



City of Westminster

Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	Thursday 23rd February 2023
Classification:	General Release
Title:	Quarterly Performance Report – Quarter 3 (Period: 1 st October to 31 st December 2022)
Wards Affected:	All
Key Decision:	No
Financial Summary:	Not applicable
Report of:	Pedro Wrobel, Executive Director for Innovation and Change

1. Executive Summary

This performance report summarises the Council's performance and progress at the end of Quarter Three 2022/23. It presents the latest cumulative results available for each Key Performance Indicator (KPI) where possible.

Please note the availability of results for some Key Performance Indicators (KPIs) vary and may not align to the quarterly performance reporting cycle. In these cases, the latest position available is reported – this primarily affects Public Health KPIs – several of which are only available a quarter in arrears.

The report covers:

- **Headline achievements from around the council** – prioritised so that Committee see information on the highest impact initiatives.
- **Insight highlights** – updates that provide additional insight to Committee where longer narrative is required.
- **Pressures and risks** – focused and prioritised so that Committee see detail on the most significant issues or potential threats identified from horizon-scanning and what the impact could be. The section also contains prioritised operational risks, so that Committee see detail on the most significant items. The risk register will be available to Committee at any time should Members require access.
- **Key Performance Indicators (KPIs) by Directorate** - metrics that are important to monitor to ensure the council is providing effective services and value for money. The KPIs included in the report are reviewed annually with directorates and the Executive Leadership team.

2. Recommendations

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

3. Headline Achievements

This section highlights the council's headline achievements for Quarter Three. These will be achievements by exception, drawn from delivery against key initiatives, and projects and programmes.

Health, Care and Wellbeing

- ✓ **Continuation and Expansion of Churchill Gardens Community Health Worker.** NHS support for the sustainability and expansion of the Community Health Worker Programme has been secured. This follows a successful evaluation of the Churchill Gardens Community Health Worker pilot that demonstrated clear early impacts of the programme on uptake of NHS health checks, vaccination, and screening programmes as well as a reduction in GP consultations. The programme has received national attention and its development is a significant milestone towards the transformation of primary care support of individuals, households, and communities.
- ✓ **Delivered 800 Christmas Hampers to residents.** Each year we support the Sir Simon Milton Foundation Charity in delivery of hampers to Adult Social Care clients and Care Homes. This year, 31 council staff were involved in the deliveries in addition to resident volunteers. City Inspectors facilitated the delivery of a large number of hampers. The outcomes of this piece of work include isolated residents feeling connected, supported, and cheered; staff gaining experience of direct involvement with residents and developing empathy and insight into the challenges faced by some of our residents.
- ✓ **Winter in the City.** Over the last month we promoted both the Cost of Living in general with a goal of directing people to the Cost-of-Living Support Hub, alongside health and environmental streams. With the first real cold snap of the year, there was a major push of our Winter in the City program through digital and hardcopy means. Additional work has been done to prepare future content such as debt-free fortnight (centred around the GLA debt-free bus) and a focus on practical advice from the CAB.
- ✓ **Severe weather emergency protocol (SWEP):** SWEP is the emergency response for rough sleepers activated by the GLA when temperatures fall below 0°C and was activated on the 7th – 19th December. SOS outreach teams work diligently with clients as part of the In for Good Principles to explore move on options and prevent a return to the street. Over the period SWEP was offered to 208 rough sleepers, 141 of which accepted the emergency bed provision. 68% of those who accepted the emergency bed provision were able to move on to a more stable and longer term offer at the end of SWEP.

Children and Families

- ✓ **Universal Free School Lunches in our Primary schools.** In December, Cabinet agreed to provide free school lunches to all children in maintained primary schools in response to the Cost-of-Living Crisis. Universal free school lunches are currently funded by the DfE for children in reception through to Year 2 (Key Stage 1). To ensure that no children go hungry in our primary schools, Cabinet have pledged £2.7 million over the next 18 months to fund universal free school lunches for children in Year 3 to Year 6. The introduction of this scheme, which began at the start of this school term, will save families up to £550 per child per year, supporting those who need it the most.
- ✓ **Negotiated Maintained Nursery School funding.** The Early Years Service (EYS) has successfully challenged the DfE's proposed changes to Maintained Nursery School funding that would reduce our funding by £342,941 (or 25% of current levels) in 2023-24. Due to representation made by our EYS, DfE announced in December that the funding reduction will be introduced incrementally over a period of three years. The phased reduction in funding is £217k less than originally proposed, and a further £108k for 2024-

25. Although this still signifies a reduction in funding, this action will reduce the impact on our maintained nursery schools and allow time for them to adjust to the new funding.

✓ **Holiday Activity, Food and Partnership Funding**

Over the Christmas holidays, The Holiday Activity and Food (HAF) programme supported 1,410 vulnerable children (almost 550 more than Christmas 2021) to access a range of different activities with meals provided. Activities over the holidays included arts and crafts, theatre trips, dance classes with professional dancers, and TV production classes. Given that DfE do not fund a holiday food and activity offer during half terms a partnership has been formed with Grosvenor Estates agreed to match fund our funding to deliver vital HAF programmes over the October 2022 and February 2023 half term.

Community Safety and Enforcement

✓ **Gambling Policy.** The Council Gambling policy to protect vulnerable residents and visitors from gambling harm was adopted on 12th December. We developed a local area profile that included a unique vulnerability index for gambling-related harm. This sets out the vulnerability of residents and is publicly available via an interactive map. We utilised this evidence base to develop an extremely detailed policy to raise the bar on our expectations of operators to address gambling risks. This evidence and policy will help increase standards and we continue to lead the raising of the national standard for policy and driving forward our understanding of vulnerability to protect those most at risk.

✓ **Successful award of 4 Parking-related contracts** - The City Council has let contracts for the Parking service related to “Business Processing”, “People and Resources”, “CCTV”, and for “Relocations and Abandoned Vehicles”. The new contracts, which complement the already awarded “Parking Technology” contract, will enable us to continue to lead in the industry and to find greater efficiencies. New systems will support innovative ways of working and better information for users while retaining the staff committed to providing excellent services to our residents and road-users.

Environment

✓ **Electric Vehicle installations** - with over 1,800 charge points now installed we have exceeded our target of 1,500 Electric Vehicle (EV) charge points in 2022. We continue with our commitment to reduce harmful emissions from traffic on the highway to fulfil our carbon neutrality targets. We have increased the number of charge points to ensure residents have the confidence to make the transition to EVs, noting the high demand on on-street parking. More installs and further works are planned to upgrade older charge points and to introduce more higher-powered points in 2023.

✓ **Sustainability City Charter** – Working with Westminster Property Association we launched the Sustainability City Charter on the 15th of November. It provides a business-led collaborative framework for decarbonising buildings and driving sustainability as well as offering guidance around climate action. We are providing eligible businesses access to funding for energy audits and a digital monitoring platform. The Charter is open to any organisation with a stake in a non-residential building in the city, whether through owning, leasing, managing or occupying. Over 50 organisations have expressed interest and we are working with businesses to drive-up levels of participation.

✓ **Waste Action Squad Launch** - Street cleanliness and tackling fly tipping in residential areas is a priority and the Waste Action Squad brings together key WCC services to focus on engaging with communities for a dedicated week in key wards, working with residents to find solutions to entrenched issues. The team have contacted over 700 people on our streets since October. We have worked with Veolia to deep cleanse 50 dumping hotspots and carried out 209 waste interventions. Local action plans have been

created for each ward. We are working with our communications team to raise the profile of clean streets and the impact of dumped waste, with a low-cost campaign that has generated 5,000 video views, 800 visitors to the webpage and 1,900 social media engagements. The team will be continuing the programme and to develop this model.

Business and Economy

- ✓ **Responsible Procurement & Commissioning Strategy.** The Council's Responsible Procurement & Commissioning (RPC) Strategy was endorsed by Cabinet on 12th December. It maps how we can leverage the opportunity that our spend brings, to drive ethical and sustainable practices and derive benefits for local communities. Implementation of the Strategy has already begun, with comms ready to launch, supplier requirements integrated into our eProcurement system and modern slavery action plan tasks underway. A toolkit to facilitate delivery of the strategy is being developed, alongside training packs for the procurement team and stakeholders across the Council.
- ✓ **Revenues and Benefits.** We have successfully processed the £150 Council Tax Energy Rebates. The mandatory and discretionary schemes closed on 30 November 2022. 42,542 residents have either been paid by Bacs or had the £150 Council Tax Rebate credited to their Council Tax account under the mandatory element of the scheme and 14,204 residents have either had the £150 Council Tax Rebate credited to their Council Tax account or been sent a cheque under the discretionary element of the scheme.
- ✓ **Start-up to Scale-Up Programme success.** The programme provided 6 months of support by Scaling Up Coaches to help Start Ups to successfully accelerate growth and in turn help create high-quality, sustainable, well paid-jobs and social and economic contribution to our economy. 52 companies were supported via a pilot in 2021 and 4 cohorts in 2022 that came to an end during Quarter 3. 86% of companies completed the full programme versus 72% completion rate of provision delivered by comparator LEPs.

Housing and Built Environment

- ✓ **City Plan.** We launched a partial review of the City Plan in October 2022 on proposed changes to adopted policies. A key aim is to deliver more affordable housing, particularly for social rent. The Affordable Housing Policy is being revised to achieve greater contributions and proportion of social provision housing compared to other affordable tenures from developers. The review introduces a new 'retrofit first' policy requiring developers to consider the retention, refurbishment/retrofitting of buildings before proposing demolition. Following the in-principle support for these amendments, the council is now progressing the review to the next stage.
- ✓ **Affordable Housing.** The Church Street Resident ballot closed in December 2022. 144 (73.1%) voted 'yes', and 53 (26.9%) voted 'no', with a response rate of 56% (197/352). This provides a mandate and makes potential GLA grant funding available to help with the delivery of Site A. Proposals to revise the tenure mix on Church Street and Ebury Bridge were endorsed by the Cabinet Member. As a result, an additional 158 social rent homes will be delivered across Ebury Bridge and Church Street Site A. Construction on Adpar, Queens Park Court and Torridon House has commenced. These schemes will provide 64 new social rent homes, with 20 of these being Supported Housing.
- ✓ **Launch of Strand/Aldwych.** The Leader launched Strand/Aldwych in December 2022. It was well supported by local stakeholders and creates over 7000m² new open space. We have removed a polluting 4-lane gyratory and introduced two-way traffic flow around Aldwych with no displacement, better safety, improved junctions, significant additional green infrastructure and a management model to support a programme of activity, bringing content from the cultural, educational and creative institutions in the area.

- ✓ **Westminster Landlords Forum** – The Private Sector Housing team hosted approximately 50 landlords and property agents in City Hall on 16th November. The forum involved presentations concerning key issues in the private rented sector, and important information regarding landlords' legal responsibilities. Discussions covered new proposals for the new Decent Homes Standard, fire safety advice provided by London Fire Brigade, an update on property licensing and electrical safety legal requirements in rented properties. This forum is scheduled to be held twice yearly.

Public Affairs and Communication

- ✓ **Living Wage accreditation renewed by the Living Wage Foundation.** We have successfully renewed our position as an accredited organisation with the Living Wage Foundation. Our commitment to the Living Wage remains a core element of our approach to procurement within Westminster City Council. This has been clearly demonstrated by our recent reporting figures, where 100% of (in scope and over £100k) Gate 3 papers presented to the Commercial Gateway Review Board (CGRB) between the period of October 2021 and September 2022 included Living Wage commitments.
- ✓ **Westminster Adult Education Service (WAES) achieves Matrix Standard.** Following an external verification visit in December 2022, WAES gained full accreditation for Information, Advice and Guidance Services that it provides to current and potential learners. Matrix accreditation is the recognised standard for organisations that deliver information, advice and/or guidance either as their sole purpose or as part of their wider service and education offer.
- ✓ **Tech Lions 2.0 (Digital Apprentices).** We have partnered with Multiverse to recruit for the next round of our Tech Lions apprentices. The campaign was set out to bring new talent into the organisation and offered apprentices an opportunity to develop a grounding in a range of business functions and industries and set the foundation for a successful career while working towards a Level 3 qualification. This latest cohort is the largest and the most diverse we have ever hired.

4. Insight highlights

This section highlights new areas of insight for this quarter – areas of Council performance that have been examined in further detail.

2022 City Survey

Every year since 2002 we have commissioned an independent research company to conduct a door-to-door survey with residents across Westminster. The purpose of the survey is to measure resident satisfaction, understand service use, and identify local issues, concerns and priorities. In 2022 we interviewed 2,436 residents (aged 16+) between late September and early November. The sample is designed to be representative of our diverse resident demographic, whilst face-to-face interviews ensure we capture the views of digitally excluded residents.

The table below shows the perception of our key services over the last six years. Satisfaction across all services surveyed is up on the previous year.

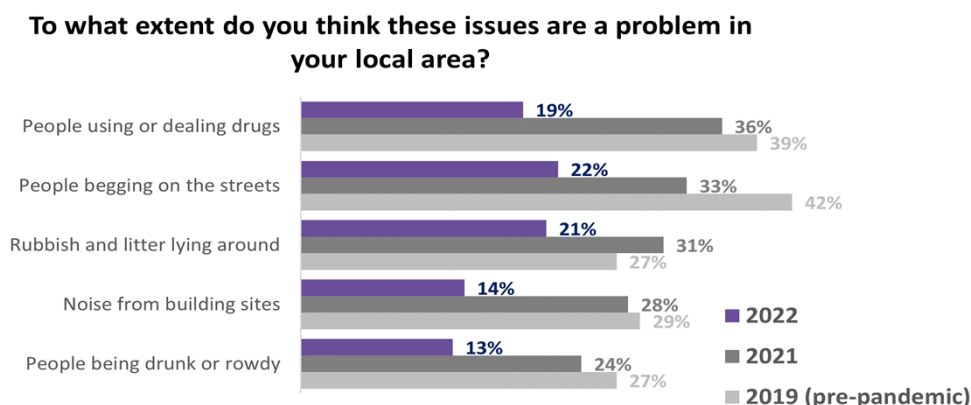
	2017	2018	2019	2020	2021	2022
☉ The way the council is running the city	86%	88%	88%	86%	86%	94%
☉ Refuse collection	87%	93%	89%	86%	86%	94%
☉ Street sweeping	84%	91%	90%	86%	88%	93%
☉ Street lighting	87%	90%	91%	89%	91%	95%
☉ Road Maintenance	83%	86%	87%	79%	88%	93%
☉ Pavement maintenance	81%	84%	88%	80%	90%	94%

Promising Trends:

- Overall resident satisfaction with how the council is running the city has increased significantly and is much higher than the LGA national average.
- Satisfaction with all core council services has increased and is now higher than pre-pandemic levels.
- The number of residents who feel involved in decision-making has greatly improved. Most notably, residents from Vincent Square have gone from feeling the least involved in 2021 to feel the most involved in 2022.
- Overall concern about community issues has significantly decreased relative to 2021 and are much lower than pre-pandemic levels. The majority of residents continue to feel safe in the area where they live.

Resident concerns:

Each year we ask residents to tell us what their top concerns in their communities are. The top five concerns are presented in the table below. All top 5 concerns improved from the previous year.



Areas for further analysis:

The Strategy and Intelligence are running a range of ongoing analyses to identify demographic and geographic differences in all these trends, which will help to better inform decision-making and more effectively target initiatives. The new areas that present potential for further work include.

- The proportion of residents who feel they are financially comfortable has decreased, particularly in Harrow Road. The proportion of residents who are 'not sure' about their financial situation has also increased 4-fold, suggesting greater feelings of economic uncertainty.
- Fewer residents from Abbey Road felt they were involved in decision-making – a complete U-turn from 2021, when they were ranked the highest
- There is a decrease in the proportion of residents who recycle more and have taken steps to have a more environmentally friendly diet.

Housing - Mould and damp

The Secretary of State wrote to all Local Authorities in England seeking action and assurance around tackling mould and damp in social and private rented housing. The council has accordingly assessed the conditions in its own housing stock. Mould and damp reporting in the social housing properties we manage has increased by 82 cases on average per month since November 2022 – an increase of 72% following the tragic death of Awaab Ishak in social housing that contained mould.

Most cases escalated to us are not Category 1 risks (that could cause the most serious harm) and are difficult to diagnose prior to home visits. The main issues that cause mould and damp to take hold in homes include a reduction of heating homes (current high charges) poor ventilation and poor insulation. Outside of the properties we manage, our Private Sector Housing team receive in the region of 1,500 complaints each year with approximately 10-15% of these concerning dampness and mould growth.

In terms of the response, we have specialist ventilation systems and air quality sensors installations underway - 68 Specialist Ventilation units installed since Nov 2022 with more planned for 2023. We are also recruiting an additional Mould and Damp (M&D) surveyor and support officers for 12 months to support the increase in cases and reduce wait time for home visits to 48 hours. We have also bolstered supply-side capacity with dedicated Mould and Damp contactors recruited to discharge approximately 30 homes a week.

We are making it easier for residents to report problems and we have introduced an interactive online reporting form for residents to detail the issues and upload live images to improve triage and prioritisation of cases. We ensure our officers attend all GP and NHS referrals immediately. Customer Relationship Management dedicated call handlers are triaging and identifying Category 1 hazards to prioritise attendance in the homes.

In terms of impact of our work, we have seen verified mould and damp cases requiring remedial works trending downwards since January last year (60 cases for January 2022 down to 33 in December 2022). Our current waiting times for Mould and Damp works (once escalated and surveyed) have been reduced to 4 calendar days.

5. PRESSURES AND RISKS

This section presents the top pressures and risks facing the council and the City at Quarter Three. The first part of the section focusses on contextual challenges as identified by council Directorates or through analysis of our operating environment. The second part of the section presents the current top risks as reported by Directorates and recorded on the council's Corporate Risk Register.

Financial pressures

Westminster has a forecast overspend for 2022/23 of c£3m and a budget gap from 2024/25 to 2026/27 of £57m. These pressures are due to a combination of macro and microeconomic factors. Namely, high inflation, uncertainty with the level of government funding and increased service demands. To mitigate this pressure, Westminster has a 4-year Medium Term Financial Plan, 15-year capital programme and 30-year HRA Business Plan. Services put forward savings and spending plans as part of this which aligns with the Fairer Westminster Strategy. These plans are reviewed and scrutinised by senior officers and members (both Cabinet and other committees). The Council also regularly monitors the in-year budget and reports quarterly to Audit and Performance Committee. This allows a regular and consistent review of the Council's financial position, both in the short and medium term to mitigate any risks. Further information on the financial details of the council can be read in the Quarter 3 Finance Monitor – included within the Committee agenda pack.

Increasing complexity and pressures in Children's Social Care

Throughout our Children's Social Care services, we are seeing rising complexity of casework and external pressures on the service. In addition to the 44% rise in Child Protection (CP) plans compared to Quarter 3 last year, we have seen a rise in complex nature of cases at CP Conferences, and a rise in unborn children who are subject to CP investigations or CP plans. Under our Universal Offer in Family Hubs, we are holding a lot of complex cases where families are not receiving services elsewhere due to wait times. Whilst we have a skilled and committed workforce, the increased complexity of work is very time consuming.

Currently, caseloads are such that workers can work intensively with families, however this is threatened by increase in complexity, rising caseloads and recruitment pressures. Significant delays in care proceedings concluding within family courts puts pressure on services to hold and manage risk (with some proceedings far exceeding the 26-week target). This incurs delays in permanency, prolongs instability for children and families, and creates added placement costs. It will also reduce the number of children for whom we can achieve permanency.

We are seeing a rise in children and young people coming into care with complexities and links to Serious Youth Violence, which puts serious pressure on placements at a time where there is a national shortage and placement costs are high. We have a skilled placements team who are engaged early on and work hard to negotiate costs on placements, however this is a national pressure where we have restricted influence. We work with London Commissioning Alliance with other London boroughs to collectively address placement sufficiency and cost.

Proposed amalgamation of two primary schools

Due to a 17% reduction in the birth rate in London, primary school rolls continue to fall. The surplus primary school capacity across the borough is 25.7%. Two Church of England primary schools, St Stephen's and St Mary Magdalene's (located in the Westbourne ward which has a capacity of 28%) are currently consulting on amalgamating on the St Mary

Magdalene's site with effect from September 2023. The council is advising and supporting both schools during this 4-week governor-led consultation.

Strep A and Scarlet Fever

Since November 2022, the UKHSA have notified us of 9 outbreaks of group A strep in schools and nurseries in Westminster. The latest data from the UKHSA continues to show Scarlet Fever and Group A Strep (GAS) infections remain high. There has been a drop in the number of cases notified over the Christmas and New Year Holidays, but this may rise now children are mixing again in school. The picture in Westminster for 2022 is that there have been 32 notifications of scarlet fever and 4 notification of invasive group A streptococcal disease (iGAS) in both adults and children. We have had no notifications of deaths.

The Gordon Hospital.

The Gordon Hospital had a 59-bed capacity and provided in-patient psychiatric care for Westminster residents. Central and North-West London (CNWL) NHS Foundation Trust took the decision to close the hospital at the start of the pandemic in early 2020. The implications continue to be significant. The lack of inpatient specialist mental health facility in the borough has meant Westminster residents in need of specialist support are having to go out of the borough for this intervention. Stakeholder meetings are taking place with participation from Senior Leaders at the Council, to understand the full impact of the closure across the whole system. Meetings have begun with NHS leaders to discuss the impact of the closure and will continue in the coming months.

Cost of Living.

The rising cost of living continues to present a significant challenge to living standards, and whilst inflation is forecasted to ease over the next year, it has reached its highest level in 41 years, government support is also being scaled back and rising interest rates will feed through into higher mortgage costs. Around 32,000 households in Westminster are particularly exposed because they are low-income workers or in receipt of benefits (WCC Economic Analysis, 2022). The council allocated £10m on a variety of activities to support households through these crises including proposals (including Winter in the City) totalling £1m of additional support for this financial year 2022-23, and £1m for next financial year 2023-24.

In terms of our response to communities, over December our Winter in the City programme provided a range of activities to help our residents through the costly Christmas period. Activities included:

- Localised Winter in the City Maps were created internally and distributed to housing estates, parks and libraries.
- Generic posters pointing to the Cost-of-Living support hub were sent to GP surgeries, leisure centres, community centres and libraries.
- Digital Winter in the City assets was created and distributed for library screens.
- Winter in the city maps was translated into the 5 Fairer Westminster languages.
- Cost of Living and Winter in the City featured in every issue of My Westminster
- Announcement of free school meals across WCC channels and across various press.
- Social Media platforms were used to point to Cost-of-Living Support Hubs, signpost mental health services, and support residents using food banks.

Other direct support will also be enabled via our Revenues and Benefits service. The team are to roll out three support schemes to eligible residents which are:

- **Alternative Fuel Payment Scheme** – This scheme is to support residents who use fuels other than gas (i.e oil/biomass) that missed out on the Energy Price Guarantee.
- **Energy Bill Support Scheme Alternative Funding** – This scheme is to support residents that missed out on the Energy Bill Support Scheme (£400) as they don't have a direct relationship with their energy supplier.
- **Council Tax Support Fund 2023/24** – We are required to provide £25 Council Tax allowance to residents who are in receipt of Council Tax Support but do not receive the full 100% allowance. We are proposing to increase the reduction applied to £150 but this is subject to Cabinet Member approval.

TOP RISKS

This section highlights the council-wide risks identified by Directorates currently scoring 12 or above on the council's Risk Register. Risks are scored from a minimum of 1 to a maximum of 25 for the most serious risks. The section is divided into two parts; 1) New risks – risks of 12 or above that have been identified over this quarter and 2) Significant risks scoring 12 and above that have previously been reported to Committee and are being monitored corporately.

1) New risks reported this quarter

Financial pressures relating to SEN provision.		Score
There is cumulative deficit in the High Needs Block which is not part of the Council's revenue but part of the Dedicated Schools Grant. In the current financial year, we're forecasting an underspend but have not been able to address the deficit.		12
Impact	The Department for Education have yet to give any clear picture about how they intend for cumulative deficits to be addressed. We are one of 55 Authorities with similar scale deficits. There are 20 Authorities with much greater than the 55 Local Authorities.	
Mitigation	A £1m bid was submitted as part of DfE's Delivering Better Value programme, to invest in SEN services, particularly in relation to autism spectrum disorder (ASD), speech and language, to help manage future demand for Education, Health and Care Plans (EHCPs). If successful, funding will be released in April 2023.	

Emissions trajectory modelling / mapping of future savings.		Score
Due to limited ability to map projected savings from climate activity on to the net zero trajectory. There is also lack of quantitative information from projects on timescale an amount of emissions savings to be delivered.		12
Impact	Inability to properly track and monitor the impact of the actions the council is taking. This can then impact our ability to properly forecast our emissions and make the required strategic decisions on the action to take. This also risks reputational damage if we cannot accurately report on our progress in a timely fashion.	
Mitigation	Working group has been set up with Strategy & Intelligence team and Corporate-Programme-Management Office to see how council can improve the data available in relation to the 2040 target. This includes contacting BEIS & Anthesis about how emissions data is collected, the sources used and how national emissions is assigned at a local level. Obtaining data quicker and at a more granular level will help the team improve our ability to forecast and assess the impact of the actions being taken.	

2) Significant risks previously reported to Committee

Construction industry pressures in housing/development schemes				Current Score
				20
Previous scores	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
	20	20	20	20
Impact	Considerable pressures on the construction industry continues in the light of Brexit, COVID19 and the conflict in Ukraine. Construction inflation is already running much higher than in other sectors and recent oil price increases will put further pressure on the industry.			
Mitigation	We are experiencing continued pressure on pricing, programmes and scheme viability positions and therefore overall pressures on the Council's business plan projections will remain a key focus. Contractors are less willing to fix prices and unwilling to hold any commercial position for long which challenges our governance and approval process and timescales. The combined pressures are directly affecting schemes not yet in contract, such as the Infills Programme, Balmoral and Church Street. Prices are in flux and many contractors and suppliers will only fix quotes for a short period.			

Health protection Incidents including infectious disease outbreaks e.g., pandemic flu, legionella outbreaks and extreme weather				Current Score
				16
Previous scores	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
	N/A	N/A	N/A	16
Previously there was a specific COVID-19 risk prior to Q2 22/23.				
Impact	Risk of mortality or adverse health implications for residents as well as economic, social and political disruption.			
Mitigation	Our Local Outbreak Management and wider business continuity and emergency plans are refreshed. These plans aligned with UK Health Security Agency and regional health protection. The health protection / immunisations campaigns conducted in response to seasonal and emerging threats. Our team developed a Living with Covid Plan framework, taking a Pan London approach to supporting sexual health services respond to MonkeyPox, as well as refreshing our pandemic flu plan. All plans will be refreshed periodically and in response to emerging threats.			

Flooding. Impact on the City from fluvial or surface water flooding.				Current Score
				16
Previous scores	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
	16	16	16	16
Impact	There can be damages to council buildings and structures, transport disruption and cold temperatures. This can lead to risks to vulnerable people, slip and trip hazards, access denial and possible power outages and severe infrastructure disruptions (IT, Telephony, Electricity, Water).			
Mitigation	The Council continues to follow 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. The risk of localised flooding is broadly unchanged but the council has invested in drain and gully sensors to provide real time intelligence on water levels.			

Building Regulations - Part B & Draft Building Safety Bill Building Regulations - Part B has been re-written following an independent review of the building regulations and fire safety following Grenfell. The Building Safety Act 2022 (BSA) is now in force with significant demands on the Local Authority Building Control Team.				Current Score
				12
Previous scores	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
	15	15	15	12
Impact	The buildings covered by the BSA (in-scope buildings) have been extended to cover many more of the properties within Westminster. The BSA sets requirements for the competence and resource of the local Building Control team. The surveyors will need to be licenced with the Building Safety Regulator (BSR) similarly to doctors. There is a significant risk that staff may not meet the licencing requirements and therefore not be licenced to operate and perform the Council's statutory functions. There is a significant shortage of staffing in the market and recruitment of more junior staff to be upskilled will be required. The proposed Career Development Framework (CDF) needs to be established and recruitment authorised.			
Mitigation	Four surveyors (incl 1 agency) have passed new Local Authority Building Control (LABC) (the national representative association) competency exams. Currently developing two Senior surveyors who may be able to fill principal posts. WCC has signed up to the LABC Quality Management System. We are also looking to recruit, one Fire Engineer post, one Quality and Regulations Manager and two Principal Surveyors.			

The current threat level of a terrorist attack. The threat 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.		Score
		16
Impact	This is significant impact such as Injury/Loss of Life, Financial impact, Community tensions and Legal/Reputational damage if the council is seen to be at fault.	
Mitigation	Work ongoing across three strands of CONTEST (the government's Counter Terrorism Strategy) to seek to reduce the likelihood, vulnerability and impact of a terrorist attack in Westminster.	

Key Performance Indicator results by Directorate

These are KPIs that have been selected by directorates to help us track how well the council is delivering on its core and statutory services.

RAG Status	KPIs that are off track to meet/ failed to meet target	Trend	Better	KPIs that have shown positive movement/ rate of change compared to last quarter
	KPIs that are at risk of missing target levels		Same	KPIs that have shown static movement/ rate of change compared to last quarter
	KPIs that are on track to meet/ met target		Worse	KPIs that have shown negative movement/ rate of change compared to last quarter
	N/A – No target		N/A	KPIs that do not lend themselves to comparison

Note: targets that are yearend rather than quarterly are marked with an asterisk*

ADULT SOCIAL CARE

KPI Description	Q2 22/23	Target 22/23	Q3 22/23	Trend	RAG
KPIs THAT ARE AT RISK OF FAILING TO MEET TARGET LEVELS					
1 % of adult social care service users receiving an annual assessment or review of their care needs	39.40% (1650/2722)	95%*	59.5%	Same as Q2	
Service Commentary/ Mitigating Action: The number of service users with long-term care has increased by over 200 impacting staff capacity. There is an action plan in place to ensure that resources are reallocated across the service to prioritise this activity and delivery is being closely monitored. We are confident the target will be met by Q4.					
KPIs THAT ARE ON TRACK TO MEET TARGET LEVELS					
2 % of carers (caring for an adult) who have received an assessment or review of their needs	47.7% (465/974)	92%*	65.9%	Same as Q2	
3 No. of new permanent admissions to residential and nursing care of people aged 65 years and over (by yearend)	53	122*	84	Same as Q2	
4 % of people in receipt of reablement packages that maximises independent living and reduces or eliminates need for an ongoing care package	77.30% (440/569)	80%	78.6%	Better than Q2	

PUBLIC HEALTH

* Public Health – Please note that Public Health indicators have delayed reporting cycles.

KPI Description	Q1 22/23	Target 22/23	Q2 22/23	Trend	RAG
KPIs THAT ARE AT RISK OF FAILING TO MEET TARGET LEVELS					
1 % of children who received a 2-2.5 year development review from health visitors	47%	70%	62%	Better than Q1	
Service Commentary/ Mitigating Action: The service is looking at increasing the number of venues that the checks can be held at and a pilot of group checks has been in progress since the Autumn. This is currently being evaluated. The service is working closely with Early Years settings through local forums, such as the Private, Voluntary and Independent early Years (PVI) Forum to raise awareness of the importance of the checks with settings who regularly liaise with parents.					
KPIs THAT ARE ON TRACK TO MEET TARGET LEVELS					
2 % of opiate drug users that left drug treatment successfully who do not re-present to treatment within 6 months	7.87%	8.5%	8.8%	Better than Q1	
3 Total no. of smokers (per annum) successfully completing 4 week quits after approaching NHS stop smoking services help you quit	265	1000* (250 per Qtr)	627 YTD (362 Q2)	Better than Q1	
KPIs THAT DO NOT HAVE A TARGET LEVEL					
4 No. of sexual health screens completed.	10,484	N/A	10,480	N/A	

CHILDREN'S SERVICES

KPI Description		Q2 22/23	Target 22/23	Q3 22/23	Trend	RAG
KPIs THAT ARE OFF TRACK TO MEET TARGET LEVELS						
1	% of primary school vacancies (surplus places) across Westminster	23.40%	10%	25.70%	Worse than Q2	
Service Commentary/ Mitigating Action: Due to a 17% reduction in the birth rate in London, primary school rolls continue to fall. Review of options for further amalgamation of primary schools is underway, with St Stephen's and St Mary Magdalene's currently consulting on amalgamating with effect from September 2023. Demographic analysis of families in the City post Census data release is continuing in S&I and analysis will be shared with Children's Services shortly.						
2	% of children achieving Good Level of Development at the end of the early years foundation stage	65.9%	70.6%	65.9%	Same as Q2	
Service Commentary/ Mitigating Action: We continue to work closely with EYFS leads across all schools. We delivery training courses, offer direct support to reception teachers and facilitate EYFS teacher network meetings focussing on high quality practice. We also continue to offer support to all early years settings with a particular focus on school readiness.						
3	% uptake of free early education funded placements for 3 and 4 olds	47%	85%	47%	Same as Q2	
Service Commentary/ Mitigating Action: Appear to substantially underperform compared to the London and England averages. 2021 census shows 45% fewer 3 and 4 years olds in the city which would take performance to over 80% if census population figures were used.						
KPIs THAT ARE AT RISK OF FAILING TO MEET TARGET LEVELS						
4	% of care leavers (aged 17-24) in education, employment or training (EET)	76.2%	80%	73.50%	Worse than Q2	
Service Commentary/ Mitigating Action: We have an extensive support offer and continue to work closely with other Services and partners to create more opportunities for young care leavers. Westminster continues to have a very high percentage of care leavers in EET; well above the nation average of 55% and the London average of 63%. Data released in Q3 shows that Westminster has the highest percentage of 19-21 year old care leavers in EET across all London Boroughs.						
KPIs THAT ARE ON TRACK TO MEET TARGET LEVELS						
5	% of Looked After Children placed within 20 miles from where they used to live in Westminster	82.4%	85%	80%	Same as Q2 (Small cohort)	
6	% of referrals to children's social care that are within 12 months of an earlier referral (re-referrals)	15.20%	15%	16.5%	Worse than Q2	
7	% of appointments to register births available within 5 days of enquiry	89.7%	95%	89.6%	Same as Q2	
8	% of care leavers (aged 17-24) placed in accommodation suitable for their needs (for children not homeless or in prison)	97.10%	94%	93.5%	Worse than Q2	
9	% of Looked After Children in care for more than 2.5 years and of those, have been in the same placement for at least 2 years	63%	75%	72.7%	Better than Q2	
10	No. of young people that were known to the Youth Offending Team and were continuing to re-offend	25	22	23	Better than Q2	
11	% increase in real and virtual visits to libraries	17.50%	2%	3.3%	N/A	
12	% of Education and Health Care Plans completed within 20 weeks	100%	90%	100%	Same as Q2	
13	% of schools rated by Ofsted as good or outstanding	95% (54/57)	98%	95%	Same as Q2	
KPIs THAT DO NOT HAVE A TARGET LEVEL						
14	% of children on free school meals	36%	N/A	36.5%	N/A	
15	% of children re-registered on a protection plan within 2 years	0%	N/A	0%	N/A	

ENVIRONMENT AND CITY MANAGEMENT

KPI Description	Q2 22/23	Target 22/23	Q3 22/23	Trend	RAG	
KPIs THAT ARE AT RISK OF FAILING TO MEET TARGET LEVELS						
1	Number of HMOs improved	46	200	93	Better than Q2	
Service Commentary/ Mitigating Action: This KPI has increased significantly since Q2 mainly due to the work in checking compliance with licensing conditions which commenced in Q1. This figure is projected to increase, though is unlikely to reach target figure set. HMOs recorded as improved following re-inspection, or the provision of robust evidence by property owners of improvements made. In addition, licences have been issued with less substantial improvements attached as conditions, with a presumption that licence holders will have addressed these. In 2022/23, 810 licences have been issued with 547 of these including conditions requiring improvements.						
2	No. of Category 1 hazards removed from residential dwellings which pose a serious and immediate threat to people's health or safety	107	375	191	Better than Q2	
Service Commentary/ Mitigating Action: Recent months have shown a significant increase in this number as enforcement work has ramped up. The service is actively checking on the completion of licensing conditions, which will include removal of some Cat 1 hazards. Joint work has also increased with outside partner agencies which has raised awareness of services, resulting in increased reporting of non-compliance, particularly in the area of licensing. The service is currently running with vacancies, pending a re-organisation, which will impact on service outputs. Alongside removal of Category 1 hazards, officers interventions have also resulted in removal of 158 less severe Category 2 hazards. Enforcement action has also been taken where non-compliance has occurred, in line with our enforcement policies.						
3	% of all high-risk food premises inspected (rated category A-B)	100%	100%	89%	Worse than Q2	
Service Commentary/ Mitigating Action: Due to an anomaly in the IT system, some due inspections were not brought forward. In addition, food hygiene inspections were paused in advance of the busy Festive period to reduce the burden on businesses. All overdue inspections are now being prioritised.						
4	Household waste recycling rate (%)	24%	25%	22%	Worse than Q2	
Service Commentary/ Mitigating Action: Will understand the impact of the food waste rollout once complete.						
KPIs THAT ARE ON TRACK TO MEET TARGET LEVELS						
5	% of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision	80%	80%	90%	Better than Q2	
6	% of licensed premises that are safe and well managed following a single inspection	90%	90%	93%	Better than Q2	
7	% of streets in Westminster that pass the street score survey for litter	95%	95%	95%	Same as Q2	
8	% of urgent lighting defects returned to service within agreed service levels	99%	98%	98%	Same as Q2	
9	No. of vulnerable residents supported to continue living in their homes	260	500*	721	Better than Q2	
10	% of missed bin collections per 100,000	4%	3%	4%	Same as Q2	
11	% of cycle lane asset condition assessments completed as scheduled.	50%	98%*	50%	Same as Q2	
12	% of carriageway and footway defects repaired or made safe within target timescales	94%	98%	100%	Better than Q2	
13	Number of Cycle Hangers installed from April 2022 baseline	16%	90%	50%	Better than Q2	
14	% of women accessing specialist domestic abuse services who report a reduction in abuse	97%	75%	100%	Better than Q2	

FINANCE AND RESOURCES

KPI Description		Q2 22/23	Target 22/23	Q3 22/23	Trend	RAG
KPIs THAT ARE AT RISK OF FAILING TO MEET TARGET LEVELS						
1	% of Stage 2 complaint responses despatched within 20 working days	43%	75%	39%	Worse than Q2	
Service Commentary/ Mitigating Action: The Corporate Complaints team has responded to 80% of stage 2 complaints in target, the housing management service (HMS) 26% of their stage 2 complaints in target. The poor performance of the HMS continues to impact overall performance and failure to meet the target. There will be increased liaison meetings between the Housing Complaints team and the frontline teams to improve speed of query resolution. Going forward the Housing Complaints manager will also be attending weekly repairs meetings to highlight outstanding Stage 2 complaints.						
2	Out of Hours Contact Centre % Calls abandoned <10%	7.4%	<10%	11%	Worse than Q2	
Service Commentary/ Mitigating Action: There were several incidents that impacted the OOH team during December, particularly a burst water main which affected properties in 6 postcodes. Additional bank holidays and block issues such as no heating and no hot water increased call volumes substantially.						
3	Carbon savings achieved from portfolio of companies receiving pension fund investments compared to the 2018/19 baseline	65%	75%	69%	Same than Q2	
Service Commentary/ Mitigating Action: Reduction rates are improving towards the desired target.						
4	% of premises with access to full fibre broadband in Westminster	63.7%	80%	63.7%	Same than Q2	
Service Commentary/ Mitigating Action: Following the release of the latest data set some questions were raised by the Greater London Authority with Ofcom around premises counts. Ofcom are currently looking into this, and an updated report is expected within the next couple of weeks. Accurate figures for this KPI can be updated once this is received. For now the Q2 22/23 figure has been used until the update comes through.						
5	% of contracts (over £100k) with Responsible Procurement commitments (e.g. to reduction to carbon footprint)	74%	90%	70%	Worse than Q2	
Service Commentary/ Mitigating Action: Contracts with Responsible Procurement commitments have remained relatively high with some fluctuation month on month (in particular October 2022). This has been due to several specific factors which include confirming the responsible procurement commitments after being endorsed at CGRB/before the contract is awarded, meetings taking place after the contract award to agree specific RP commitments and RP not being in the original contract but would be included in the next tender. We will continue to work with procurement leads to ensure that responsible procurement is considered and included as business as usual within tenders that is within our control.						
6	% of contract awards (over £100k) to Small Enterprises or Voluntary and community social enterprises	39%	25%	23%	Worse than Q2	
Service Commentary/ Mitigating Action: This is the first year this data has been collected so fluctuations in percentage are expected. Work is ongoing to help tenders be accessible and attractive to the voluntary sector and small business.						
7	Housing Revenue Account (HRA) Rent arrears	97.2%	98.50%	97.26%	Same than Q2	
KPIs THAT ARE ON TRACK TO MEET TARGET LEVELS						
8	% of unpaid sundry debt (raised by invoice on IBC) over 30+ days	8%	16%	13.5%	Worse than Q2	
9	% of invoice payments made to creditors within 30 days	98.2%	95%	98.55%	Better than Q2	
10	Time taken to process benefit claims and benefit changes of circumstance (days)	11	9	13	Worse than Q2	
11	Corporate Contact Centre % Calls abandoned <10%	9.1%	<10%	4.5%	Better than Q2	
12	% of Business Rates Collected (National Non Domestic Rates)	56.2%	95%*	80.27%	Better than Q2	
13	% of council Tax Collected	57.4%	93%*	79.6%	Better than Q2	
14	% of High Value Suppliers rated at Good or Satisfactory by contract managers	96%	90%	100%	Same than Q2	
15	% increase in total income generated from the council's investment portfolio per annum	6.4%	2%	25%	Better than Q2	

GROWTH, PLANNING AND HOUSING

KPI Description	Q2 22/23	Target 22/23	Q3 22/23	Trend	RAG	
KPIs THAT ARE OFF TRACK TO MEET TARGET LEVELS						
1	Average % of zero carbon emissions target for major planning permissions that is met by on site measures (new measure)	56.5% (47.8% YTD)	60%	48.4%	Better than Q2	
Service Commentary/ Mitigating Action: Expected that minimum performance for this KPI of 49% will be achieved by year end. Recruitment of specialist officer in Q2 22/23 to lead on negotiation of operational carbon emissions from new development will deliver progressive improvement to schemes currently under negotiation and during 23/24.						
KPIs THAT ARE AT RISK OF FAILING TO MEET TARGET LEVELS						
2	No. of residents securing jobs through the Westminster Employment Service (WES)	104	320*	161	Same as Q2	
Service Commentary/ Mitigating Action: The team delivered a job fair at the MCC in November with 47 employers attending, generating 76 new registrations from residents for support, interview and job starts for attendees. Other significant recruitment activity, included supporting 22 residents into apprenticeships at the Council, will be included in the Q4 reporting. In previous years, a significant number of hospitality roles have been generated for residents directly by the team. Activity now forms part of the Westminster Works programme delivered for the Council by BIDS and a Social Enterprise; Step Ahead. This project started in October and figures for Westminster job starts will be included for Q4.						
3	No. of social housing units delivered	74	189*	93	Worse than Q2	
Service Commentary/ Mitigating Action: Likely to end below annual target due to some schemes now due to complete in early 2023/24.						
4	% of residents satisfied with anti-social behaviour case handling (on housing estates) by the council	66%	65%	64%	Worse than Q2	
Service Commentary/ Mitigating Action: Relatively small survey where satisfaction tends to fluctuate. Actual figure is 64.4%, so very close to target.						
KPIs THAT ARE ON TRACK TO MEET TARGET LEVELS						
5	% of 'major' planning applications determined within 13 weeks i.e. larger scale development	93.3%	70%	85.7%	Same as Q2	
6	% of 'non-major' planning applications determined within 8 weeks	76.5%	75%	76.5%	Same as Q2	
7	No. of businesses receiving meaningful business support	1,816	2,250*	2401	Same as Q2	
8	Businesses actively engaged and/ or contributing financially or in kind (or amount of contributions (£) from business to support our communities, residents and young people	107 (YTD)	180*	179	Same as Q2	
9	Westminster residents supported into work focused training and skills opportunities	146	300*	236	Same as Q2	
10	% of Westminster residents supported into jobs through WES who are sustained in employment for a minimum of 6 months	44%	45%	42.7%	Same as Q2	
11	% planning appeals determined in favour of the council (Excluding telephone boxes)	70%	65%	70%	Same as Q2	
12	No. of cases of homelessness prevented (Defined as outcomes from a combination of Housing Solutions and Shelter work)	294	545*	449	Same as Q2	
13	% of calls answered by the Housing Customer Services Centre within 30 seconds	72%	70%	72%	Same as Q2	
14	% of tenants' satisfied with housing repairs service	78%	75%	77%	Same as Q2	

KPI Description	Q2 22/23	Target 22/23	Q3 22/23	Trend	RAG
15 Voids brought back to use with improved energy efficiency	49	80*	72	Same as Q2	
16 No. of affordable Housing units delivered	354	493*	354	Same as Q2	
KPIs THAT DO NOT HAVE A TARGET LEVEL					
17 Of the residents securing employment through WES, the number of residents securing employment at or above London Living Wage.	43	TBC	77	Better than Q2	

INNOVATION AND CHANGE

KPI Description	Q2 22/23	Target 22/23	Q3 22/23	Trend	RAG
KPIs THAT ARE AT RISK OF FAILING TO MEET TARGET LEVELS					
1 FOIs responded to in line with statutory deadlines (targets based on ICO guidance of 90% answered within 20 working days)	84%	90%	77%	Worse than Q2	
Service Commentary/ Mitigating Action: This period includes the Christmas and New Year period which always sees a drop in FOI performance as it is peak-holiday time with staff across the council away who may otherwise assist in answering requests.					
2 Subject Access Request responded to in line with statutory deadlines (targets based on ICO guidance of 90% answered within 1 month)	63%	90%	71%	Better than Q2	
Service Commentary/ Mitigating Action: The central information management team have spent time focusing on improving SAR performance which dipped at the start of this past quarter but was up to 90% for December alone. A plan is being put together to drive up awareness of responsibilities and consequently compliance across the council.					
3 Committee agendas published at least 5 working days in advance of the meeting	84%	100%	97.6%	Better than Q2	
Service Commentary/ Mitigating Action: This is not 100% as one agenda was published late during this period. It was a Health and Wellbeing Board agenda which is managed jointly with RBKC and this meeting was administered by RBKC not WCC. Measures are being investigated to ensure Westminster meets its statutory obligations regardless of which council administers the meeting, this includes publishing a template agenda even if papers from another organisation are outstanding.					
4 Total participation in play, physical activity, leisure and/or sport facilities and activities	1.9m (44%)	4.6m	2.88m (63%)	Better than Q2	
Service Commentary/ Mitigating Action. Participation levels have improved this quarter but it is likely that future targets will need to be revised as activity levels have not returned to pre-covid levels.					
KPIs THAT ARE ON TRACK TO MEET TARGET LEVELS					
5 No. of parks and open spaces awarded with green flag status	29	28	29	Same as Q2	
6 No. of physical activity providers that have been awarded the Active Westminster mark	40	54	54	Better than Q2	
7 No. of visits to outdoor learning services	12,910 (56%)	23,000	17,803 (77%)	Worse than Q2	
8 No. of Westminster Connects volunteers (and total hours) to help their communities (note full data for Q3 not yet available)	277 (934 hours)	1,500 (5,000 hours)	762 (3,651 hours YTD)	Better than Q1	
KPIs THAT DO NOT HAVE A TARGET LEVEL					
9 % of residents who feel informed about plans for their local area	59%	N/A	71%	Better than 2022	
10 % of residents who feel informed about Council services and benefits	60%	N/A	76%	Better than 2022	
11 % of residents who agree the Council involves them in decisions it makes about their local area	49%	N/A	70%	Better than 2022	

PEOPLE SERVICES

KPI Description		Q2 22/23	Target 22/23	Q3 22/23	Trend	RAG
KPIs THAT ARE AT RISK OF FAILING TO MEET TARGET LEVELS						
1	% of BAME employees in senior leadership roles (band 5 and above)	26%	30%	28%	Better than Q2	
Service Commentary/ Mitigating Action: Global Majority senior leader representation has increased over the past quarter and the general trend has been upward over the past few years. It has increased from 10% less than 4 years ago (Q4 18/19) to 28% now.						
2	% of staff turnover is managed at appropriate benchmark levels (excluding redundancies)	14%	11%	13%	Better than Q2	
Service Commentary/ Mitigating Action: Staff turnover has reduced over the last quarter. Although the trend has been generally upwards over the past 2 years, this isn't unusual due to the post-pandemic recovery. Staff turnover is at around the same level it was immediately pre-pandemic.						
3	% of women in senior leadership roles (band 5 and above)	48%	50%	48%	Same as Q2	
Service Commentary/ Mitigating Action: There has been an increase in the representation of Females at the senior level this year and a gradual increase since 19/20 when it was 41% compared to 48% now.						
4	Westminster Way index (%) - measuring the impact of the changes we are making as part of our people strategy.	N/A	69%	68%	Better than Q2	
Service Commentary/ Mitigating Action: We have only seen a small increase in this score, but this is in contrast to many Local Authorities who have seen decreases in similar scores.						
KPIs THAT ARE ON TRACK TO MEET TARGET LEVELS						
5	% of workforce that are Temporary Agency Contractors	8%	8%	8%	Same as Q2	
6	Staff Survey: % of staff who think it is safe to speak up	N/A	58%	58%	Better than Q2	

5. Financial Implications

N/A

6. Legal Implications

N/A

7. Carbon Impact

N/A

8. Equalities Impact

N/A

9. Consultation

N/A

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

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