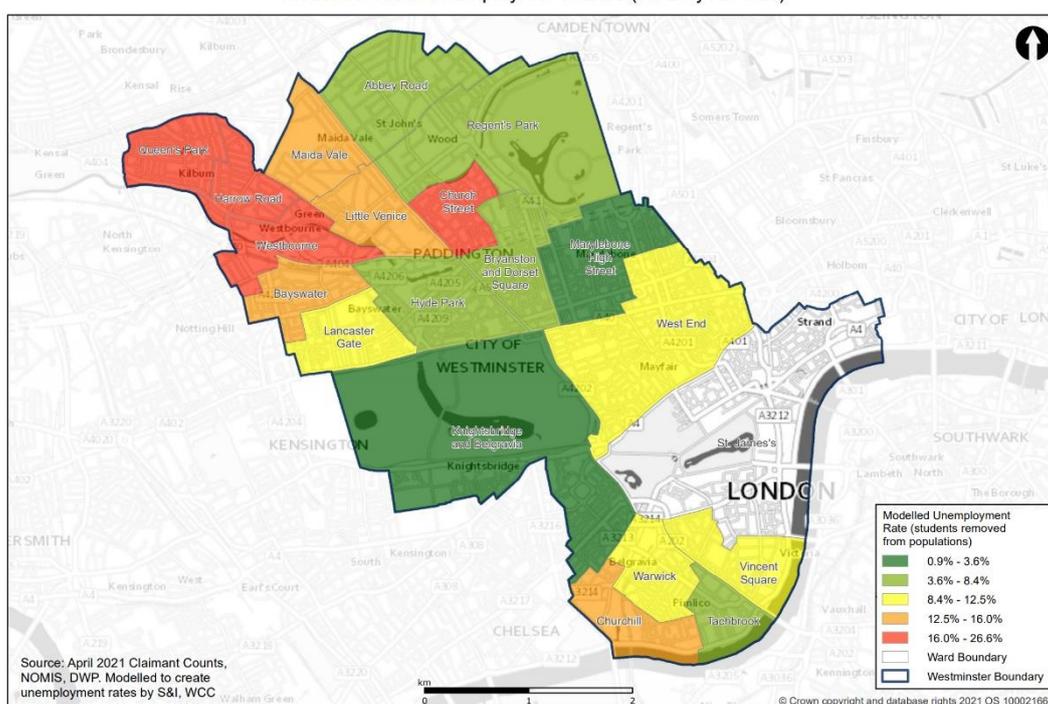
## 2. Top pressures faced by the Council

This section captures our top pressures, which have been informed by the Council's top risks and issues. Additional assurance has been provided over the course of Quarter 4 to ensure that all risks are scored consistently.

The Covid-19 pandemic continues to cause issues for the Council to address, such as:

- **Rising youth unemployment** – Unemployment among young people has increased rapidly since the Covid-19 pandemic struck and continued to increase until the end of the financial year. According to Nomis, the number of young people aged 16-24 claiming out of work benefits in Westminster has increased by 384% since the beginning of lockdown, from 415 to 1,585 (March 2021). Increases have been seen across all wards, but the highest increase in numbers have occurred in wards with high levels of deprivation, where the working assumption is that jobs are more likely to have been in lower skilled sectors (especially hospitality and retail) which are particularly vulnerable to Covid-19 restrictions. The rates range from around 1% in Knightsbridge and Belgravia to 26.6% in Church Street. 4 wards are above 20%, 9 wards between 10-20%, and 7 wards under 10%. (St James's modelled figures are currently considered unreliable due to uncertainties around the high numbers of students in the area - although the claimant count rate is similar to the Westminster average).

Modelled Youth Unemployment Rates (18-24 year olds)



- Unemployment more widely continues to be a pressure, impacting on financial, physical and mental wellbeing across all groups. Older unemployed people will suffer more loneliness and poor mental and physical health from not being in work, while children of parents who are not in work have poorer outcomes. Older workless residents account for more than 75% of all job seekers in the borough including large numbers of long-term unemployed residents.
- **Outbreak management** – Variants of Concern could impact Westminster. There is a Surge Plan to respond to any increased infection rates.
- **Financial impact** - Revenue from Council Tax and Business Rates has been significantly impacted following Covid-19, primarily due to the economic position caused by the pandemic and the inability to hold court hearings which enforce recovery action. The Government announcement of a third nationwide lockdown from January 2021 impacted budgets. Some services within Environment and City Management, for example, leisure centres, generate significant commercial income to fund services which were affected by lockdowns. There remains a risk of long-term scarring to income streams across the Council, such as paid for parking and permits, registrar income and many more. Finance and Resources has reported the negative financial impact of the pandemic in quarters 2 and 4. The effects of this can be seen in the results of some KPIs. These include:
  - Less than £5m variance between budget and full year forecast – this is not meeting target as the pandemic has meant the Council has lost large amounts of income, some of which are not reclaimable under the income compensation scheme.
  - The collection of council tax and business rates is not meeting target due to residents facing an uncertain financial situation given the pandemic and the restriction on courts which has suspended recovery action for unpaid bills.
- **Funding at risk** - The government made additional funding available to local authorities in 2020/21 to mitigate income reduction, but this did not fully fund the reductions experienced by the Council. In 2021/22, much of this support ceases after quarter one.

while the economic impact of Covid-19 on the City continues. This will continue to put council resources under pressure in 2021/22 and beyond. Additionally, the levelling-up agenda looks set to significantly reduce core funding for London and may require reductions in expenditure to retain a balanced budget position.

- **Reopening the City** - We are preparing for the planned wider reopening on 17 May when indoor hospitality is scheduled to recommence. This is likely to require additional resourcing as we see more people returning to Westminster.

Increased demand for services continues to be a significant issue:

- **An increasing demand for services to support children with special educational needs or disabilities (SEND).** The prevalence of SEND in Westminster schools is higher than the national average. Children's Services reported the increase in the prevalence of SEN in Quarters 2, 3 and 4. This has not yet affected the performance of the service's KPIs measuring EHCP assessments. However, further increases could mean that this is unsustainable. The service is having to divert resources within the service to manage the peak of referrals from January that will require EHCPs in May. This is reducing our review capacity. Our commissioning plans for SEN provision are to develop additional in-borough resources to meet the demand for places.
- The rising pressures and number of children with SEND are trends that pre-exist COVID-19. In Westminster, we have seen an increase in the number of children and young people with an Education Health and Care Plan (EHCP) every year for the past five years. Nationally, the number of children and young people with an EHCP increased by 10% between January 2020 and January 2021. In a national DfE survey around the impact of COVID-19, local authorities have reported increases in the numbers of requests for assessment for an EHCP during the past year and this has been noted locally, particularly at pre-school age. With many referrals being received in December / January and during the spring term, the full picture for this will not be known until we have data for the full academic year. An increase in requests for assessment will impact on capacity of the SEN Service.
- **Increased placement demand for Looked After Children.** There is increasing demand for placements from Unaccompanied Asylum Seeker Children (UASC) which could potentially lead to financial overspend without proper controls in place. The Council regularly monitors current placement costs and several measures are in place to mitigate against this risk.
- **Increased demand in Adult Social Care.** Adult social care may see an increase in costs to the delivery of services, caused by NHS pressures (NWLCCG is in financial deficit), market fragility and a bounce back from the suppressed demand of services due to Covid-19. An increase in demand may mean increases in the acuity of client needs (higher packet costs), increases in the number of service users, potential budget overspends and the inability to meet agreed savings targets. The Council is closely monitoring demand for homecare and care home support and regularly reviewing finance and performance information in this area.

The delivery of our affordable homes has experienced delays:

- **Delays in delivery of affordable homes.** Two Registered Provider (RPs) schemes will not be completed by 2023 as anticipated. RPs are contributing 42% of total homes within the 1,850 City for All target. We are exploring the scope for some schemes to be brought forward to ensure the 1,850 target is met by the end of 2023.

### 3. Key Performance Indicators overview

At 2020/21-year end:

24% of KPIs are exceeding their target, while 37% are achieving their target.

17 measures are not meeting target, equating to 22% of all KPIs included in the performance report. You can see more detail on these measures in section 3.3. Of these measures, the Covid-19 pandemic has been cited as a contributing factor of underperformance in 13 (72%). Some examples of Covid-19 impacts include:

- only emergency home repairs were taking place, affecting satisfaction rates
- physical inspections to remove hazards from dwellings were only taking place when a significant risk was identified
- visits to libraries, the Sayers Croft service and participation in leisure and sports activities were affected due to various lockdowns
- work to improve houses of multiple occupation stopped to comply with government advice
- less debt was collected as residents faced uncertain financial circumstances, recovery action through courts were suspended
- projects were delayed, resulting in the Capital Budget being underspent

When comparing this to year-end 2019/20, there were 10 KPIs not meeting target, equating to 14% of all KPIs included in the performance report at that time. The Covid-19 pandemic began affecting the Council’s performance during March 2020, just before the end of the financial year. Noting this, there are some areas of the Council that were underperforming at year end 2020 and 2021, regardless of Covid-19 impact, for example, debt collection results and the percentage of streets passing the street score survey for litter have been off track both years.

Conversely, some indicators off-track a year ago have improved at year end 2020/21, such as children receiving a development review, satisfaction with ASB case handling and residents helped into jobs through the Westminster Employment Service.

Below is a summary of the performance of our indicators for the last three years:

	Total number of KPIs reported	Number exceeding target	Number meeting target	Number not meeting target
2018/19	70	29 (41%)	20 (29%)	6 (9%)
2019/20	69	21 (30%)	26 (38%)	10 (14%)
2020/21	83	20 (24%)	31 (37%)	18 (22%)

As seen above, the proportion of KPIs not meeting target is increasing, with 9% at 2018/19 year-end, in comparison to 18% at 2020/21 year-end. The number meeting target has also increased (29% 2018/19 vs. 37% in 2020/21), while the number exceeding target is consistently decreasing.

The below table show KPIs not meeting targets at year-end 2020/21 that also were not meeting target in an additional year out of the last three.

KPI	2018/19 year-end	2019/20 year-end	2020/21 year-end
2% increase in real and virtual visits to libraries compared to the same period last year	Target not met	Target achieved	Target not met
Streets in Westminster that pass the street score survey for litter	Target not met	Target not met	Target not met
11 to 70 days taken to collect debt	New KPI	Target not met	Target not met
91% of council tax collected by the Council	Exceeded target	Target not met	Target not met
91% of business rates collected by the Council	Minimum standard met	Target not met	Target not met

### 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>		2019/20-year end position	2020/21 ideal target	Year end 2020/21 result and target assessment
<b>ADULTS SOCIAL CARE AND PUBLIC HEALTH</b>				
1	New permanent admissions to residential/nursing care of people aged 65 years and over	56	95	72 (lower than target means a better result) Exceeding target
<b>CHILDREN'S SERVICES</b>				
2	Education, Health and Care assessments finalised	New KPI	40	19 (lower than target means a better result) Exceeding target
3	Education, Health and Care assessments which are completed within 20 weeks, excluding exceptions	68%	100%	100% Exceeding target
4	Referrals to social care	New KPI	500	452 (lower than target means a better result) Exceeding target
<b>Service commentary:</b> Our numbers of looked after children (except for unaccompanied asylum-seeking children) have been falling over the past 5 years. This is a direct result of the investment we have made in a systemic practice model – enabling our practitioners to develop skills in engaging and getting alongside families to make improvements in their lives without blaming or shaming them and having a framework of change management that allows them to manage risk with confidence. Whilst other local authorities have seen an increase in family breakdown that has resulted in more children coming into care, our practitioners have continued to engage with families during Covid-19 times and to work with them in such a way to avoid the need for care placements. There is also the possibility that referrals to social care have been slightly repressed due to the pandemic. The lack of direct contact by some key referral partners at various points over the last year, including schools and health, may have impacted on these figures.				
5	Looked after children number	New KPI	187	168 (lower than target means a better result) Exceeding target
<b>Service commentary:</b> we have an older care population and therefore, while Looked After numbers are reducing, our Care Leaver number are increasing as they age out at 18. This picture will also have been impacted in the last 12 months by the reduction of arrivals of Unaccompanied Asylum-Seeking Children due to the Covid-19 pandemic and travel restrictions.				
<b>ENVIRONMENT AND CITY MANAGEMENT</b>				
6	Total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision	90%	90%	90% Exceeding target
7	% of licensed premises that are safe and well managed following a single inspection (Covid-19-secure)	90%	90%	100% Exceeding target
8	Vulnerable residents supported to continue living in their homes	1,057	500	659 Exceeding target
9	% of women accessing specialist domestic abuse services who report a reduction in abuse	92%	75%	96% Exceeding target

Directorate KPIs <i>Aspirational target positions are provided in the descriptions below for each KPI</i>		2019/20-year end position	2020/21 ideal target	Year end 2020/21 result and target assessment
<b>GROWTH, PLANNING AND HOUSING</b>				
10	Cases of homelessness prevented (Defined as outcomes from a combination of Housing Solutions and Shelter work)	573	520	621 Exceeding target
11	Planning appeals determined in favour of the Council (Excluding telephone boxes)	77% (331/432)	63%	73% (107 of 147) Exceeding target
12	1,000 businesses significantly engaged (including vouchers issued, Corporate Social Responsibility activity)	1,320	1,000	7,257 Exceeding target
13	345 Westminster residents supported into Interims (Work trials, training, work placements & volunteering)	New KPI	345	1,078 Exceeding target
<b>PEOPLE SERVICES</b>				
14	14% of staff turnover is managed at appropriate benchmark levels (excluding redundancies)	13% (306 leavers from 2403 employees)	14% (206 leavers from 2501 employees)	8% Exceeding target
15	Hampshire target – HR transactions made via self-service	92%	95%	98% Exceeding target
16	2.3% of apprenticeship starts in the Council in relation to the public sector target of 2.3% of total headcount	4.6% without schools/ 3.7% with schools	2.3%	5.4% without schools/ 3.4% with schools Exceeding target
17	Engagement: To increase the Employee Engagement Index across WCC (measured through Our Voice staff survey)	New KPI	73%	78% Exceeding target
18	WCC staff feel valued by Westminster	New KPI	55%	62% Exceeding target
19	WCC staff feel the Council cares about my health and wellbeing	New KPI	57%	70% Exceeding target
20	WCC staff feel they have the opportunity to improve our services by seeking and using feedback from users.	New KPI	62%	66% Exceeding target

### 3.2 Pls 'off track' at Q3 2020/21 that have since improved to 'meeting target'

The table below provides an update on KPIs that were missing their target at the end of the last quarter that have now improved. Of the 17 KPIs that were off track in quarter three, two have improved to meeting their target in quarter four.

Directorate KPIs <i>Ideal target positions are provided in the descriptions below</i>		Quarter 3 2020/21 result and target assessment		Year-end 2020/21 result and target assessment		Service commentary
<b>FINANCE AND RESOURCES</b>						
1	Less than 5% calls abandoned (Agilisys)	6.5%	Target off track	4.9%	Target met	
<b>ENVIRONMENT AND CITY MANAGEMENT</b>						
2	Complete 100% of high-risk food premises inspections (category A-B)	68%	Target off track	100%	Target met	All Category A and B premises due for inspection in 2020/21 which were open for business during the lockdown have been inspected.

### 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. Please see the appendix for detail on the full list of KPIs and top risks from each directorate.

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>	Year-end 2019/20 result	Year-end 2020/21 result and target assessment	Service commentary	Mitigating actions to manage KPI performance during the pandemic	
<b>CHILDREN'S SERVICES</b>					
1	15% of re-referrals to social care within 12 months	New KPI 108 (24% re-referral rate)	Target not met	This is the number of referrals in quarter four who had been previously referred within the last 12 months. The result for the full year was also 24%, with 470 total re-referrals. This is a provisional figure before we receive statutory returns.	We have set ourselves a challenge in our target range. There is a range of quality assurance activities taking place to scrutinise the reasons for re-referrals and to ensure the right services are offered at the right time.
2	80% of care leavers in education, training or employment (at age 19, 20, 21) (excluding those not in touch)	68% (target achieved) 69.3%	Target not met	Covid-19 has had a considerable effect on youth unemployment hence the % of care leavers in EET may be lower than usual. We compare favourably to national and London figures on this generally.	We have set ourselves a challenge in our target range rather than this being an indication that we are drastically under-achieving.
Directorate risks that could impact the performance if risk materialises:		Covid-19 pandemic - Covid-19 may continue to impact youth unemployment.			
3	% of Looked After Children placed in external foster placements <small>Measure is as a % of total number of LAC.</small>	New KPI 29%	Target not met	There is a lack of availability of foster carers through the tri-borough fostering service (run by Hammersmith and Fulham) who are approved to care for mother and baby and adolescents.	Our action plan to recruit more foster carers, in particular mother and baby carers and carers for adolescents, is part of our ongoing plan. We have offered for scheme carers to convert to mother and baby carers with additional training.
4	Number of surplus school placements in Westminster primary schools	New KPI 20% surplus	Target not met	We are operating with a surplus school capacity of 20.0% (with caps) in Westminster primary schools. This is not financially viable for schools or the Council in the long term.	There are several strategies in progress with interim measures in place, such as informally capping the Published Admission Numbers (PANs) for schools with falling rolls.
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.			

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>		Year-end 2019/20 result	Year-end 2020/21 result and target assessment	Service commentary	Mitigating actions to manage KPI performance during the pandemic	
5	2% increase in real and virtual visits to libraries compared to the same period last year	5% (target achieved)	-61%	Target not met	Our visits are down 61% compared to last year. Numbers have been down because of the pandemic.	During the most recent lockdown period, eight of our 12 libraries remained open with a service offer in line with current government guidelines which ensures that social distancing can be maintained.
	Directorate risks that could impact the performance if risk materialises: <b>Covid-19 pandemic</b> - Covid-19 may continue to impact footfall and service usage at our libraries.					
6	95% of appointments to register births available within 5 days of enquiry	96% (target achieved)	68%	Target not met	The target wasn't met due to the most recent lockdown. Customers have been reluctant to attend the office to register their babies. At the same time, 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.	As the deaths are returning to more normal levels, we can redeploy registrars to births, and are seeing increasing numbers being registered as parents start to venture out. Delays to registrations can affect how far back the parent can claim a child benefit, as payments can only be backdated by 3 months and they usually require a birth certificate as evidence of the birth. Child benefits can currently be claimed without a birth certificate in acknowledgement of the significant national back logs in birth registrations caused by lockdowns, but these easements are to be ended shortly.
	Directorate risks that could impact the performance if risk materialises: <b>Covid-19 pandemic</b> – Increasing death registrations due to Covid-19 and pent up demand for birth registrations, marriage and civil partnership ceremonies postponed due to lockdowns					
<b>ENVIRONMENT AND CITY MANAGEMENT</b>						
7	Improve 65 Houses of Multiple Occupation (buildings with more than one household including shared facilities)	62 (target achieved)	32	Target not met	The pandemic resulted in proactive and licensing inspections stopping for much of the year in line with government guidance which in turn has resulted in a lower number of HMO's improved.	The proposed additional HMO licensing scheme should assist in identifying many HMO's requiring improvement throughout the second half of 2021.
	Directorate risks that could impact the performance if risk materialises: <b>Covid-19 pandemic</b> - This target continues to be threatened by further Covid-19 restrictions.					
8	Remove 375 hazards from residential dwellings which pose a serious and immediate threat to people's health or safety	592 (target achieved)	247	Target not met	Due to the pandemic, physical inspections were only taking place when a significant risk was identified and where remote resolution could not be achieved.	It is proposed that routine HHSRS assessments will resume on April 12 and any reactive inspections that have been delayed will be undertaken to ensure there are no outstanding hazards.
	Directorate risks that could impact the performance if risk materialises: <b>Covid-19 pandemic</b> - 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.					

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>	Year-end 2019/20 result	Year-end 2020/21 result and target assessment	Service commentary	Mitigating actions to manage KPI performance during the pandemic		
9	Achieve 3.7m participation in Council sports, leisure and wellbeing activities	4.7m (target exceeded)	2,413,885 (59% annual target)	Target not met	The Q4 number was 455,626 (44% pre-covid-19 target for Q4). Use of Leisure facilities was increasing between lockdown periods. Following the third lockdown resulting in all leisure facilities closing between January – 12 April 2021, overall usage has been affected.	Following multiple lockdowns, the government roadmap has led to swimming and fitness being re-opened to users, further to outdoor sports being allowed in the first phase. We are now awaiting the third phase on 17 May to allow full access to group fitness and other activities, and then opening of spa facilities after 21 June.
<p>Directorate risks that could impact the performance if risk materialises:</p> <p><b>Covid-19 pandemic</b> - Covid-19 may continue to impact participation in Council sports, leisure and wellbeing activities.</p>						
10	98% of streets in Westminster pass the street score survey for litter	97% (target not met)	97%	Target not met	In the initial months of the pandemic, there was less movement of people due to lockdown. This meant that the sweepers had increasing amounts of work to do, particularly around parked cars which were not regularly moved. If the first tranche results had been higher, then the annual target would have been met.	Full-year results were affected because of the early effects of Covid-19. Action was taken to rectify this (e.g. paying more attention to the areas under and around parked cars).
11	% of visits to Sayers Croft services compared with 2019/2020	N/A	2% 432 visitors	Target not met	Numbers have dropped this quarter due to the latest lockdown restrictions closing the service completely.	We are putting in place processes to ensure the centre is Covid-19 safe when reopening.
<p>Directorate risks that could impact the performance if risk materialises:</p> <p><b>Covid-19 pandemic</b> - Covid-19 may continue to impact visits to Sayers Croft Services.</p>						

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>	Year-end 2019/20 result	Year-end 2020/21 result and target assessment	Service commentary	Mitigating actions to manage KPI performance during the pandemic	
<b>FINANCE AND RESOURCES</b>					
12	11 to 70 days taken to collect debt	108.08 days (target not met)	114.20 days <b>Target not met</b>	Debtor days increased substantially from 92.48 days in P9 to 114.70 in P12.	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.
	Directorate risks that could impact the performance if risk materialises:		<b>Financial risk due to Covid-19 and uncertainty regarding future government funding</b> , the government's compensation scheme to reduce the loss for councils is not enough and only covers around 75% of the Council's budgeted income levels. The scheme aims to compensate councils for reduced tax base growth and increased reliefs for 2020/21 following the COVID19 outbreak.		
13	On budget - Variance between capital budget and FY forecast	£71.527 (target achieved)	£121.753m underspent <b>Target not met</b>	Capital budget is underspent due to many projects being delayed due to the Covid-19 pandemic. They will be reprofiled to next year (2021/22).	Budgets will be reprofiled to 2021/22 for completion of projects.
	Directorate risks that could impact the performance if risk materialises:		<b>Covid-19 pandemic</b> – if the pandemic continues, projects may be further delayed and project expenditure budgets will need to be reprofiled into future years to reflect project delays. Schemes fully funded by third parties such as TfL or developers are especially likely to be impacted.		
14	91% of council tax collected by the Council	94.5% (target not met)	£107,751,74 1.30 88.7% <b>Target not met</b>	The February 2021 Council tax collection rate to date is 88.68% which is 5.84% lower than the same month last year. The collection of council tax has been impacted by the Covid-19 outbreak as residents face an uncertain financial situation. The restriction on courts has suspended recovery action for unpaid bills.	There will be a programme of initiatives implemented to get collection back on track once the current restrictions are lifted.
	Directorate risks that could impact the performance if risk materialises:		<b>Financial risk due to Covid-19 and uncertainty regarding future government funding</b> , the government's compensation scheme to reduce the loss for councils is not enough and only covers around 75% of the Council's budgeted income levels. The scheme aims to compensate councils for reduced tax base growth and increased reliefs for 2020/21 following the COVID19 outbreak.		
15	91% of business rates collected by the Council	95.5% (target not met)	£1,398,337, 223.15 84.8% <b>Target not met</b>	The business rates collection rate for February 2021 is 84.84%, 10.69% lower than the same month last year. The collection of business rates has been impacted by the Covid-19 outbreak as businesses face an uncertain financial situation. The restriction on courts has suspended recovery action for unpaid bills.	There will be a programme of initiatives implemented to get collection back on track once the current restrictions are lifted.
	Directorate risks that could impact the performance if risk materialises:		<b>Financial risk due to Covid-19 and uncertainty regarding future government funding</b> - The government's compensation scheme to reduce the loss for councils is not enough and only covers around 75% of the Council's budgeted income levels. The scheme aims to compensate councils for reduced tax base growth and increased reliefs for 2020/21 following the COVID19 outbreak.		

Directorate KPIs <i>Ideal target positions are provided in the descriptions below for each KPI)</i>	Year-end 2019/20 result	Year-end 2020/21 result and target assessment	Service commentary	Mitigating actions to manage KPI performance during the pandemic	
<b>GROWTH, PLANNING AND HOUSING</b>					
16	1,850 affordable housing units delivered by 2023	491 (target achieved)	230 <b>Target not met</b>	1,023 total units built to date since the start of the programme). Slippage to three affordable housing projects have contributed to the 2020/21-year minimum target of 271 not being achieved. These schemes are now expected to be delivered in Q1, Q2 and Q3 2021/22.	We are exploring the scope for replacement schemes, including spot purchases to be brought forward to achieve the 1,850 City for All target. We are also engaging regularly with providers to ensure any slippage is factored into our supply figures.
Directorate risks that could impact the performance if risk materialises: <b>Covid-19 pandemic</b> – 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.					
17	% satisfaction with repairs service	83% (minimum standard met)	81% (2,156/2,657) <b>Target not met</b>	81% (2,156/2,657). During the pandemic lockdowns, and following Government guidelines, we carried out only emergency repairs in tenants' homes.	Many routine repairs were held and carried out months later when Government guidelines permitted, which still affected tenant satisfaction.

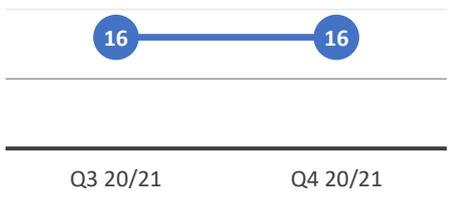
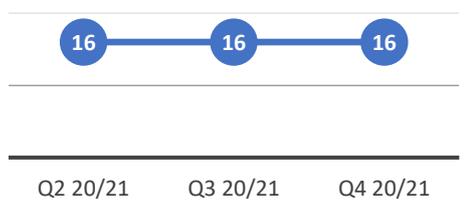
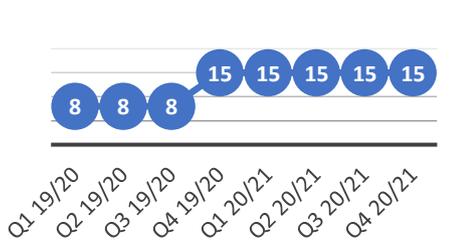
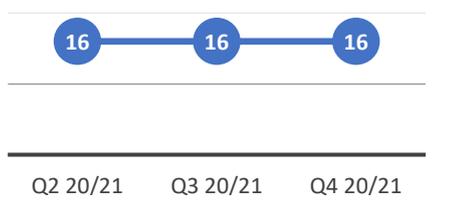
## 4. Risk Assurance and Analysis

At a directorate level, the Strategy & Intelligence team have introduced new measures to ensure risks are assessed consistently across the Council at a directorate level. Last quarter, we provided:

- A training session on risk management, including guidance around scoring. The recording of the session is available for Westminster City staff members to access anytime.
- Communications on how risks should be assessed using the scoring criteria.
- Additional scrutiny on scoring as part of quality assurance.

All directorate risks in this report, available in the appendix, have been reviewed with services ahead of publication, with particular attention paid to scoring.

Each directorates' highest scoring risk(s) can be found in the table below. Risks are assigned a value between 1-25, which is achieved by multiplying the scores assigned against the impact criteria (1-5) and likelihood criteria (1-5).

Risk title and description	Directorate	Score (out of 25) over 2019/2021																		
<p><b>Widening Health Inequalities</b> There is a risk that health inequalities will widen in Westminster.</p>	<p>Adult Social Care &amp; Public Health</p>	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q3 20/21</td> <td>16</td> </tr> <tr> <td>Q4 20/21</td> <td>16</td> </tr> </tbody> </table>	Quarter	Score	Q3 20/21	16	Q4 20/21	16												
Quarter	Score																			
Q3 20/21	16																			
Q4 20/21	16																			
<p><b>Extreme Weather</b> There is a risk of increased morbidity due to significant periods of hot and cold weather.</p>	<p>Adult Social Care &amp; Public Health</p>	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q2 20/21</td> <td>16</td> </tr> <tr> <td>Q3 20/21</td> <td>16</td> </tr> <tr> <td>Q4 20/21</td> <td>16</td> </tr> </tbody> </table>	Quarter	Score	Q2 20/21	16	Q3 20/21	16	Q4 20/21	16										
Quarter	Score																			
Q2 20/21	16																			
Q3 20/21	16																			
Q4 20/21	16																			
<p><b>Failure to achieve registrars increased income targets</b> There is a risk that registrars will not meet its increased income targets due to disruption caused by Covid 19.</p>	<p>Children's Services</p>	 <table border="1"> <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> <tr> <td>Q4 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	Q4 20/21	15
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Q2 20/21	15																			
Q3 20/21	15																			
Q4 20/21	15																			
<p><b>Reduction in income and grant funding across Environment and City Management</b> There is a risk that the Council experiences a reduction in income and grant funding across Environment and City Management due to the impact of Covid-19 on directorate budgets, which may mean savings are needed to be made elsewhere.</p>	<p>Environment &amp; City Management</p>	 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q2 20/21</td> <td>16</td> </tr> <tr> <td>Q3 20/21</td> <td>16</td> </tr> <tr> <td>Q4 20/21</td> <td>16</td> </tr> </tbody> </table>	Quarter	Score	Q2 20/21	16	Q3 20/21	16	Q4 20/21	16										
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Q4 20/21	16																			

Risk title and description	Directorate	Score (out of 25) over 2019/2021
<p><b>Covid-19 (Operational)</b></p> <p>There is a risk that the Council does not provide a Covid secure environment in which to work or receive services.</p>	Finance & Resources	<p>Q4 19/20 Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>
<p><b>Covid-19 Investment Property</b></p> <p>There is a risk that the Council experiences loss of income, as tenants may not be able to generate sufficient income to continue trading.</p>	Finance & Resources	<p>Q4 19/20 Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>
<p><b>MTP Savings Linked to income growth linked to acquisitions and rent review</b></p> <p>As part of the Medium Term Planning savings income was to be increased by rent reviews, which is unlikely to materialise given the effect of Covid-19 on businesses.</p>	Finance & Resources	<p>Q4 19/20 Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>
<p><b>Financial risk due to Covid-19 and uncertainty regarding future government funding</b></p> <p>There is a risk that insufficient government funding will lead to income losses. The funding for the financial impact of the pandemic excludes rental income and must be related to the delivery of services.</p>	Finance & Resources	<p>Q4 19/20 Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>
<p><b>Change in direction from government on EEA nationals or Vagrancy Act</b></p> <p>There is a risk that we will not be able to support EEA nationals away from the streets.</p>	Growth, Planning & Housing	<p>Q3 19/20 Q4 19/20 Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>
<p><b>Building Regulations – Part B &amp; Draft Building Safety Bill</b></p> <p>There is a risk that the Council will be unable to meet the demands of Building Regulations – Part B &amp; Draft Building Safety Bill, particularly in regards to resourcing.</p>	Growth, Planning & Housing	<p>Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>

As the direction of travel graphs indicate, there has been no movement in terms of scoring for these risks over the course of the 2020/2021 financial year. All risks listed above are dictated by either forces external to the Council, such as Covid-19, public health, climate change, or parties external to the Council, such as the UK Government. Only one risk increased in scoring, Children’s services’s top risk, “Failure to achieve registrars increased income targets”, which rose from an 8 in quarter 3 2019/2020 to quarter 4 2020/2021 due to additional pressures applied by Covid-19.

## 5. Strategic Risks

The strategic 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.

#	Title	Description
1	<b>Subsequent health protection incidents could compound the impact of Covid-19 and hinder the local response – Public Health</b>	<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"> <li>• Low uptake of vaccines will lead to outbreak situations, with particular risk to our most ethnically diverse communities, in areas of highest deprivation and amongst care staff. A vaccination plan has been implemented to ensure engagement across the system to maximise uptake and reduce inequality. As of 12/5/21, the current uptake of vaccines among all eligible residents is 37.02%.</li> <li>• Accountability is with the NHS to manage vaccine uptake. However, the Council is giving robust support to NHS colleagues to encourage and increase uptake, including through GP practices and the call centre hub, vaccine bus, community pop ups, increasing provision via pharmacies and improving access through a blended model on council estates.</li> <li>• The Council is also supporting the CCG with their approach to reaching those who are uncontactable.</li> <li>• The Pfizer vaccine is available now to all including younger cohort from 12/5/21, which will also reduce hesitancy.</li> <li>• Further work is underway on vaccine take up with care home staff.</li> <li>• Failure to have a robust approach to winter planning and flu vaccination could lead to a surge in flu and Covid infections. An approach to targeting flu vaccinations to vulnerable groups and children is being developed by Public Health. We are awaiting the outcome of clinical guidance to potentially administer Covid-19 and flu vaccines at the same time.</li> </ul>
2	<b>The Council fails to meet its safeguarding responsibilities for a child, young person or adult – Adult Social Care and Children's Services</b>	<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. 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>
3	<b>Financial pressures resulting in an inability to fund services for residents, businesses and visitors – Finance and Resources</b>	<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 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>

4	<p><b>Serious information or cyber security incident due to data breach, malware outbreak, phishing, ransomware attack – Finance &amp; Resources</b></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’ data at risk 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>
5	<p><b>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</b></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 has been updated and the Procurement Governance Process has been improved. The Council plans to enhance monitoring and awareness across contract managers 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><b>A significant incident occurring in Westminster (e.g. weather event, fire, terror attack, etc.) – Environment and City Management</b></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. For 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><b>The impact of Brexit on Council services and communities across Westminster – Environment, City and Management</b></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>

## 6. Overview of Covid-19 Impacts in Westminster

At the start of quarter four, infections across the country had started to increase dramatically driven by new strains of Covid-19. By 4 January, the UK had abandoned the regionalised tier system and entered a second national lockdown.

On 8 March, schoolchildren started returning to classrooms, but most university students (of which there are usually around 20,000) in Westminster remained at home. A combination of Covid-19 restrictions and vaccination roll-out had eased pressures on health services in quarter four, as the death toll fell to a fraction of previous levels. At this stage, the immediate health risks to Westminster residents and health services have subsided, but the economic impacts are still on-going. The below is a summary of issues specific to Westminster:

### Deaths

Up until 16 April 2021, 385 coronavirus deaths had been registered in Westminster since the beginning of the pandemic and infection rates had fallen to just over 20 per 100,000 residents. Most residents who have died from Covid-19 have had an underlying health condition. Risks of infection and death were highest in areas of deprivation and amongst the BAME community.

### Vaccinations

By 6 May 2021, over 80,000 first vaccinations had been administered, and 30,000 second doses to Westminster residents. Take-up rates amongst the over 70s are around 80%, which is low compared to other areas. The rate is driven down by a combination of vaccine refusal, and an even greater issue of people registered with GPs but not present in Westminster to be vaccinated. Through Westminster Connects, the Council have attempted to contact every non-vaccinated resident in that group, with absenteeism proving to be the single biggest challenge.

Across Westminster, vaccination take-up has been extremely varied across community groups. The Bangladeshi community, followed by White British, have been the most likely to take up a vaccine offer. Challenges remain in the Black, Chinese and "other" communities (likely to be predominantly Arab).

### Footfall

Hospitality and retail businesses have been disproportionately impacted by a loss of footfall in the City. This is caused by a combination of office-workers remaining at home and a restriction on travel. Office workers make up around 40% of the City's usual day time population, and non-worker visitors a further 20%. Note that in many outer London boroughs, footfall has recovered almost entirely. All Cities have suffered more than their surrounding areas, but Central London has proved particularly vulnerable.

Footfall and expenditure data (at the end of April) suggests that busy-ness at "worker" designated tube stations is down by 75% and "tourist" linked stations is down by 71%. In the long-term, the lack of workers remains a major concern for businesses. Mobile phone data suggests that over 80% of workers who also live in London are still to return.

### Unemployment

Unemployment rates have slightly risen since the last report. There are just over 11,150 residents actively looking for work. The expectation is that these numbers will reduce as the economy recovers and businesses re-open. However, with 16,000 residents furloughed, (and the scheme extended until September) it will be months before employment recovery can be fully gauged. The increase in unemployment amongst BAME residents is significantly higher than for white residents.

**Financial impact summary**

The impact of the pandemic has been felt across all local government. The financial impact on Westminster City Council includes significant falls in income from sales, fees and charges, additional expenditure and saving proposals being delayed or considered no longer deliverable. The impact of the pandemic has been mitigated by the support provided to local authorities by Central Government. The most considerable of these is the general Covid-19 grant funding and the income compensation scheme. Collectively these two sources of funding have provided the Council with c£55m of income during the year which means along with other service specific Covid-19 grants the net impact on the general fund is c£3.8m.

The year-end finance report provides more detail on the financial impact of Covid-19.

The following provides a summary of how the pandemic has affected each directorate over the course of the year:

**Adult Social Services**

The service became a 7 day a week service and had to recruit temporary staff to increase available resources. Fully mobilising the department to respond to the pandemic has meant that non-essential programmes were delayed e.g. health worker pilot at Churchill Gardens. Services like place-based day support were suspended and online alternatives were developed. This also led to an amended business plan to include programmes on Covid-19 delivery, and some deliverables in our plan have been moved into 2021/22. Many reporting schedules were paused at a national level, however most of these are now coming back online again. The highlighting of inequalities during the pandemic has allowed for a focus on targeting services to address health disparities e.g. Health checks, Covid-19 vaccination uptake.

Performance has dropped in those services where face to face contact is necessary (e.g. Health Checks, carers assessments). However, this will be reflected in a national picture. The anticipated impact of reductions in service provision will become clear in future months and years. For example increase/decrease in unplanned pregnancies, STIs, or those diagnosed with diabetes. Services have shown initiative where possible and moved to online delivery to ensure targets are met (e.g. Stop Smoking services, day services), or reviewed KPIs to align with the need of residents. Provision of some services had to be stopped during the pandemic (e.g. Mental health trainers, Oral Health Promotion). Our partner organisations have seen reductions in screening and immunisations. We are working with them to understand the effect that the pandemic has had on uptake locally and to support the delivery of recovery plans.

**Children's Services**

We worked to ensure the least amount of disruption during the pandemic. Services such as face to face social work to support vulnerable children continued through national lockdown and vulnerable children were all seen on a regular basis. We ensured that schools were open to children of key workers and to vulnerable children throughout the pandemic. To support remote education, digital devices were delivered to children to enable them to continue to learn.

We have also used digital platforms effectively throughout the pandemic. Our SEND local offer websites have acted as a crucial hub of information for parents and professionals. We also established a virtual SENCO Forum for all schools across Westminster which enabled us to maintain regular communication with schools and identify concerns quickly. In addition, libraries introduced a programme of regular online after-school activities to support literacy and learning.

### **Environment and City Management**

The impact of Covid-19 on Environment and City Management (ECM) was seen through the diversion of resources to different functions to accommodate different needs. Our services adapted throughout the year quickly and effectively to provide the required resources in an ever-changing environment. Some services continued delivering at the same level as pre-pandemic times and in areas such as waste and cleansing, demand increased in areas such as parks and open spaces. The pandemic has also affected ECM budgets and lowered commercial income.

ECM have responded to the pandemic by working alongside partners to develop and implement just under 100 public realm schemes, supporting over 1000 businesses in the hospitality sector through fast tracking licensing applications and pavement licences when the City reopened in April 2021. ECM also successfully negotiated the first major phase of reopening the City. The performance of the directorate has been affected as inspections usually undertaken were stopped for a time in line with government guidance. For example, Houses of Multiple Occupancy improved, hazards removed from residential dwellings and high-risk food premises visited.

### **Growth, Planning and Housing**

Services in Growth, Planning and Housing faced a major reduction in activity levels during the first lockdown, which led to subsequent stress on services as we moved out of lockdown and volumes increased. This includes:

- the Housing Call Centre (which had to deal with record levels of calls in October) and the Housing Repairs Service.
- The first lockdown led to an increase in the number of anti-social behaviour cases reported (overall +33% year on year). This affected performance and satisfaction levels (see KPIs), although overall service performance has been maintained at a high level.
- Our Rough Sleeping Services accommodated 266 individuals in the first phase of the 'Everyone in' programme, and then moved over 75% from hotel accommodation.
- The HRA has seen income from commercial rents, residential tenancies, service charges for leaseholders and fees and charges income all decline over the financial year. Universal Credit claims rose by 76%.
- Some areas were affected by social distancing measures such as Development schemes (some construction sites being temporarily closed), Capital Programmes works, and planning applications and appeal processing which require site visits.
- In Westminster Adult Education Service (WAES), the greatest effect of the pandemic was on our retention rate, with 85% of learners being retained on programmes, compared to 94% in 18/19, with learners from vulnerable communities being most affected.

### **People Services**

There has been an increased demand on several services provided by People Services over the last year, but the directorate has continued to perform well. There has been stronger focus on the Everyone is Valued pillar with an enhanced offer on the wellbeing agenda and agile policies.

We have progressed and launched our new recruitment branding despite challenges to shooting final videos due to Covid-19. We transferred all our learning and development online. Engagement and take up of learning has increased during the 12 months compared to previous years via the Learning Zone, OD Hub and Career Zone.

There has been an increase to employee relations case workload over the past year. There has been the need for increased support on achieving and maintaining positive mental health and wellbeing for our staff. This has included focused and targeted interventions where required.

### **Finance and Resources**

There has been an increased level of reporting and service support required due to the pandemic but no impact as such on ability to deliver business as usual activities.

The Revenue & Benefits team administrated the payment of the government Business Support grants, paying out 5,600 grants totalling £99m in Round 1 (March 2020 to Sept 2020) and 5,500 grants totalling £100m so far in Round 1 (November 2020 to date). The team also administered the payment of 492 Discretionary Grants of £10,000 in the summer; provided NNDR Hardship Relief totalling just short of £1m; administered new applications under the government's Enhanced Retail, Hospitality & Leisure scheme which resulted in £1Billion of relief awarded; supported Westminster Connects on the Connect Food shopping project and set up a new scheme to make £500 payments to residents who lost income through isolation. Most teams in Revenue & Benefits were able to continue with Business as Usual activities, with NNDR (Business Rates) absorbing the additional work created by Covid-19. The prohibition of court hearings, along with the economic conditions, has had a major impact on business as usual for this team.

The Procurement team faced an increased number of requests from the Council's providers for support and a heightened risk of service interruption and provider failure. The Supply Chain Resilience Forum was created to review claims for relief as they arose. The assessment of each supplier's circumstances was undertaken at speed by a cross functional team. Over the period, the value of the relief provided by Westminster through this process is £1.7m of which just over half has been in additional funding. Initial working from home issues with the Pension Fund's administrator, Surrey County Council, caused some issues during the external audit of the accounts and financial statements, and members may have experienced some minor governance issues at the very start.

The Government's support to the UK economy, accommodating monetary policy and further quantitative easing have led to excellent pension fund investment performance following a severe drop in valuations in February 2020, but the valuation of the Fund's liabilities have risen accordingly, so the equation has balanced out, with little change to the ongoing funding level predicted in March 2019. There was no risk on demand for service on the pension fund, given that COVID-19 would not cause increased demand. All service delivery from the Pension Fund team was implemented according to plan and achieved remotely.

For the Treasury team, cashflows were much more unpredictable in the year, particularly around timings of Government grants receipts and periods of larger emergency grant payments and Covid-19 related emergency expenditure. In light of the cashflows and a diminished illiquidity premium, Westminster City Council Treasury has kept cash investments liquid with less exposure to term deposits in local authorities and banks. It is crucial that an appropriate resource is available is able to cover the daily treasury operations of the three Tri-Borough authorities. The distribution of new banking hardware and software to banking online users benefitted from excellent project management for remote training, distribution and user acceptance testing.

# Appendix – Directorate Performance

Detailed performance information for each Council  
Directorate area.

# Adult Social Care and Public Health

## Achievements

### **Delivery of the Social Work and Occupational Therapy Degree in Adult Social Care**

The degree establishes a clear career pathway and development for staff to meet their goals and to achieve positive outcomes for adults. It also helps in retaining good staff and identifies potential within the workforce. We successfully recruited and are now supporting four Social Work Apprentices and two Occupational Therapists Apprentices in the first year. This includes a diverse group who have previous experience working in the Council, all of whom are on track to pass and continued to be supported. We have also formed partnerships with two university providers to deliver this new and innovative programme in the workplace. We aim to sustain the programme offer for Adult Social Services staff. We will offer the opportunity to more staff in the second year. The feedback from unqualified staff is that this has provided new hope and opportunities for their career development. Managers have also fed back that having an apprentice in the team far outweighs the extra work.

### **Safeguarding Adults Model for Adult Social Care**

The remodelling of Safeguarding Adults across both WCC and RBKC ensures that the principles of positive risk management and making safeguarding personal are embedded in practice and strengthens partnership work. It will achieve better consistency in practice and improve both the experience and outcomes for adults at risk. A compelling case for change was developed following a combination of internal/external review and self-assessments against national guidance; data analysis of demand, together with feedback from staff, managers and partners.

Summary of outputs delivered from the achievement are:

- An in-depth review of the existing model, which included feedback from over 70 staff and partner representatives. The findings informed the design of a new model, particularly in relation to the handling of S42 Duty under the Care Act (2014).
- Creation of a specialist centralised Safeguarding Adults Operational team and additional roles with no additional funding needed. The project will be funded using base budgets.
- Systems have been implemented to monitor and evaluate the new model when it begins operating in May.
- KPIs have been identified to measure measures outcomes such as: closer scrutiny of service user outcomes, dedicated time for the oversight of enquiries and assurance that there is specialist service with a Head of Safeguarding who holds the accountability at a senior level and gives robust management oversight.

### **Change4Life programme**

The Change4Life programme evaluated the Naturally Active summer grants offered in the Summer 2020 and delivered between July and October 2020. The grants supported nine local organisations in RBKC and ten in WCC to deliver projects to engage families to be physically active utilising their local environment and green spaces. The grants are a significant achievement for the council because they support local organisations to deliver initiatives that best serve their local families. The initiatives are led by the community and aim to encourage children, young people and families to move more and eat well. There were a variety of activities delivered ranging from outdoor fitness and play, to nature volunteering and buggy walks. The projects address key issues raised by the local community and stakeholders of the impact of Covid-19 after the first lockdown, including: low levels of physical activity, increasingly sedentary behaviours and the impact on emotional health and anxiety about leaving the house.

The Change4Life funded 19 projects that proactively engaged 1,118 children and young people and 828 families in activities supporting physical activity in RBKC and Westminster. The development of the Healthy Weight Care Pathway (a document showing the referral pathways to access the service) created excellent collaboration with relevant stakeholders such as paediatricians, dietitians and GPs, and enabled the promotion of the healthy weight management service. Outcomes supported are: universal improvement proportional to need, reduced health inequalities, reduced weight of children who are overweight and obese and maintained healthy weight, improved mental health, emotional wellbeing, physical activity and healthy eating. We have produced a data collection plan to evaluate both process and outcomes of the programme and outcomes.

## Issues

There were no issues reported for this quarter.

## Key performance indicators

### Adult Social Care

The table below presents the latest cumulative outturns available for each KPI at year end (April 2020 – March 2021).

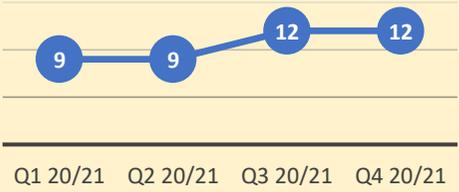
Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
		Minimum	Ideal	Aspirational			
1. Total number of new permanent admissions to residential/nursing care of people aged 65 years and over	46	105	95	85	72	Target Exceeded	The Covid-19 pandemic has had a strong impact on this indicator, as residents (and their families) are reluctant to move into residential settings.
2. % of carers (caring for an adult) who have received an assessment or review of their needs	66%	77%	87%	92%	89%	Target met	
3. % of service users receiving an assessment/review	65%	80%	90%	95%	94%	Target met	

## Public Health

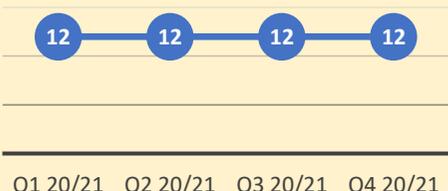
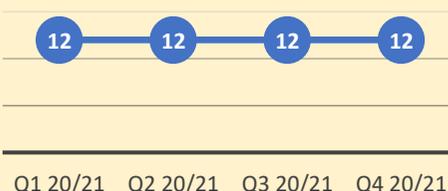
Key performance indicator	19/20 Position	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
			Minimum	Ideal	Aspirational			
1. % of children who receive a 2-2.5-year development review	68.5%	69.8% (Q2)	65%	→ 70%	→ 75%	70.5% (Q3)	Target on track	Q4 figures available mid-May.
2. % of alcohol misusers in treatment, who successfully completed treatment and did not re-present within 6 months	36.92%	38.72% (Q2)	30%	→ 35%	→ 40%	37.56% (Q3)	Target on track	This is the Q3 published figure. With the 6 months of monitoring that takes place, this means that these are for completions for July 19 – June 20. Q4 figures available mid-May.
3. Community champions - number of community champions active	77	84 (Q2)	70	→ 80	→ 90	89 (Q3)	Target on track	This is a new indicator that reflects the service's ability to retain volunteers and engage with the community. Q4 figures available mid-May.
4. Stop smoking services – number of 4 week quits	1,107	451(Q1-Q2)	600	→ 800	→ 1,000 (annually)	741(Q1-Q3)	Target on track	In this service, indicators are looked at by calendar year, and in 2020 they achieved 1158 quitters against a target of 1000. Q4 figures available mid-May.
5. Total routine contraception delivered through e-services	N/A	N/A	TBC	→ TBC	→ TBC	164	N/A	This is a new indicator as the E-service has recently started providing contraception. This will be refined and adjusted where necessary.

**Top scoring departmental risk**

YE Score	Risk		
16	<b>Widening Health Inequalities</b> 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).		
	<b>Impact</b>	The gap in health inequality between the most and least deprived areas will continue to widen.	
	<b>Existing controls</b>	<ul style="list-style-type: none"> <li>Recovering planning underway to support initiatives which reduce health disparities.</li> <li>Public Health Intelligence is implementing population health monitoring to support early identification and prevention initiatives</li> <li>BAME action plan being drafted to respond to the disparities identified by Covid-19.</li> </ul>	<b>Future controls</b>
16	<b>Extreme weather</b> Significant periods of hot weather, and prolonged periods of cold weather can lead to excess deaths and increased morbidity.		
	<b>Impact</b>	<ul style="list-style-type: none"> <li>On average, there are around 25,000 excess winter deaths each year in England. 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.</li> <li>Population health and wellbeing and impact on demand for ASC and NHS health services.</li> </ul>	
	<b>Existing controls</b>	<ul style="list-style-type: none"> <li>National alert systems in place which Westminster City Council would respond to.</li> <li>Heat health watch alerts are in place.</li> <li>Local Health Protection plans outlines local response for both hot and cold weather.</li> <li>Communications plan in place.</li> </ul>	<b>Future controls</b>

YE Score	Risk													
12	<p><b>Financial Pressures and increased demand in Adult Social Care</b></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"> <li>• Suppressed demand of services</li> <li>• NHS pressures</li> <li>• Market fragility</li> </ul> <p>There is a clinical concern that delay in elective interventions will inevitably lead to health deterioration in many, especially those with critical conditions i.e. cancer, heart disease, people with long term conditions. This in turn will create pressure on Adult Social Care services.</p> <p>During the surge period, there was a priority to vacate hospital beds to enable more admissions. In Westminster, we have been successful in managing the pressures on beds. However, it is fair to say that most people were discharged early into care homes, or other step-down facilities. As social care professionals, our aim is to provide timely and safe discharges, but these principles were regrettably overtaken. The risks were mitigated by placing patients in care homes which are often more costly than supporting people in their own home. If pressure on hospital beds arise once again this scenario could be repeated.</p> <p>NWLCCG is in financial deficit, and their plans for the next 5 years is to achieve savings, by equalising funding allocations between the 8 NWL boroughs. Central London Health Committee (previously CLCCG) is earmarked to save £10M over the next 5 years. So far for 21-22 financial year we have not seen any financial strategy or plan to detail how this savings will be achieved however there is a risk that reductions in health provision will result in additional demand for Social Care.</p>			 <table border="1"> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <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> <tr> <td>Q4 20/21</td> <td>12</td> </tr> </tbody> </table>	Quarter	Score	Q1 20/21	9	Q2 20/21	9	Q3 20/21	12	Q4 20/21	12
	Quarter	Score												
	Q1 20/21	9												
Q2 20/21	9													
Q3 20/21	12													
Q4 20/21	12													
Impact	<ul style="list-style-type: none"> <li>• Increases in acuity of client needs (higher package costs).</li> <li>• Increases in numbers of service users (demand increases).</li> <li>• Need to support providers at risk of failure, and/or develop new markets.</li> <li>• Inability to meet agreed savings targets.</li> <li>• Potential budget overspends.</li> </ul>													
Existing controls	<ul style="list-style-type: none"> <li>• Close monitoring of demand for homecare and care home support.</li> <li>• Supplier resilience support mechanism in place.</li> <li>• Savings plans developed to plan for reduction of funding that are costed and achievable</li> <li>• Monthly finance and performance information to look at trends and potential impacts on budgets.</li> <li>• Improved financial and performance monitoring in place to ensure alignment of service provision and financial commitments</li> <li>• Winter-plans in place and funded to meeting seasonal demands</li> </ul>	Future controls	None reported.											

YE Score	Risk												
12	<p><b>Fragility of the Care Market and pressures on the local care market</b>                      Pressures on the local care market including staffing, training and development and financial pressures are resulting in the local markets being “fragile”. Number of people being admitted to care homes has reduced and the long term outcome of the market is uncertain.</p>		 <table border="1" data-bbox="1590 239 2060 414"> <caption>Quarterly Scores</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q1 20/21</td> <td>8</td> </tr> <tr> <td>Q2 20/21</td> <td>8</td> </tr> <tr> <td>Q3 20/21</td> <td>12</td> </tr> <tr> <td>Q4 20/21</td> <td>12</td> </tr> </tbody> </table>	Quarter	Score	Q1 20/21	8	Q2 20/21	8	Q3 20/21	12	Q4 20/21	12
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Q4 20/21	12												
Impact	<ul style="list-style-type: none"> <li>Reduction in demand for residential care could lead to provider failure</li> <li>Potential staff shortages that could lead to lower market capacity.</li> <li>Training and development could lead to impacts on the quality of care provided to residents.</li> <li>Financial pressures could lead to provider viability issues and ultimate failure.</li> <li>COVID-19 has resulted in fewer people in residential care and higher levels of voids for providers.</li> </ul>												
Existing controls	<ul style="list-style-type: none"> <li>Establishment of a Quality Team across Westminster and Kensington and Chelsea to work with local providers with a focus on quality.</li> <li>A more cohesive relationship with the care regulator, the Care Quality Commissioning (CQC) including bi-monthly meetings.</li> <li>Bidders required to provide a copy of their business/service continuity plans and confirmation when last tested for major contracts asked for in tender submissions.</li> <li>CreditSafe alerts received when a provider’s rating drops to below 50%. CQC provide alerts for providers in the Market Oversight Scheme.</li> <li>Business critical contracts identified - targeted programme of regular financial monitoring and strategic engagement at all levels</li> <li>New indexation clause designed for contracts that takes account of staff costs and wider factors and pressures affecting the sector</li> <li>Programme of Provider Partnership engagement events in place with targeted engagement at homecare and care home sectors. Share commissioning intentions and collaborative approaches to support supplier resilience</li> <li>Proactive pre-procurement market engagement to identify sector characteristics</li> <li>In the short term supporting of the market through the supplier resilience forum, although not sustainable in the long term.</li> <li>On staffing shortages: we undertake daily monitoring of staff absences. The data does not show an immediate concern and has not dropped below 80% throughout the pandemic.</li> <li>We also distribute the Workforce Capacity Fund and Infection Prevention Control Fund. Our distribution of these national grants was undertaken in line with prescribed conditions, which included providers’ agreement that the money would be used to anticipate and mitigate staff absences due to the pandemic.</li> <li>We are also promoting and encouraging the uptake of wider offers and benefits including the “Proud to Care” discount scheme for social care staff, and training programmes for care home workers.</li> </ul>	Future Controls	<ul style="list-style-type: none"> <li>Ensure Risk registers for all procurement projects above £100k are in place.</li> <li>Service continuity plans for all contracts awarded above £100k.</li> </ul>										

YE Score	Risk		
12	<p><b>Health Protection (Pandemic Flu)</b> There is a risk of a flu pandemic which may impact residents and workers.</p>		 <p>Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>
	<b>Impact</b>	<ul style="list-style-type: none"> <li>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</li> </ul>	
	<b>Existing controls</b>	<ul style="list-style-type: none"> <li>Public Health have developed a Health Protection Protocol and supporting awareness raising sessions.</li> <li>A programme to get front line staff vaccinated for flu is in place.</li> <li>A flu communication plan has been developed.</li> </ul>	<b>Future controls</b>
12	<p><b>Immunisation uptake (excluding Covid-19)</b> Low uptake of vaccinations could see an increase in other infectious diseases.</p>		 <p>Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>
	<b>Impact</b>	<p>Herd immunity to infectious diseases may be threatened.</p>	
	<b>Existing controls</b>	<ul style="list-style-type: none"> <li>Immunisation is a priority undertaken by the NHS, with the Public Health Department serving as a support function.</li> <li>Communications plan in place.</li> <li>Uptake being monitored quarterly</li> <li>In Westminster, NHS England have presented at the Audit and Performance committee in September 2020 to outline the local response to improve uptake.</li> </ul>	<b>Future controls</b>

# Children's Services

## Achievements

### **Completion of the Bi-Borough Inclusion Strategy**

In Westminster, published permanent and fixed term exclusion rates are above national and inner London averages. We have developed an inclusion strategy to keep these young people in school, intervening and providing support early. The strategy will be published this month. We are using a collaborative trauma-informed and area-based approach to preventing school exclusions. 16 schools have been participating in a pilot, with 83 teachers trained and a total of 59 young people on the programme. No young people on the programme have been permanently excluded. An award scheme is being finalised to reward schools who develop the whole school approach and share the learning with other schools.

### **Successful return to school following the easing of restrictions**

We have had a successful return to school in spring term following the easing of restrictions. Attendance figures have been positive and in line with or above national averages for both primary and secondary schools. Average attendance for primary schools was 92.3% (91.6% nationally) and for secondary schools was 86.7% (86.6% nationally). Our attendance figures were also above the national level for children with EHCP in both primary and secondary schools: 89% for local primary schools (88% nationally), and 84% (80% nationally) for local 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. During reopening of schools to all pupils at the start of 2020/2021 academic year, Family Navigators offered support to parents concerned about children returning to school. The Education advisers in the School Standards team are also working with school leaders to help advise them on their education recovery programmes and to share best practice through networking and central training.

### **Roll out of the DfE Programme and the Digital Futures Project**

Through the Digital Futures project, the Council and the Young Westminster Foundation have been 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 have been prioritised through the project. A total of 5249 digital devices have now been distributed to children across Westminster schools. The Digital Futures sourced devices met the need identified by all Westminster primary, secondary and special schools between November and January 2021 and included devices funded by Westminster City Council, refurbished Council laptops and donations from businesses.

## Issues

### **Rising youth unemployment**

Unemployment among young people has increased rapidly since the Covid-19 pandemic struck. According to Nomis, the number of young people aged 16-24 claiming out of work benefits in Westminster has increased by 384% since the beginning of lockdown, from 415 to 1,585 (March 2021). In tracking recent NEET figures, we have observed an increase, particularly among young people of Year 12 age. This is due to a combination of young people not having a settled destination at the end of summer 2020, not achieving the required grades and resitting GCSE subjects in November, and those starting a study programme but dropping out.

The Council is prioritising work to support education, employment and training for young people anticipating that NEET numbers may increase even more. Schools have expressed concern regarding the levels of progress that current Year 11 students have been able to make during the lockdown periods. Education services have identified current Year 11 'at risk' of becoming NEET, around 6% of the cohort. Follow-up meetings with schools will identify progress made by schools working with these students and arrange for data to be shared with Early Help services to

support ongoing engagement with these young people as they exit statutory education. This cohort of students will be supported to encourage the 'Mastering my futures' series of events run by 2-3 Degrees.

Education Services continue to work with the Economy Team to present opportunities arising for schools and young people to work with industry and business, either directly through the council or indirectly by encouraging schools and young people to link to existing resources. Education Services also continue to link career leads in schools to progression pathways at local FE colleges.

WES are continuing to scan for funding opportunities that will support existing work and allow this to be scaled up. This includes the draft bid prepared for the "Youth Futures Foundation". The Spring grant window has not yet opened. Meanwhile, the Kickstart programme is available for young people aged 18-24 in receipt of benefits. WCC is also acting as a gateway for local employers, with expressions of interest to create placements received from 45 organisations. Placements are currently progressing through the approvals process before vacancies are promoted.

### **Rising emotional wellbeing and mental health support needs and youth unemployment in light of Covid-19**

There has been a significant and negative mental health impact on young people due to Covid-19. A survey by Young Minds indicates that 83% of young people say their mental health has worsened during the pandemic. Further research conducted in November – December 2020 by the Mental Health Foundation indicates that the mental health of teenagers is under severe pressure across a range of indicators. On the ground, our local NHS mental health provider CNWL are reporting that CAMHS referrals are now approximately 20% higher than pre-pandemic levels and that young adults (18-25) referrals are growing quickly, particularly among BAME residents.

We are developing an innovative integrated wellbeing and employment service as a two-year pilot to support more young people into education and work. The service will focus on enabling the independence of 16-25 year olds by meeting a wide range of needs in one place but particularly by addressing the increasing and substantially overlapping mental health and employability needs of young adults in the borough. The project has funding for two years from the MyWestminster fund and will bring together mental health practitioners and WES inside existing youth provision in the borough. For primary schools, our library lead has developed the 1066 resilience workshop, which will be rolled out across schools in May.

### **Increasing demand for services to support children with SEND**

There is still a present need for expansion of services supporting children with SEND in Westminster. SEND children and young people (CYP) have Tresham as the only dedicated centre for children with disabilities. We're aiming to expand into floors 2 and 3 of Tresham to improve services for young people, ready for Autumn 2021. In the meantime, we are working with local youth clubs to support South Westminster CYP during the holiday period.

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). A DfE short Covid-19 survey (completed by 85% of authorities) showed a significant rise nationally in the number of reported new requests for EHC needs assessments in February 2021; 6,073 compared to 5,266 in January 2021. The prevalence of SEN in WCC schools is higher than the national average (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 Coronavirus. Although we can meet the statutory timescales in 100% of cases, an increase could mean that this is unsustainable. Moreover, we are having to divert resources within the service to manage the peak of referrals from January that will require EHCPs in May. This is reducing our review capacity. Our commissioning plans for SEN provision are to develop additional in-borough resources to meet the demand for places. We will continue to monitor pressure on our short breaks service. We are also in the early stages of updating our SEND Strategy.

## Key Performance Indicators

The table below presents the latest cumulative outturns available for each KPI at year end (April 2020 – March 2021).

<b>Target range definitions</b>	<b>Minimum</b> The minimum level for the KPI that will still allow the service to deliver <b>Ideal</b> A level which is acceptable for service continuity <b>Aspirational</b> The level at which the service is improving beyond current capability	<b>Target assessment definitions</b> <b>Target off track/target not met</b> Failed to meet target <b>Target exceeded</b> Aspirational target reached <b>Target on track/target met</b> Ideal target achieved <b>Minimum standard met</b> Met the minimum target below ideal level
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**NOTE:** results for KPIs 7-14 are provisional figures which may change once statutory returns are completed over the next few months.

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight		
		Minimum	→	Ideal				→	Aspirational
1. Number of Education, Health and Care assessments finalised	26	50 (max)	→	40	→	25	19	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	
3. Number of fixed-term exclusions	5.4%	8%	→	5%	→	0%	2.9%	Target met	There have been 348 fixed term exclusions during the 2020/21 academic year. The percentage is based on the current Westminster cohort of 12,046 secondary school pupils.
4. % of young people who are not in employment, education or training	2.28%	3.5%	→	2.5%	→	1.5%	2.63%	Minimum standard met	Based on young people of year 12-13 age. This represents 65 young people. Covid-19 has had a considerable effect on youth unemployment hence the % of young people who are not in employment, education, or training may be higher than usual.
5. Number of first-time entrants to the criminal justice system	9	20 (max)	→	10	→	5	6	Target met	There were 3 young people who were first-time entrants with a caution and 3 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 Youth Offending Team's Case Management System. The most recent data covering the period up to March 2021 shows a reduction for young people becoming a first-time entrant through caution (4 to 3) and a reduction through convictions at Court (8 to 3). This breakdown counts 37 FTEs in last twelve months.

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight		
		Minimum	→	Ideal				→	Aspirational
6. Number of Serious Youth Violence (SYV) Offences	11	20 (max)	→	10	→	5	6	Target met	The Youth Justice Board defines SYV as any drug, robbery or violence against the person offences that has a gravity score of five or more (scores range from 1 -8). There were 6 offences committed by 2 offenders during the last quarter. Throughout the 2020/21 year in total, there were 43 serious youth violence offences.
7. Number of referrals to social care	517	545 (max)	→	500	→	480	452	Target exceeded	This is a provisional figure before we receive statutory returns.
<p><b>Service commentary:</b> Our numbers of looked after children (except for unaccompanied asylum-seeking children) have been falling over the past 5 years. This is a direct result of the investment we have made in a systemic practice model – enabling our practitioners to develop skills in engaging and getting alongside families to make improvements in their lives without blaming or shaming them AND having a framework of change management that allows them to manage risk with confidence. Whilst other local authorities have seen an increase in family breakdown that has resulted in more children coming into care, our practitioners have continued to engage with families during Covid-19 times and to work with them in such a way to avoid the need for care placements. There is also the possibility that referrals to social care have been slightly repressed due to the pandemic. The lack of direct contact by some key referral partners at various points over the last year, including schools and health, may have impacted on these figures.</p>									
8. Number of re-referrals to social care within 12 months	130 (25% re-referral rate)	20% re-referral rate (max)	→	15% re-referral rate	→	10% re-referral rate	108 (24% re-referral rate)	Target not met	This is the number of referrals in quarter four who had been previously referred within the last 12 months. The result for the full year was also 24%, with 470 total re-referrals.
<p><b>Service commentary:</b> This is a provisional figure before we receive statutory returns.</p> <p><b>Mitigating action:</b> We have set ourselves a challenge in our target range rather than this being an indication that we are drastically under-achieving. There is a range of quality assurance activities taking place to scrutinise the reasons for re-referrals and to ensure the right services are offered at the right time.</p>									
9. Looked after Children numbers	192	201	→	187	→	181	168	Target exceeded	This includes unaccompanied asylum-seeking children (58). This is a provisional figure before we receive statutory returns.
<p><b>Service commentary:</b> We have an older care population and therefore, while Looked After numbers are reducing, our Care Leaver number are increasing as they age out at 18. This picture will also have been impacted in the last 12 months by the reduction of arrivals of Unaccompanied Asylum-Seeking Children due to the COVID-19 pandemic and travel restrictions.</p>									
10. Number of Care Leavers	272	N/A	→	N/A	→	N/A	293		This is a provisional figure before we receive statutory returns.
<p><b>Service commentary:</b> No target assessment to be provided for this KPI. 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.</p>									
11. % Care Leavers in appropriate accommodation	93%	90%	→	94%	→	96%	94.5%	Target met	This is a provisional figure before we receive statutory returns.
12. % care leavers in education, training or employment (at age 19,	69%	70% (min)	→	80%	→	90%	69.3%	Target not met	This is a provisional figure before we receive statutory returns.

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
20, 21) (excluding those not in touch)							
<p><b>Service commentary:</b> Covid-19 has had a considerable effect on youth unemployment hence the % of care leavers in EET may be lower than usual. Though we are off track, we compare favourably to national and London figures on this generally. For example, in 2017/18, 51% of care leavers were in EET nationally and 53% in London, compared to 71.6% in Westminster.</p> <p><b>Mitigating action:</b> 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	62%	60%	→ 65%	→ 70%	64%	Minimum standard met	This is a provisional figure before we receive statutory returns. Measure is as a % of total number of LAC.
14. % of Looked After Children placed in external foster placements	25%	25%	→ 23%	→ 21%	29%	Target not met	This is a provisional figure before we receive statutory returns. Measure is as a % of total number of LAC.
<p><b>Service commentary:</b> There is a current lack of availability of foster carers through the tri-borough fostering service (run by Hammersmith and Fulham) who are approved to care for mother and baby and adolescents, these are the primary groups that Westminster are currently needing placements for.</p> <p><b>Mitigating action:</b> Our action plan to recruit more foster carers, in particular mother and baby carers and carers for adolescents, is part of our ongoing plan and more recently we have offered for scheme carers to convert to mother and baby carers with additional training and support.</p>							
15. Number of surplus school placements in Westminster primary schools	1839 (with caps) (16.9% surplus)	15%	→ 10%	→ 5%	2233 (with cap) (20.0% surplus)	Target not met	
<p><b>Service commentary:</b> We are operating with a surplus school capacity of 20.0% (with caps) in Westminster primary schools. This is not financially viable for schools or the Council in the long term.</p> <p><b>Mitigating action:</b> There are several 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. % increase in real and virtual visits to libraries	-58%	1%	→ 2%	→ 3%	-61%	Target not met	Our visits are down 61% compared to last year.
<p><b>Service commentary:</b> Visiting numbers have been down over the last year because of the pandemic. Libraries were initially closed for the from April to June 2020 and are now operating with reduced opening hours and offering reduced services.</p> <p><b>Mitigating action:</b> During the most recent lockdown period, eight of our twelve libraries remained open with a service offer in line with current government guidelines which ensures that social distancing can be maintained, and our residents continued to have the opportunity to read, learn and connect. The offer included: PC access, select and collect, home library service and virtual library events. Barriers to membership and blocked accounts were removed to ensure that the most vulnerable residents can access the service. We are working in partnership with IT and Customer Experience &amp; 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>							

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
		Minimum	→	Ideal			
17. % of appointments to register births available within 5 days of enquiry	81%	95%	→	95%	→	98%	68% <b>Target not met</b>
<p><b>Service commentary:</b> The target wasn't met due to the most recent lockdown. Customers have been reluctant to attend the office to register their babies. At the same time, 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> <ol style="list-style-type: none"> <li>1. 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).</li> <li>2. Increased pent up demand for marriage and civil partnership ceremonies which had been postponed due to lockdowns March to July 2020 and November 2020.</li> <li>3. Increased customer enquiries relating to changing Government guidance and restrictions on ceremonies.</li> <li>4. Increased pent up demand for Citizenship ceremonies due to the Home Office recommending the issue of naturalisation certificates.</li> </ol> <p>Births are required by law to be registered within 42 days, but it is good practice to offer an appointment within 5 days of the parent making contact to ensure they can register within 42 days. Delays beyond the 42 days do not mean a birth cannot be registered but may impact how far back the parent can claim a child benefit, as payments can only be backdated by 3 months and they usually require a birth certificate as evidence of the birth. Child benefits can currently be claimed without a birth certificate in acknowledgement of the significant national back logs in birth registrations caused by lockdowns, but these easements are to be ended shortly.</p> <p><b>Mitigating action:</b> As the deaths are returning to more normal levels, we can redeploy registrars to births, and are seeing increasing numbers being registered as parents start to venture out.</p>							

**Top scoring directorate risks**

YE Score	Risk		
15	<b>Failure to achieve registrars increased income targets</b> The largest proportion of registration income is generated by ceremonies. The pandemic has meant the cessation of ceremonies during lockdowns. Those permitted have restricted circumstances/numbers. Many couples have chosen to cancel or postpone until 2021 or 2022.		<p>Q1 20/21 Q2 20/21 Q3 20/21 Q4 20/21</p>
	<b>Impact</b>	Failure to meet target income of £2.3m. Over 70% of registration service income is related to ceremonies, which have been adversely affected by the pandemic. Income forecast to be £1.4m against £2.3m budget which included 50k savings target.	
	<b>Existing controls</b>	We are undertaking monthly monitoring to allow mitigation where possible and accommodating as many ceremonies within Covid-19 secure boundaries to maximise income.	<b>Future controls</b> <ul style="list-style-type: none"> <li>• Fee strategy in place, set 2 years ahead.</li> <li>• Diversification of services, to create multiple income streams.</li> <li>• Additional availability to satisfy increased demand due to pandemic.</li> <li>• Marketing strategy to increase demand, and to drive couples to book with WCC.</li> </ul>
12	<b>Rates of fixed-term exclusions in secondary schools continuing to rise</b>		
	<b>Impact</b>	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.	

YE Score	Risk			
	<p><b>Existing controls</b></p>	<ul style="list-style-type: none"> <li>There is targeted multi-agency work with those schools where exclusions are an issue, including meetings with heads over the next few weeks involving 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 in encompassing 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.</li> <li>October: All secondary schools in WCC being offered Trauma Informed training by the Early Help Service in WCC. Plans underway for this offer to be made in RBKC schools.</li> <li>November: Evidence from school visits of fixed term exclusions down on previous year. Local data to be pulled together to confirm current picture.</li> <li>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 COVID19 lockdown it’s impossible to know how this would have changed over the year.</li> <li>The Bi Borough Inclusion strategy is now in its final draft and agreed by Children Services Senior Leadership team in March 2021. The next steps are to launch the strategy with schools and partners and to develop an action plan.</li> <li>Since 8th March 2021, schools have opened fully for all children and mandatory attendance at school was reinstated. It is recognised that some children may find it more challenging to managing the return and this is a current focus for schools and the multiagency network</li> </ul>	<p><b>Future controls</b></p>	<ul style="list-style-type: none"> <li>Keep risk under review</li> </ul>
<p>12</p>	<p><b>Increased placement demand for Look After Children</b>                      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><b>Impact</b></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.</p>			
<p><b>Existing controls</b></p>	<ul style="list-style-type: none"> <li>Regular review and monitoring of current placement costs including a breakdown of how these costs are made up.</li> <li>In response to this, some additional capacity has been created by other councils. Thresholds have been increased to 0.08% to support primarily Croydon, where most arrivals present due to the location of the Home Office arrivals unit.</li> </ul>	<p><b>Future controls</b></p>		

YE Score	Risk												
		<ul style="list-style-type: none"> <li>Implementation of a new Placement Strategy in 2019/20 as part of a wider review of Looked After Children Placements.</li> <li>The Lead Member is kept informed on a regular basis as to the current position and potential financial implications</li> <li>A Looked after Children tracker and financial placement models are in place to monitor numbers, need and cost.</li> <li>Forecasting future demand and sufficiency planning are in place over the medium term to 2022/23.</li> <li>Regular lobbying of government regarding this issue.</li> <li>Ensuring the consultation on the Spending Review for Local Government has a robust response regarding the financial pressures created by Looked After Children and in particular rising UASC numbers in Westminster to ensure the final settlement meets the needs of the borough.</li> <li>Local authorities have continued to lobby government in light of the lack of success of the National Transfer Scheme in relieving pressure on local authorities with high numbers of spontaneous arrivals, however there are no current planned legislative changes. Local authority regions are collectively working on a proposal for a national rota however this is still in the developments stage and it remains unclear whether all authorities would voluntarily commit to this.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Keep risk under review.</li> <li>Monitoring of current placement costs.</li> <li>Forecasting future demand and sufficiency planning in place</li> <li>Continue lobbying government regarding issue.</li> </ul>										
12	<p><b>Ongoing pressures with SEN service</b> Growing number of young people in need of SEND support, causing increasing pressure on capacity and resources.</p>		 <table border="1" data-bbox="1518 724 1953 898"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <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> <tr> <td>Q4 20/21</td> <td>12</td> </tr> </tbody> </table>	Quarter	Value	Q1 20/21	12	Q2 20/21	12	Q3 20/21	16	Q4 20/21	12
	Quarter	Value											
	Q1 20/21	12											
Q2 20/21	12												
Q3 20/21	16												
Q4 20/21	12												
<p><b>Impact</b></p>	<ul style="list-style-type: none"> <li>Increased demand places financial pressure on the high needs block and has the potential to impact on capacity and resources.</li> <li>The implications of Covid-19 are likely to include an increased demand for support available for pupils with SEN. This includes requests to repeat an academic year, enhanced levels of specialist input and pressure to commission health services such as therapies.</li> </ul>												
<p><b>Existing controls</b></p>	<ul style="list-style-type: none"> <li>The SEND Strategies were published in April 2018 and work is in hand to refresh these following consultations with a range of stakeholders. The multi-agency Children and Families Act (CFA) Executive Board provides oversight of delivery through targeted work streams. Self-evaluation is updated quarterly for the CFA Board.</li> <li>Schools are engaged in review of high needs and proposals for reducing expenditure and ensuring the funding is used in the most effective way will be presented to the Schools Forum. In WCC, the high needs block is under pressure but not in deficit. Funding announced by the DfE has partly reduced the in-year pressure and a deficit management plan has reduced a forecast unfavourable variance.</li> </ul>	<p><b>Future controls</b></p>	<ul style="list-style-type: none"> <li>Regular management oversight of local area inspection preparations, with management actions taken where necessary.</li> <li>Review of current contracts to identify potential future financial opportunities moving forward</li> <li>Strengthening our approach to early intervention to mitigate the need for ongoing lengthier therapy support (where appropriate)</li> <li>Ensuring appropriate funding from across the system including health through effective partnership working.</li> <li>Introducing Independent Travel Training and Personal Transport Budgets</li> </ul>										

# Environment and City Management

## Achievements

### Addressing the Climate Emergency

To meet the challenge set by the Leader's City for All vision, Environment and City Management (ECM) has commenced initiatives across a range of activities all aimed at addressing climate change.

#### Over the year we:

- retrofitted four 26-tonne diesel waste collection trucks with electric motors.
- initiated a food waste recycling service across 7500 households.
- achieved an estimated 79% reduction in operational day-to-day emissions in the King Street footway pilot and started developing a low carbon delivery model for highways and public realm works.
- promoted sustainable modes of travel and safer mobility across the city.
- replaced streetlighting across the City with energy efficient LED lighting, resulting in 50% less energy consumption. This reduced carbon emissions by over 55%.
- Used resident requests for electric vehicle (EV) charging points to determine the location of this year's roll out. 98.5% of requestors are now within a three-minute walk of a charging point.
- Started improving the energy performance of our leisure centres and within new refurbishments.
- Continued to lead the way with the highest level of on-street EV chargers per capita in the country. We have now installed 1002 EV charge points on the highway equating to:
  - 1 EV charge point for every 252 residents, 1 for every 31 resident permit holders in Westminster and 1 for every 3.5 Eco Vehicle (electric, gas, hybrid, fuel cell) permit holders.

### Response to the Pandemic & Reopening of the City

Since February 2020, ECM have played an integral part in supporting the city to continue running and addressing the effects of the pandemic on the borough. Examples include:

- Our mortuary team facilitated research-based post-mortems with St Mary's Hospital, contributing to our understanding of the virus and aiding the fight against Covid-19. We set up the first testing site in June 2020 in Hyde Park, and three rapid test sites in December. Volunteers and redeployees from across ECM and the Council helped in running sites. As of April 2021, over 60,000 tests have been carried out. The work and practices developed are considered best practice in London.
- ECM worked alongside partners to develop and implement just under 100 public realm schemes, such as the movement strategy to support social distancing, introducing 11km of additional cycle lanes across the city, 11 school street zones to make walking to school safer and 19,000m<sup>2</sup> of extra pavement space.
- We promoted virtual activities through our #StayInWorkOut webpage signposting to a range of activities including change for life targeted towards specific populations within Westminster. Online visits to online Activity Finder exceeded 3600 views and nearly 185,000 views on our wider ActiveWestminster site between 1 January 2020 and 31 March 2021.
- We supported over 1000 businesses in the hospitality sector through fast tracking licensing applications and pavement licences when the City reopened in April 2021. Al fresco hospitality has resulted in the licensing team processing 708 pavement licences with the support of the consultation team, on top of the recommencement of normal licensing applications that we would expect.
- We successfully negotiated the first major phase of reopening the City, because of the efforts and joined up work between PPL, City Highways, CPEF and Cleansing and the Police and other external partners, as well as close liaison with the hospitality industry. The funding of 36 Covid-19 marshals has allowed our City Inspectors to concentrate on proactive compliance and enforcement issues as well as the smooth running of the al fresco hospitality scheme. The establishment of a Borough Control Centre has enabled us to deal quickly with incoming enquiries.

### Addressing the diversity & inclusion agenda in Environment & City Management to achieve a diverse workforce

ECM have been working together on our inclusion and diversity priorities for staff focusing on the drivers behind our pay gap, retention and recruitment, reward and development and staff engagement. Action plans have been developed and are monitored monthly with over 200 actions to deliver. Specific achievements include:

- Created a recruitment support panel to support hiring managers to develop and innovate our recruitment practices, e.g. to extend opportunity and remove any barriers for development.

- Looking to embed our diversity and inclusion ideals within our contracted services. An equality statement has been included within our ActiveWestminster mark criteria and six community organisations have been identified to pilot equality action plans with our support.
- Prioritising extending training and development across the services to encourage an inclusive culture. This will give insight into understanding bias within teams and how this can be overcome.

## **Issues**

### **Financial pressures for Environment and City Management**

The Government announcement of a third nationwide lockdown from January 2021 had a further impact on ECM budgets. The services within ECM generate significant commercial income to fund services and these will be further impacted by further lockdowns. 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 may impact schemes in the capital programme.

### **Management of on-street issues**

Park Lane is a major rough sleeping hotspot and is an ongoing issue that we are very aware of and 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. TfL have now accepted legal responsibility, and the land is governed by a Legal Writ giving the Metropolitan Police Service (MPS) greater powers to remove anyone found sleeping on the site. We continue to work with our partner Outreach who are in the area regularly to offer assistance where required, often before the need to remove anyone on the site. Since this Writ, there have been no records of anyone being removed. We have yet to see a return of rough sleepers to this site, despite the recent lockdown conditions lifting, but daily monitoring continues, and Section 61 notices can be issued to anyone who returns in the future.

### **Reopening the City**

Whilst we continue to see high demand on our officers as we continue with the reopening of non-essential retail, personal care and outdoor hospitality, we are preparing for the planned wider reopening on 17 May when indoor hospitality is scheduled to recommence. This is likely to require additional resourcing as we see more people returning to Westminster coupled with warmer weather as we move into Spring/Summer. In addition, there are key events taking place over the summer such as Euro 2020 which will likely see additional visitors to Westminster and further pressure on our main hospitality areas such as Soho and the West End. We will maintain close liaison with our City Planning Events and Filming team to ensure this and the increasing numbers of protests and demonstrations are well managed. Even with extra external resources we are having to bring in officers on overtime to maintain the coverage needed to manage the City and this is likely to continue in the short term at least.

### **Outbreak Management**

The Outbreak Management Teams (OMT) has been working at pace responding to and investigating outbreaks and common exposures managing the risks posed by the pandemic to people who live, work, and go to school in Westminster. A total of 260 cases have been investigated by the different OMTs during 2020/21.

Since the inception of Local Contact Tracing on 18 November 2020, 2065 positive cases have been notified, ensuring self-isolation and referring residents for support when needed. This has helped in reducing the transmission of Covid-19. Contact Tracing was previously delivered by NHS Test & Trace (the national tracing system) and combined with the local contact tracing delivered by the Local Authority. Local-0 project (finishing end of April 2021), sees the local authority taking over both these functions and doing all the contact tracing except for Tier 1 and 2\* cases. This will have resource consideration going forward as delivery is through redeployed staff.

\*Tier 1 & 2 cases are where the settings in institutions such as hospitals, prisons which are dealt with by specialist teams with the expertise to address these settings and therefore not dealt with by the Local Authority.

Variants of Concern\* could impact Westminster. There is a Surge Plan to respond to this. There is a Surge Plan to respond to this, though other external factors could affect this, such as lab capacity, if a number of London Local Authorities are affected simultaneously. \*VOC are mutations in the virus that gives rise to a variant of the virus type.

## Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at year end (April 2020 – March 2021).

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 not met	Failed to meet target	Target exceeded	Aspirational target reached	Target on track/target met	Ideal target achieved	Minimum standard met	Met the minimum target below ideal level
Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight							
		Minimum	→	Ideal	→	Aspirational								
1. % of urgent lighting defects made safe within agreed timescale	100%	95%	→	98%	→	100%	99.5%	Target met						
2. % of carriageway and footway defects repaired or made safe within 24 hours	99%	95%	→	98%	→	100%	99.3%	Target met						
3. % of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision.	95%	70%	→	80%	→	90%	90%	Target exceeded						
4. To complete all high-risk food premises inspections (category A-B)	68%	100%	→	100%	→	100%	100%	Target met	All Category A and B premises due for inspection in 2020/21 which were open for business during the lockdown have been inspected.					
5. Number of Houses of Multiple Occupation (HMOs) improved (buildings with more than one household including shared facilities)	30	50	→	65	→	75	32	Target not met						
<p><b>Service commentary:</b> To formally recognise an HMO as improved, a physical inspection and HHSRS assessment is required. The majority of this work is undertaken through proactive inspections as well as licensing inspections. The pandemic resulted in proactive and licensing inspections being paused for much of the year in line with government guidance, which in turn has resulted in a lower number of HMO's improved. Residential officers have continued to dedicate time and resource into HMO type properties over the course of the year, being high risk settings during the pandemic. This has involved proactively engaging with building owners and licence holders to ensure appropriate measures are in place. Officers have also responded to 112 outbreak situations and case clusters in HMO's and blocks of flats.</p> <p><b>Mitigating action:</b> The proposed additional HMO licensing scheme should assist in identifying a large number of HMO's requiring improvement throughout the second half of 2021.</p>														

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
6. Number of hazards removed from residential dwellings which pose a serious and immediate threat to people's health or safety	173	300	→ 375	→ 450	247	Target not met	
<p><b>Service commentary:</b> In order to identify and remove a Category 1 hazard, a physical Housing Health and Safety Rating System (HSSRS) assessment must take place. Due to the pandemic, physical inspections were only taking place when a significant risk was identified and where remote resolution could not be achieved. Residential officers have continued to receive a high volume of complaints about housing conditions, with over 1700 requests for assistance over the full year. Remote resolution has been achieved in a large proportion of cases. However, without a physical HSSRS inspection, it is not possible to formally record hazards removed.</p> <p><b>Mitigating action:</b> It is proposed that routine HSSRS assessments will resume in April 21 and any reactive inspections that have been delayed will be undertaken to ensure there are no outstanding hazards.</p>							
7. % of licensed premises that are safe and well managed following a single inspection (Covid-19-secure)	85%	80%	→ 90%	→ 100%	100%	Target exceeded	As a result of the pandemic licensed premises have not been operating for portions of the year. However, the target was met, due to premises that were visited being closed in compliance with the regulations.
8. Number of vulnerable residents supported to continue living in their homes	615	400	→ 500	→ 600	659	Target exceeded	During the first lockdown, no handyperson visits or adaptations works were carried out. This result reflects a strong performance supporting highly vulnerable residents in a difficult year.
9. % of women accessing specialist domestic abuse services who report a reduction in abuse	96%	75%	→ 75%	→ 80%	96%	Target exceeded	
10. Total participation in Council sports, leisure and wellbeing activities	705,214 (68% of projected pre-Covid-19 target for Q3)	3.5m	→ 3.7m	→ 3.8m (annually)	Q4: 455,626 (44% pre-covid-19 target for Q4)	Target not met	The annual position to date is 2,413,885 (59% annual target)
<p><b>Service commentary:</b> Use of Leisure facilities was increasing between lockdown periods. Following the third lockdown resulting in all leisure facilities closing between January – 12 April 2021, overall usage has been affected. Paddington Recreation Ground casual usage has an annual increase of 20% compared to 2019.</p> <p><b>Mitigating action:</b> Following multiple lockdowns, the government roadmap has led to swimming and fitness being re-opened to users, further to outdoor sports being allowed in the first phase. We are now awaiting the third phase on 17 May to allow full access to group fitness and other activities, and then further opening of spa facilities after 21 June. We are having weekly usage and booking information reviews to ensure that we are doing everything to ensure users are happy to return to our sites.</p>							

Key performance indicator	Q3 2020/21 position	2020/21 target ranges				Position at YE	Target assessment	Other contextual insight
		Minimum	→	Ideal	→			
11. Ensuring parking compliance across the City is over 97%	98%	97%	→	98%	→	99%		This is biannual reporting, so there is no result for YE.  The next result will be available for Q1 2021/22.
12. Availability of residents parking in Westminster (Ratio of residential permits issued against parking bays available on the street)	85%	85%	→	90%	→	95%	86%	Minimum Target Met
<p><b>Service commentary:</b> Increased demand for the suspension of resident parking bays as part of the Covid-19 movement strategy continues to effect bay availability in some parking zones.</p> <p><b>Mitigating action:</b> 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	98%	98%	→	98%	→	98%	97%	Target not met
<p><b>Service commentary:</b> In the initial months of the pandemic, there was less movement of people due to lockdown. This meant that the sweepers had increasing amounts of work to do, particularly around parked cars which were not regularly moved. This was highlighted to Veolia after the first tranche of data, and the issue was addressed. If the first tranche results had been higher, then the annual target would have been met.</p> <p><b>Mitigating action:</b> Action was taken to rectify the early effects of the pandemic (e.g. paying more attention to the areas under and around parked cars).</p>								
14. % of visits to Sayers Croft services compared with 2019/2020	11% 2,246 visitors	32	→	2,037	→	3,000	2% 432 Visitors	Target not met
<p><b>Service commentary:</b> Numbers have dropped this quarter due to the latest lockdown restrictions closing the service completely, and Government restrictions in place throughout the pandemic reducing the number of services allowed to operate.</p> <p><b>Mitigating action:</b> We are putting in place processes to ensure the centre is Covid-19 safe when reopening.</p>								
15. Number of emergency planning exercises completed	9	6	→	7	→	10	9	Target met

**Top scoring directorate risks**

YE Score	Risk			
16	<b>Reduction in income and grant funding across Environment and City Management</b> 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.			
	<b>Impact</b>   Impact on directorate budgets which may mean savings are needed to be made elsewhere.			
	<b>Existing controls</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>Future controls</b>	Monthly ECM budget challenge monitors income and agrees strategies to reduce spend and increase income to mitigate any shortfall.
16	<b>Continued decline in demand for Paid for Parking and Permits</b> There is a risk that the Council experiences continued decline in parking revenue as a consequence of lockdown restrictions and a reduction in vehicles coming into the city.			
	<b>Impact</b>   A decline in revenue across most parking income streams is expected this financial year resulting in a net risk to the Parking Service budget.			
	<b>Existing controls</b>	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.	<b>Future controls</b>	A number of commercial opportunities investigated in order to help mitigate the expected deficit across various income streams.

YE Score	Risk			
16	<p><b>The current threat level of a terrorist attack</b>                      The current threat level of a terrorist attack. The threat level to the United Kingdom from terrorism is currently 'Substantial'. This means that a terrorist 'attack is 'likely'. The level is set by the Joint Terrorism Analysis Centre.</p>			
	Impact	<ul style="list-style-type: none"> <li>• Injury/Loss of Life</li> <li>• Financial impact</li> <li>• Community tensions</li> <li>• Legal/Reputational Damage if the Council is seen to be at fault</li> </ul>		
	Existing controls	Work ongoing across three strands of CONTEST to seek to reduce the likelihood, vulnerability and impact of a terrorist attack in Westminster	Future controls	Detailed within business plans for Prevent, Protect and EP & Business Continuity. Continue to carry out test exercises. Joint partnership working with the MPS. Protective security schemes being implemented in a number of vulnerable iconic locations.

# Finance and Resources

## Achievements

### **Responsible Investment statement and Pension Fund Business Plan**

The purpose of the Responsible Investment (RI) Statement is to make clear the Pension Fund's approach to investing responsibly. This includes the integration of environmental, social and governance (ESG) factors as part of the Pension Fund's investment strategy. The statement covers in detail:

- The investment horizon of the Fund: this highlights the Fund's long-term investment priorities.
- Carbon journey: over the last 18 months, the Pension Fund has taken significant steps to reduce its carbon footprint by transitioning equities into ESG focused funds and diversifying into renewable infrastructure. Since June 2019, the Fund's average carbon to value invested has fallen by circa 60%.
- Voting and engagement: collaboration with key stakeholders in the investment community will be key.

Several investment cases study examples have also been included in the RI statement to demonstrate how the Pension Fund has been implementing the policy. This statement will be subject to regular, ongoing review. This is the first time a business plan has been presented to the Pension Fund Committee and sets out the medium-term objectives and a financial forecast for 2021/22.

### **Launching the Property Carbon Management Programme**

During 2020/21, this programme has seen procurement and subsequent appointment of a new contractor Vital Energy, from the GLA Refit Framework, to work alongside Westminster in achieving our sustainable building ambitions.

We have attracted £13m in central government grant funding from BEIS to deliver decarbonisation of our operational buildings over the next year. This funding will enable a reduction in our operational buildings carbon footprint of around 20% within a 12-month period and ongoing. The exact reduction will be known after May 2021 when the 45 decarbonisation surveys for each building have been undertaken and the data assessed.

Furthermore, the reduction in gas usage and introduction of energy capture technologies will mean lower energy consumption and therefore lower ongoing building running costs. Westminster have championed their strong commitment to Greener and Cleaner in the City for All Strategy. This is an impactful part of the built estate journey towards net zero carbon emissions across Westminster City Council by 2030.

### **Grants Round 1 and Round 2**

Since April 2020, the Council have administered many grants to support businesses following Covid-19. Across Round 1 and Round 2 we have paid £200M. The team, together with the contractor, have worked at pace to ensure grant payments have been efficiently paid to keep Westminster businesses who have been severely impacted by Covid-19 a-float.

### **Delivering the first steps of our ambitious Smart City programme**

Smart City is one of the pillars of the council's City for All strategy. Over the past few months, the Smart Cities programme team have confirmed a clear programme of work shaped into thematic areas through which we will deliver our outcomes. Following Cabinet and ELT approval of the programme's Vision, the team are preparing to share this externally – giving us the opportunity to share with our residents, businesses and partners our aims and ambitions for the City. The programme is being developed collaboratively across the organisation, and will be enabling positive change to support the City for All pillars.

Our approach is about being inclusive, participatory and experimental. This is demonstrated through areas of work such as: our Digital Inclusion activity, early mobilisation of projects to improve air quality, generating excitement around visitors returning to the City, and creating collaborative and innovative working space in City Hall.

Key outcomes to date have been:

- Receiving interest and proactive engagement from a range of partners, from SMEs to larger organisations such as Microsoft, BT, Hitachi and O2 who are keen to work with us on delivering against Smart City.

- Held a Call for Ideas session in March, which had over 100 attendees. Following the session, 115 submissions were received for solutions to improve outcomes in the city, and we are sifting through these to identify the best opportunities to take forward.
- Mobilised some of our early projects around air quality, as well as supporting colleagues across the council on smart solutions to deliver their projects.
- Putting a team in place and beginning delivery of our early projects which will be delivering their first outputs before the summer.
- Started developing a Smart City Strategy, Blueprint and active roadmap.

### **Procurement code**

The Procurement team launched the updated Procurement Code in April, following a successful engagement exercise across all services in the Council. The Procurement Code is published as part of the Constitution and supersedes the last version dated September 2017. The Procurement Code provides the legal and procedural framework for the procurement of works, goods and services. It serves as a guide to Officers, giving practical effect to Council priorities whilst at the same time mitigating against commercial and compliance risk.

The updated Procurement Code will contribute to providing a fundamental shift in the way we work, transforming how we deliver Procurement, being recognised as an enabler and providing a centre of expertise to our stakeholders. The updates in this latest version of the Procurement Code reflect the changes to the department's operating model and governance procedures, as well as reflecting wider Council priorities such as City for All and the Climate Change agenda. The structure of the Procurement Code is also now much easier to follow and understand. The new Code has already been rolled out and training conducted within F&R, and education sessions across the Council will continue in April and May, as part of a wider stakeholder education and engagement programme by the Procurement team.

### **Issues**

#### **Significant work required to ensure the Pension Fund continues to meet its investment targets while taking into account climate change impact**

Opportunities exist to consider the need to address climate change impact within the pension fund's investment strategy. Recent investments undertaken by the pension fund committee into renewable energy infrastructure assets are expected to enhance and preserve future fund valuations, as well as providing Customer Price Index inflation protected income and generating uncorrelated investment returns. The resultant income from these assets will be required by the pension fund to cover its operational cash deficit (contributions versus pensions paid). The investments cover projects which have already 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. These substantial benefits will help the pension fund to meet its investment targets while considering climate change impact, thus satisfying the fiduciary duty of the pension fund committee to the pension fund beneficiaries. In summary, the investment case must be proven when assessing assets whose existence is to assist in the lowering of climate change impact.

The Pension fund has currently allocated 6% of its portfolio to renewable infrastructure, appointing Quinbrook and Macquarie to manage £50m each in December 2020. 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 protected income. 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 and increase cash flows to the fund required to pay pensions. The Pension Fund's investment consultant, Deloitte, was fully supported of the move to renewable infrastructure as a genuine diversifying asset which will increase the risk return expectations of the Pension Fund.

#### **Covid-19 and impact on income**

Covid-19 has impacted all areas of Westminster. In Finance and Resources, this impact has manifested in income reduction. The Property Investment Portfolio generates surplus income to support council services and has increased debt provision, with some tenants becoming insolvent. There have also been rental credits issued to

tenants when businesses are unable to trade. This aligns to the Government recommended approach to tenants and any rental credits have tracked lockdown periods and tiered restrictions. Revenue from Council Tax and Business Rates has been significantly impacted following Covid-19, primarily due to the economic position caused by the pandemic and the inability to hold court hearings. The financial impact is likely to remain for 2021/22.

Whilst most of the financial impact has been felt in 2020/21 and we are on a roadmap out of the current restrictions, there will be further and ongoing impacts on businesses over future months.

## Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at year end (April 2020 – March 2021).

Target range definitions	Minimum	Ideal	Aspirational	Target assessment definitions	Target off track/target not met	Target exceeded	Target on track/target met	Minimum standard met
	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	Failed to meet target	Aspirational target reached	Ideal target achieved	Met the minimum target below ideal level	

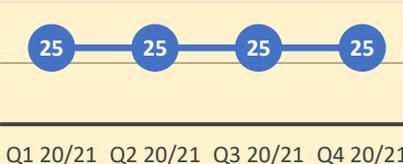
Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
		Minimum	Ideal	Aspirational			
1. Number of days taken to collect debt	92.48 (Dec P9)	71 to 90 days	61 to 70 days	1 to 60 days	114.70 (March P12)	Target not met	
<p><b>Service commentary:</b> Debtor days increased substantially from 92.48 days in P9 to 114.70 in P12.</p> <p><b>Mitigating action:</b> “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. A spike in debtor days is always expected in P12, as in most years large value and volumes of invoices are raised in P12. P12 debtor days in 2019/20 was 108.08. The largest contributing factors to the debt position relate to RBKC’s outstanding total of £5.4m, of which £5.2m was raised in P12. NHS Central and West London have a combined balance of £8.3m, £2.9m raised in P12, £2.8m raised in P11, £700k from P8. A total of £12.4m was raised in P12, the largest value in a single period for 2020/21.</p>							
2. Debt position 90-day change	£19.787m Total debt (Feb P11)	90 to 180 days 2% Increase	181 to 365 days 10% decrease	>365 days 4% decrease	£26.605m Total debt (March P12)	Target met	
<p><b>Service commentary:</b> Debts aged 90 to 180 saw a small increase, 181 to 365 &amp; &gt;365 days all decreased. There was an increase from £19.787m to £26.605m across all debts.</p> <p><b>Mitigating action:</b> 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 KPI identifies performance. The largest contributing factor to the increase in debts aged 90 to 180 days was £703k over three invoices to NHS, which have become over 3 months in age.</p> <p>Contributing factors to the total debt figure £26.605 are: RBKC have an outstanding total of £5.4m, NHS Central and West London have a combined balance of £8.3m, £1.2m has now become a year old and is being disputed by the CCG. The largest client group of debtors are the ASC debtors contributing to £4.3m, of which £3.1m 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>							
3. Variance between budget and full year forecast	£60.8m overspent as at p9	Overspend	< £5m underspent	As per ideal	£3.851m overspent	Target met	This is not the final figure; this will be given once the outturn is finalised.
<p><b>Service commentary:</b> The coronavirus pandemic has meant the Council has lost large amounts of income, some of which are not reclaimable under the income compensation scheme.</p> <p><b>Mitigating action:</b> The Council has claimed as much as possible through the income compensation scheme and has applied many grants to reduce the overall overspend the figure above is gross of the grants. The net position is much lower. Once available, both figures will be shared.</p>							

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight		
		Minimum	→ Ideal	→ Aspirational					
4. Variance between capital budget and FY forecast	£111.091m underspent as at P9	On budget based on forecast	→	On budget based on forecast	→	On budget based on forecast	£122.753m underspent	Target not met	The Council will reprofile its capital budgets for 2021/22.
<p><b>Service commentary:</b> Capital budget is underspent due to many projects being delayed due to the Covid-19 pandemic. The underspend will be reprofiled into 2021/22 and beyond to align with what is now considered achievable.</p> <p><b>Mitigating action:</b> Budgets will be reprofiled into future years to provide financing to complete the projects that have been rescheduled.</p>									
5. Percentage of council tax collected	£85,645,526.99 as at Period 9 79.3%	90%	→	91%	→	96.5%	£107,751,741 88.7%	Target not met	The February 2021 Council tax collection rate to date is 88.68% which is 5.84% lower than the same month last year.
<p><b>Service commentary:</b> The collection of council tax has been impacted by the Covid-19 outbreak as residents face an uncertain financial situation. The restriction on courts has suspended recovery action for unpaid bills and reduced cash receipts.</p> <p><b>Mitigating action:</b> There will be a programme of initiatives implemented to get collection back on track once the current restrictions are lifted.</p>									
6. Percentage of business rates collected	£1,413,162,632.86 as at P9 74.87%	90%	→	91%	→	98.5%	£1,398,337,223 84.8%	Target not met	The business rates collection rate to date February 2021 is 84.84%, 10.69% lower than the same month last year.
<p><b>Service commentary:</b> The collection of business rates has been impacted by the Covid-19 outbreak as businesses face an uncertain financial situation. The restriction on courts has suspended recovery action for unpaid bills and reduced cash receipts.</p> <p><b>Mitigating action:</b> There will be a programme of initiatives implemented to get collection back on track once the current restrictions are lifted.</p>									
7. Percentage of stage 2 responses signed by Chief Executive with no need to return	97% (1/32)	95%	→	98%	→	100%	100%	Target met	No stage 2 complaints drafted by the complaints team (completed to date) have been returned requiring amendments.
8. Number of major business impact priority 1 incidents per quarter (could affect more than 100 people)	2	22	→	18	→	12	2	Target met	In February, a routing issue in the data centre caused an issue with Domain Name System. This was resolved with a switch over to alternate hardware which restored services. In March, users were unable to access Orchard due to an issue with a Remote Desktop Gateway Server. Network services made a configuration change and restored the service.

Key performance indicator	Q3 2020/21 position	2020/21 target ranges					Position at YE	Target assessment	Other contextual insight
		Minimum	→	Ideal	→	Aspirational			
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 met	We have not had any major incidents that would attract large fines. Target ranges have been reduced to zero to reflect a zero tolerance on GDPR fines because we can't predict what they would be.
<b>Service commentary:</b> Organisations are required to evidence how they manage data breaches to ensure lessons are learned and that information risks are significantly reduced. In a wider context, organisations also need to understand that any breach of the GDPR requirements could result in penalties. The service, in conjunction with the council's Data Protection Officer, will work to deliver a framework to enable the organisation to easily meet these evidence requirements. This will be done by embedding accountability solutions in all aspects of the council's data handling processes.									
10. Less than 4% calls abandoned (Agilisys)	6.5%	<5%	→	<5%	→	<4%	4.9%	Target met	
11. Number of high-risk incidents reported to the ICO	0	0	→	0	→	0	0	Target met	GDPR Incident reporting rules only apply if they meet the criteria set by the ICO.
<b>Service commentary:</b> Reporting incidents to the IT Help desks continues to be the main way of capturing these types of events. However, none met the threshold for reporting to the ICO, or have been reported by complainants that would lead to self-reporting by the organisation.									
12. Percentage of staff who have completed mandatory data protection & cyber security online training per year	71%	70%	→	90%	→	95%	70%	Minimum standard met	
<b>Service commentary:</b> The staff who have carried out training continues to stay steady at 70%, although this is following a reduction down to 68% as a number of staff who carried out the training over 12 months ago failed to redo the training.									
<b>Mitigating action:</b> Considerable effort continues in increasing the number of staff trained through attendance in meetings, competitions, and direct contact. IT is now utilising their Business Partners to help push out training.									

**Top scoring directorate risks**

YE Score	Risk		
25	<b>Covid-19 (Operational)</b> 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.		
	<b>Impact</b>	Failure to do so 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.	
	<b>Existing controls</b>	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.	<b>Future controls</b>
25	<b>Covid-19 Investment Property</b> Loss of income resulting from the impact of Covid-19 on tenants who may not be able to generate sufficient income to continue trading.		
	<b>Impact</b>	Loss of tenants' income who may not be able generate sufficient funds to cover all overheads and continue trading. Where businesses go out of business the City Council then are responsible for the property costs. Lockdowns mean this risk will not be fully understood until businesses are able to re-open and then required to honour their rental payments.	
	<b>Existing controls</b>	The first quarters rents were waived for certain businesses that were impacted 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 further similar support has been proposed for the current lockdown until businesses are able to re-open.  This will be reviewed with Members 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.	<b>Future controls</b>

YE Score	Risk		
25	<p><b>MTP Savings linked to income growth linked to acquisitions and rent review</b> As part of the MTP savings, income was to be increased by rent reviews, this is unlikely to materialise given Covid-19's effect on businesses.</p>		
	<b>Impact</b>	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.	
	<b>Existing controls</b>	Continuing to negotiate with tenants where there is an outstanding rent review in order to generate additional income whilst also protecting existing income streams. There will need to be a recognition that all businesses will not be able to afford an increase in liabilities in the short term as lockdown is lifted and they start to re-open.	<b>Future controls</b>
25	<p><b>Financial risk due to Covid-19 and uncertainty regarding future government funding</b> 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 activity in 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>		
	<b>Impact</b>	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.	
	<b>Existing controls</b>	<ul style="list-style-type: none"> <li>• Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets</li> <li>• Regular and detailed monitoring of COVID 19 impact on fees and charges, however this will only record not influence impact.</li> <li>• 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.</li> <li>• 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.</li> </ul>	<b>Future controls</b>

# Growth, Planning and Housing

## **Achievements**

### **Funding and development of Affordable Housing**

During Quarter 4, we submitted a bid for additional grant funding under the GLA's new Affordable Housing Programme 2021-26. The total bid potential is in the region of £77m, with £35m subject to an exemption of the ballot requirement.

During March, Westmead achieved planning consent. The Westmead scheme includes 65 new homes (24 of which are affordable), to be delivered on the site of the former Westmead care home, where residents have now moved into the newly completed Beachcroft care scheme. The market rent homes will be retained by the Council's development company Westminster Builds and revenue from these units will be reinvested to support Council services. The proposals have been developed following extensive engagement with residents and the community. Public realm enhancements to the nearby open space include improved north-south pedestrian access, an accessible route for disabled visitors, a new seating area, and more space has been made available to the public. The proposal is targeting as close to carbon neutral as possible.

In March, the first round of pre-planning consultation for Church Street was completed. Despite the Covid-19 restrictions, levels of engagement have been high with over 300 responses. In April, planning permission was granted for Ebury Bridge. Contractors have commenced an early works package. This work has been made possible by the voluntary re-housing of all households in Phase 1 blocks and a number of residents in Phase 2A. Ebury Bridge will create 781 homes, half of which will be affordable.

### **The Carlton Tavern public house**

The Carlton Tavern public house reopened in April 2021, six years after it was demolished without consent. The reopening received media coverage due to the Council's unique success in achieving reinstatement of the original unlisted building. The Planning Enforcement team led a team of planning, design and conservation officers from across the Town Planning service to ensure the pub was rebuilt in facsimile. This involved serving an enforcement notice, defending this decision at a public inquiry in 2016 and ensuring the notice was fully complied with.

### **Housing Customer Services Team Award**

In March, Westminster Council's Housing Contact Centre received the Bronze Award for 'Responding in a Crisis – Supporting Customers' at the European Contact Centre and Customer Service Awards (ECCCSAs), meaning Westminster was in the top three performance across Europe. The awards are the largest programme in the customer contact centre industry and recognise organisations that value their people and continually innovate to improve their customers' experience. The Contact Centre was also a finalist in the 'Responding in a Crisis – Supporting Colleagues' category. Our submission detailed the efforts that the Council had made to sustain our service to customers and to keep staff safe, including moving the contact centre to remote working, replacing the unstable telephony platform with a cutting edge, best in class, multi-channel offer. Examples were given of vulnerable residents receiving a fully supportive and empathetic response.

### **Launch of the new Oxford Street District framework and 'spades in the ground' in March 21**

The Council launched the new Oxford Street District (OSD) framework in February. This vision includes a new Marble Arch visitor attraction and a reimagining of the capital's iconic high street. We aim to secure the long-term future of the high street as the greenest, smartest, and most sustainable district in the world. The project will create a competitive centre for innovative retail, commercial activities, culture and living, with goals such as:

- Focusing investment on three areas – Oxford Circus & Bond Street, Marble Arch and East Oxford Street. This will also benefit the surrounding areas.
- Cleaner air across the district through cutting-edge sustainability initiatives.
- Exploring new models of living and working.
- Delivering a world-class public realm with a focus on play.
- Strengthening the area's position as a global centre for culture, arts, leisure, and creative industries.

The scheme broke ground in March 21 with the first phase of temporary public realm improvements completed in time for reopening on 12 April. The works, which will be completed by June, include wider footway and pedestrian space, 40% increase in the number of trees, 1500 new species, double the amount of seating as well as new lighting installations, cycle parking, and pocket parks throughout the Oxford Street District. Works have also started on the construction of the district's first permanent scheme – Soho Photography Quarter, with phase 1 set to be open to public in summer 21.

The OSD works also include Marble Arch Mound. The 25m high hill received planning approval in March 21 and is set to open to public in summer 21. It is expected to attract 200,000 visitors into the West End. Further works are planned for the remainder of 2021 including the Zero Carbon Demonstrator programme, smart cities as well as major schemes including Manchester Square and Oxford Circus.

### **Issues**

#### **Affordable Housing target challenge – due to issues with Registered Provider/private sector delivery**

During Quarter 4, we were advised that two Registered Provider (RPs) schemes linked to private sector led s106 developments will not be completed by 2023 as anticipated. RPs are contributing 42% of total homes (including those affordable homes being delivered in partnership with the private sector) within the 1,850 City for All target. The management and decision making on these schemes is largely outside of the council's control, which creates risk to delivery of affordable housing in Westminster if schemes are delayed or do not come forward as forecast. There is no one common factor at play, although economic uncertainty caused by the pandemic is having some effect, with one developer advising us that it is in *the process of revising its strategy for Central London and what this means for development across its portfolio*. We continue to engage regularly with providers to identify and mitigate any further slippage.

Presently, 650 new homes are under construction across the WCC Development programme, with over 2,500 further homes in the future pipeline. We are exploring the scope to bring schemes forward, including spot purchases to mitigate delays and achieve the 1,850 target by the end of 2023. We continue to engage regularly with providers to identify and mitigate any further slippage.

## Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at year end (April 2020 – March 2021).

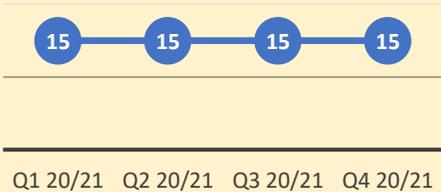
<b>Target range definitions</b>	<b>Minimum</b> <b>Ideal</b> <b>Aspirational</b>	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity The level at which the service is improving beyond current capability	<b>Target assessment definitions</b>	<b>Target off track/target not met</b> <b>Target exceeded</b> <b>Target on track/target met</b> <b>Minimum standard met</b>	Failed to meet target Aspirational target reached Ideal target achieved Met the minimum target below ideal level
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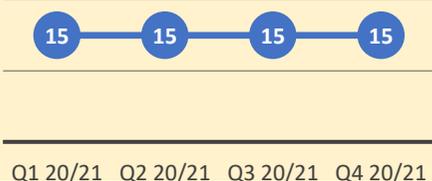
Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
		Minimum	Ideal	Aspirational			
1. Number of cases of homelessness prevented (Defined as outcomes from a combination of Housing Solutions and Shelter work)	458	500	→ 520	→ 550	621	Target exceeded	There were 163 preventions in Q4.
2. Affordable Housing units delivered in 20/21 (1,850 by 2023)	201 (994)	271 (1,064)	→ 293 (1,086)	→ 326 (1,119)	230 (1,023)	Target not met	
<b>Service commentary:</b> Slippage to three affordable housing projects have contributed to the 2020/21-year minimum target of 271 not being achieved. These are Farm Street (14 units), Parsons House (19), and spot purchases (8). However, these three schemes are now expected to be delivered in Q1, Q2 and Q3 2021/22. <b>Mitigating action:</b> It is anticipated that replacement schemes, including spot purchases can be brought forward to ensure the 1,850 City for All target can be achieved by 2023. We are also engaging regularly with providers to ensure any slippage is factored into our supply figures.							
3. % satisfaction with repairs service	82%	82%	→ 84%	→ 86%	81%	Target not met	81% (2,156/2,657)
<b>Service commentary:</b> During the pandemic lockdowns, and following Government guidelines, we carried out only emergency repairs in tenants' homes. <b>Mitigating action:</b> Many routine repairs were held and carried out months later when Government guidelines permitted, which still affected tenant satisfaction.							
4. Satisfaction with anti-social behaviour (ASB) case handling	65%	62%	→ 64%	→ 66%	65%	Target met	(201/309)
5. Contact centre - % calls answered in 30 seconds	65%	65%	→ 70%	→ 75%	65%	Minimum standard met	The housing contact centre received a total of 223,433 calls in 2020/21 and answered 65% within 30 seconds.

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight		
		Minimum	→	Ideal				→	Aspirational
<p><b>Service commentary:</b> In October, the highest volume of calls since go live were received. Over the winter months, staff were deployed to support Westminster Connects, which reduced capacity and staff resources were impacted by sickness and the lockdown, including caring and home-schooling responsibilities. Despite this, the team were able to successfully deploy a new telephony platform which eradicated the connection issues of the previous system.</p> <p><b>Mitigating action:</b> At the start of the year, the contact centre recruited a new team of customer service advisors who had to complete their induction and trained remotely, against the backdrop of deploying home working and creating a virtual contact centre. Within the first week, the contact centre team had successfully moved to remote working and ensured that the service to customers was maintained without disruption.</p>									
6. % of 'non-major' planning applications determined within 8 weeks	67%	68%	→	68%	→	80%	70%	Target met	1,771 out of 2,534 in target during the year.
7. % of 'major' planning applications determined within 13 weeks i.e. larger scale development.	64%	60%	→	60%	→	79%	77%	Target met	26 out of 35 in target during the year.
8. % planning appeals determined in favour of the Council (Excluding telephone boxes)	74%	60%	→	63%	→	67%	73%	Target exceeded	107 of 147 appeals determined in favour of WCC.
9. 1,000 businesses significantly engaged (including vouchers issued, Corporate Social Responsibility activity)	5,073	4,000	→	4,500	→	5,000	12,330	Target exceeded	7,257 businesses significantly engaged in Q4.
<p><b>Service commentary:</b> The figure includes a range of engagement, including unique business enquiries, business uptake of business support programmes/initiatives, hardship rates relief pre-screening appointments, connection vouchers, education-business collaborations to support the borough's young people and LA administration of central government discretionary grant schemes (ARG).</p>									
10. 350 Westminster residents into jobs through our Westminster Employment Service (WES)	179	320	→	350	→	400	320	Minimum standard met	The 320 jobs represent those residents that we have data on having started work. It is likely that there are other jobs to be confirmed from the NHS for 20/21.

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
<p><b>Service commentary:</b> At the beginning of Q4, we supported the NHS with the recruitment of a significant number of emergency response roles for NHS Test &amp; Trace and NHS Mass Vaccination roles. We received over 500 applications for 200 jobs available for the Mass Vaccination roles but have experienced delays in obtaining information from the NHS about respective jobs secured. During the year, WES also worked with colleagues in the Rough Sleeping Team, Housing and 3 homelessness charities on The Stepping Stones Programme. We helped 16 ex-rough sleepers into work who were moved into temporary accommodation during the first lockdown. None of these individuals were entitled to any public funds, so helping them to secure work was the only way to get them off the streets.</p> <p><b>Mitigating action:</b> During 20/21, the service significantly supported Westminster Connects with staffing resources for 2 separate redeployment exercises.</p>							
11. 345 Westminster residents supported into Interims (Work trials, training, work placements & volunteering)	707	293	→ 345	→ 380	1,078	Target exceeded	At the beginning of the year, we reconfigured our service to place more emphasis on interims, i.e. significant steps on a resident's journeys towards employment, including work trials, training, qualifications, work placements and volunteering. This reflected our increased focus on helping residents to reskill and upskill in order to prepare for the new emerging jobs market.
<p><b>Service commentary:</b> At the beginning of Q4, we supported the NHS with the recruitment of a significant number of emergency response roles for NHS Test &amp; Trace and NHS Mass Vaccination roles. We received over 500 applications for 200 jobs available for the Mass Vaccination roles but have experienced delays in obtaining information from the NHS about respective jobs secured. During the year, WES also worked with colleagues in the Rough Sleeping Team, Housing and 3 homelessness charities on The Stepping Stones Programme. We helped 16 ex-rough sleepers into work who were moved into temporary accommodation during the first lockdown. None of these individuals were entitled to any public funds, so helping them to secure work was the only way to get them off the streets.</p> <p><b>Mitigating action:</b> WES moved support online and has been able to continue working with many clients. It has focused on new opportunities e.g. NHS vacancies and sustaining people in work via furlough.</p>							
12. 1,000 young people engaged in enterprise and sector-based experiences	541	750	→ 1,000	→ 1,250	1,036	Target met	495 in Q4. Business & Enterprise service partnered with 36 Westminster employers (7 new) to deliver effective education-business collaborations.
13. Reduction in new rough sleepers spending more than one night out	67%	75%	→ 85%	→ 92%	80%	Minimum standard met	Overall position across London is 78%.
<p><b>Service commentary:</b> 286 new rough sleepers counted in Q4, 228 were rough sleepers with no second night out.</p> <p><b>Mitigating action:</b> There has been an increase in new rough sleepers joining the living on the streets population across London (up 19% since the same period in 2019/20). As reported in Q3, 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**

YE Score	Risk			
15	<p><b>Change in direction from government on EEA nationals or Vagrancy Act</b></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 Q4, 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.</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>			
	<b>Impact</b>	There will be growing numbers of EEA nationals on the streets which the Council would be unable to support.		
	<b>Impacted KPIs</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>		
<b>Existing controls</b>	<ul style="list-style-type: none"> <li>• Consistent communication with Ministry for Housing, Communities and Local Government and Westminster City Council's strategic group monitoring any changes.</li> </ul>	<b>Future controls</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	

YE Score	Risk		
15	<p><b>Building Regulations – Part B &amp; Draft Building Safety Bill</b>                      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>		
	<b>Impact</b>	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.	
	<b>Impacted KPIs</b>	<ul style="list-style-type: none"> <li>No KPIs will be impacted if this risk is realised.</li> </ul>	
	<b>Existing controls</b>	<ul style="list-style-type: none"> <li>4 surveyors (including 1 agency) have passed new Local Authority Building Control (LABC) (the national representative association) competency exams. Currently developing 2 Senior surveyors who may be able to fill principal posts. WCC has signed up to the LABC Quality Management System.</li> <li>WCC has signed up to the LABC Quality Management System</li> </ul>	<b>Future controls</b>

# Innovation and Change

## Achievements

### **Adoption of the City Plan**

We received the independent Planning Inspectors' final report on the examination of the City Plan in March. The examination has been ongoing since 2019 and (virtual) public hearings were held in September and October 2020. The Inspectors' report found that the City Plan meets all legal requirements and has been found 'sound'. It is therefore a positively prepared, justified and effective plan in line with national and regional planning policies. The City Plan was formally adopted at April Full Council. This marks a step-change in the council's approach to planning decisions, as the adoption of the new plan will replace the previous framework of policies, some of which date back to 2007.

### **Launched our updated City for All Vision and Strategy**

In March 2020, Westminster launched its City for All Vision and Strategy, and shortly afterward, the Covid-19 pandemic struck, which prompted a complete overhaul of our way of working and programme of work. Recognising this, the council published an updated City for All Vision and Strategy in March 2021, which was presented by the Leader of the Council in a virtual event. The updated version features a new fourth pillar called Thriving Economy that focuses on economy recovery and complements other priorities related to the climate emergency, health inequalities and digital inclusion.

### **New Westminster City Council website**

A new and improved Westminster City Council website successfully and seamlessly launched in January, providing a smoother, highly-accessible, and more intuitive online experience. Visitors are able to find exactly what they need, quickly, whilst enjoying a bright and contemporary design. There are colourful month-views of what's on in Westminster showcasing exciting local events, the latest news, and opportunities to connect within the community.

The launch followed an intensive period of in-depth research, testing, iterating, and collaborative working. Council staff were integral to the process, and the needs of residents, businesses and other user groups were placed firmly at the heart of every decision with multiple rounds of testing with local people.

Since launch, the overall website bounce rate (the percentage of people who visit, and immediately leave) has dropped, and the homepage bounce rate is particularly low. There are indications that visitor numbers have increased significantly, and in-site searches for a number of key terms have fallen, indicating that information is easier to find. Feedback both internally and externally has been highly positive, alongside some constructive points and areas to update post-launch - these have been actioned swiftly, and the team is continually monitoring data and rolling out updates and improvements.

## Issues

No issues were reported this quarter.

## Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at year end (April 2020 – March 2021).

<b>Target range definitions</b>	<b>Minimum</b> The minimum level for the KPI that will still allow the service to deliver <b>Ideal</b> A level which is acceptable for service continuity <b>Aspirational</b> The level at which the service is improving beyond current capability	<b>Target assessment definitions</b>	<b>Target off track</b> Failed to meet target <b>Target exceeded</b> Aspirational target reached <b>Target on track</b> Ideal target achieved <b>Minimum standard met</b> Met the minimum target below ideal level
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Key performance indicator	Q2 2020/21 position	2020/21 target ranges			Position at YE	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

YE Score	Risk	Future controls
12	<b>Size of change agenda that the organisation is facing</b>  The organisation needs to assess whether it can handle amount of change that is scoped under various strategic programmes currently being defined and whether we are equipped to deliver on all projects in a sustainable way and within timescales that will allow the Council to achieve financial savings and to plug the financial gap.	
	<b>Impact</b> If there are too many competing demands the organisation may not be able to deliver on all the strategic ambitions set out in City for All which in turn may have impact on benefit/savings realisation. Failure to deliver on change agenda will have impact on the ability to achieve financial savings.	
	<b>Existing controls</b> <ul style="list-style-type: none"> <li>There is an organisational wide review on the approach we take as organisation to deliver programmes and projects ensuring alignment with strategic objectives and value for money.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake impact assessment and introduce corporate level oversight and assurance.</li> </ul>

Quarter	Score
Q2 20/21	15
Q3 20/21	8
Q4 20/21	12

# People Services

## Achievements

### **New Policies**

We continuously review our people policies to ensure that they align with our Westminster Way of Working. Events of the past year have pushed employee wellbeing to the forefront. This is demonstrated in the creation of three new policies - the disability, discrimination bullying and harassment, and women's reproductive health policies:

- **Disability Policy:** Following representatives of the ABLE Network meeting with members of ELT to discuss their ideas surrounding disability at WCC, a disability policy and reasonable adjustments guide was drafted by the ABLE Network. People Services also worked to create a living document that fits with the Westminster Way; empowering people leaders to take responsibility, facilitating open conversations about disability, and championing dignity and respect for all employees. The ABLE Network and unions were invaluable in this collaborative process, contributing their insight, and lived experience.
- **Discrimination, Bullying and Harassment Policy:** Until September 2020, the focus of the discrimination, bullying and harassment policy was on external and third-party encounters. The policy was also not aligned to the Westminster Way. WCC is committed to creating a work environment where everyone is treated with respect, dignity and free of any kind of discrimination, bullying or harassment. This is reflected in the new policy; everyone must take responsibility for calling out bad behaviour and people leaders should be setting an example for the rest of their team to follow. An informal route for resolution has now been promoted in the policy, encouraging constructive conversations between colleagues to understand different perspectives and experiences.
- **Women's Reproductive Health Policy:** In late summer last year, the Chief Executive mentioned that he felt there was a need for a policy around the topic of menopause. There are in fact many other health issues which can impact upon female staff in the workplace. As a result, the Women's Reproductive Health Policy was drafted, reviewed and amended in line with input from various WCC stakeholders (including the Women's Network). The policy was launched during Women's History Month (March 2021).

### **Increased Career Development and advancement opportunities and take up**

[Career Zone](#) is an online platform with the primary aim to support people in their career development and advancement. In January 2021, we introduced new career advancement support tools including Elevator Pitch builder, Interview Simulator and the Pulse Assessment tool (aligned to The Westminster Way pillars). To further promote Career Zone, we have been delivering connect and learn sessions for teams, resulting in a 12% increase in regular users and the accessing of career development activities this quarter. The aim is to further increase the number of regular users accessing the Career Zone in the next quarter via Learning at Work week.

We also launched the *Create your own future* campaign promoting several workshops, including [Goal Setting](#) and [Pathfinder](#), all designed to help people gain the skills they need to progress in their career. Via our Organisational Development offer, staff events such as Loop Live, and Yammer/Wire/OD Newsletter, we continue to promote our career development offer. We have introduced webinars and workshops such as *Plan your future with the Career zone*, *Interview techniques*, and *Creating a Winning CV*.

### **Recruitment Brand - Extraordinary Stories**

A recruitment brand is the offer we make to the outside talent market in return for their talent to help us attract and retain a more diverse workforce that represents both our staff and the whole of our community to deliver our City for All. The old brand didn't represent Westminster as it is today.

After extensive consultation, Extraordinary stories was created. The core message 'All kinds of Extraordinary..' are the stories told by our staff, unlike others told by local authorities elsewhere. They show this organisation to be one where people can truly be themselves, be proud and make a deeper impact. The extraordinary stories told by our Brand Ambassadors are simple, powerful and are specific to the employee in question. In April, the brand was launched. Virtual Roadshows and internal marketing will continue into May, ensuring we embed the brand across the whole of the council's hiring community.

## Issues

There were no issues reported this quarter.

## Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at year end (April 2020 – March 2021).

<b>Target range definitions</b>	<b>Minimum</b> The minimum level for the KPI that will still allow the service to deliver <b>Ideal</b> A level which is acceptable for service continuity <b>Aspirational</b> The level at which the service is improving beyond current capability	<b>Target assessment definitions</b> <b>Target off track/target not met</b> Failed to meet target <b>Target exceeded</b> Aspirational target reached <b>Target on track/target met</b> Ideal target achieved <b>Minimum standard met</b> Met the minimum target below ideal level
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Key performance indicator	Q3 2020/21 position	2020/21 target ranges				Position at YE	Target assessment	Other contextual insight
		Minimum	→	Ideal	→			
1. % of staff turnover is managed at appropriate benchmark levels (excluding redundancies)	9%	16%	→	15%	→	14%	<b>8%</b>	<b>Target exceeded</b> 206 leavers out of an average headcount of 2501 employees
2. % of BAME employees in senior leadership roles (band 5 and above)	16%	16%	→	17%	→	20%	<b>19%</b>	<b>Target met</b> Recruitment of BAME senior leaders has increased and there have also been individuals who have completed their ethnic origin on IBC. There has also been an increase in the overall number of senior leaders (the denominator) resulting in the percentage only slightly increasing from Q3. 33 out of 177 band 5 and above employees are BAME.
3. Hampshire target – HR transactions made via self-service	98%	90%	→	95%	→	97%	<b>98%</b>	<b>Target exceeded</b>
4. Increase the number of women in senior leadership roles (band 5 and above)	44.4%	44%	→	46%	→	50%	<b>45%</b>	<b>Minimum standard met</b> Both the numerator (by 5) and the denominator (by 8) resulting in a small increase in the % of women in senior leadership roles since Q3. 80 out of 177 band 5 and above employees are women.
5. % of apprenticeship starts in relation to the public sector target of 2.3% of total headcount	3.7% without schools/2.4% with schools	2% including schools	→	2.3% excluding schools	→	2.3% including schools	<b>5.4% without schools/3.4% with schools</b>	<b>Target exceeded</b> The breakdown is that 124 of the apprenticeship starts are for existing staff; and 14 are new staff. There were no apprenticeships in schools. The headcount numbers used were 2573 without schools, 4002 with schools.
6. Positive action - % of Band 4 roles which have BAME candidate on the shortlist	97%	95%	→	97%	→	100%	<b>97%</b>	<b>Target on track</b>

Key performance indicator	Q3 2020/21 position	2020/21 target ranges			Position at YE	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
7. Engagement: To increase the Employee Engagement Index across WCC	78%	72%	→ 73%	→ 76%	78%	Target exceeded	
8. Engagement: Do you feel valued by Westminster	62%	53%	→ 55%	→ 60%	62%	Target exceeded	
9. My line manager gives me constructive feedback on my performance	69%	67%	→ 68%	→ 72%	69%	Target on track	
10. Staff survey - I am optimistic about my opportunities for career development	45%	43%	→ 44%	→ 47%	45%	Target on track	
11. Staff survey - The Council cares about my health and wellbeing	70%	56%	→ 57%	→ 61%	70%	Target exceeded	
12. Staff survey – measure around bullying and harassment	19%	19%	→ 18%	→ 15%	19%	Minimum standard met	
<b>Service commentary:</b> Although only the minimum target was met, there was a 1% improvement from 2019.							
<b>Mitigating action:</b> 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	78%	77%	→ 78%	→ 85%	78%	Target on track	
14. Staff survey - Different teams work well together	51%	50%	→ 57%	→ 66%	51%	Minimum standard met	
<b>Service commentary:</b> Although only the minimum target was met, there was a 4% improvement from 2019.							
<b>Mitigating action:</b> 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.	66%	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.