



City of Westminster

Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Wednesday, 16th July, 2014**

Time: **7.00 pm**

Venue: **Rooms 3 & 4 - 17th Floor, City Hall**

Members: **Councillors:**

Ian Adams
Brian Connell
David Harvey
Tim Mitchell
Barrie Taylor



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

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.30pm. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.



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

**Email: esimpkin@westminster.gov.uk Tel: 020 7641 7056
Corporate Website: www.westminster.gov.uk**

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Legal & Democratic Services in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

1.1 To note any changes to the membership.

1.2 To appoint a Chairman.

2. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of the existence and nature of any personal or prejudicial interests in matters on this agenda.

3. MINUTES

To approve the minutes of the meeting held on 9th April 2014.

(Pages 1 - 4)

4. GROWTH DEAL FOR LONDON

Report of the Director of Strategy & Communications.

(Pages 5 - 12)

5. BETTER CITY BETTER LIVES PROJECTS AND ACTIVITIES - END OF YEAR UPDATE 2013/14

Report of the Director of Strategy & Communications.

(Pages 13 - 20)

6. MEMBER DEVELOPMENT AND TRAINING

Report of the Head of the Cabinet Secretariat.

(Pages 21 - 24)

Peter Large
Head of Legal & Democratic Services
8 July 2014



CITY OF WESTMINSTER

MINUTES

WESTMINSTER SCRUTINY COMMISSION

MINUTES OF PROCEEDINGS

Minutes of a meeting of the Westminster Scrutiny Commission held on
Wednesday 9 April 2014 at 7.00pm in Committee Rooms 3 & 4,
17th floor, City Hall, Victoria Street, London, SW1 6QE

Present: Councillors Ian Adams, David Harvey, Andrew Havery and Barrie Taylor

Officers present: Charlie Parker (Chief Executive), Mark Ewbank (Scrutiny Manager) and Mick Steward (Head of Committee and Governance Services)

1. MEMBERSHIP

1.1 No apologies for absence were received.

2. DECLARATIONS OF INTEREST

2.1 No declarations of interest were made.

3. MINUTES

3.1 **RESOLVED:** That the minutes of the meeting held on 20 November 2013 be agreed.

ORDER OF BUSINESS

The Chairman varied the order of business to take Item 6 as the next item in view of the limited time available to Mr Betts.

4. HOUSE OF COMMONS COMMUNITIES AND LOCAL GOVERNMENT SELECT COMMITTEE REPORT – COUNCILLORS ON THE FRONT LINE (See Report Item 6)

4.1 Mr Clive Betts, MP, addressed the meeting. He explained the actions which had been taken by, for example, LGA in response. He advised that most of the Select Committee had previously been Councillors and so had first hand experience of the issue facing local Councillors. In future he advised that the Committee may look at the role of Scrutiny. The Committee had seen good

examples of Member training and development but was an area which required improvement.

- 4.2 Mr Betts confirmed that the LGA had welcomed the report and encouraged Councillors to act on the recommendations. He confirmed that his Committee would look again in two years to see if any changes had arisen.
- 4.3 Mr Betts thanked the Commission for asking him and invited them to submit evidence to the Select Committee particularly on the role of Scrutiny.

Resolved:

- (i) That the Work Programme for 2014/15 included relevant aspects of the Select Committee's report.
- (ii) That the Commissions thanks be recorded to Mr Betts for attending.

5. REPORT OF THE CHIEF EXECUTIVE

- 5.1 Mr Parker introduced his paper. He explained what action he had undertaken during his first 100 days. He had taken time to understand the organisation and meeting staff, stakeholders and community representatives. He explained how he had already met all Councillors in different forums. He explained that he had taken time to understand the organisation by meeting staff, stakeholders and community representatives. He had met Members including all Cabinet Members, Majority and Minority Party groups. He had an impression of an organisation with a high challenging downsizing. The Chief Executive responded to questions and advised that the Tri-borough programme was the best example of real integration of services in the sector. He also updated the Commission regarding the Corporate Services and the Managed Services programme. He added that the staff involved in Tri-borough deserved thanks for achieving so much in the first phase of the Tri-borough partnership.
- 5.2 The Chief Executive referred to aspects of silo working as an area of weakness. Also future benchmarking should be against top-performing companies rather than just other local authorities. He wanted to focus on a more sustainable model for a future local authority and stressed the need to do things differently, particularly to meet the fiscal challenge. He explained how he was particularly focusing on the delivery of Better City, Better Lives as the strategic vision for the organisation.
- 5.3 Mr Parker explained that over the last several months, the City Council and the Central London Forward (CLF) grouping of boroughs have been working closely with London Councils and the Greater London Authority to contribute to the London Growth Deal submission to Government and consider what a "Deal" might look like for central London as the UK's economic powerhouse. The final "Deal" submission was submitted on Monday 31 March.
- 5.4 The Commission thanked the Chief Executive for his comprehensive update and asked that next time he reports on the Ward visit programme including further how he would be engaging with Backbench Members.

6. WORK PROGRAMME 2014/15

- 6.1 The Commission asked that Member Development be included in the Work Programme for 2014/15, plus provision for the Annual Report to be reviewed as part of the Work Programme.
- 6.2 The draft Work Programme to be circulated to the Chairman and other members of the Commission for comment and included in the agenda for the next meeting.

7. IMPROVING POLICY AND SCRUTINY AND TASK GROUP AND SINGLE MEMBER STUDY PROTOCOLS

- 7.1 The Commission considered these items together. The steps set out in the papers were being used by Policy and Scrutiny Committee's in their own way. The reports were noted.

8. CONSTITUTIONAL ISSUES (see Report of the Head of Committee and Governance Services)

- 8.1 The report was **NOTED**.

9. CLOSE OF MEETING

The meeting ended at 9.00pm.

CHAIRMAN _____

DATE _____

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Westminster Scrutiny Commission

Date:	16th July 2014
Classification:	General release
Title:	Growth Deal for London
Report of:	Chief Executive
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	London Enterprise Panel, local growth deal negotiations with Government
Financial Summary:	No immediate financial implications; initial investment from European Social Fund and Government match; potential longer-term financial implications through generating savings for public purse
Report Author and Contact Details:	Majeed Nkey, Senior Policy and Strategy Officer mneky@westminster.gov.uk / x2127

1. Executive Summary

This report provides an overview of the Growth Deal for London, recently agreed with Government by the London Enterprise Panel, the Mayor of London, London Councils and London boroughs. It summarises the context of the negotiations, the opportunities arising from the Deal and Westminster's involvement to date and going forward.

2. Key Matters for the Committee's Consideration

- Reflections on the areas covered in the Deal
- Potential priorities for the next round of Growth Deals

3. Background

Overview

Policy context

1. Westminster City Council has been pursuing the idea of a growth deal for London since 2012 with partners across the Greater London Authority (GLA), Central London Forward (CLF)¹ and London Councils. This has been seen as a way to secure greater freedoms, flexibilities and funding to drive growth and jobs in London, Central London and Westminster. The work builds on the two waves of 'City Deals' pursued between Government and cities elsewhere in the country, and the publication of Lord Heseltine's review of growth in October 2012, which recommended the extension of the 'city deal' approach. In its response to Lord Heseltine's review, in March 2013, the Government confirmed that all Local Enterprise Partnerships (LEPs) across the country would be able to negotiate 'local growth deals' with Government.
2. Following discussions with London Councils and the GLA in which Westminster played a key role, a joint approach was made to Government to initiate discussions on a Growth Deal by the Chair of London Councils and Mayor of London in July 2013. Guidance from government to all LEPs also released in July 2013 explicitly stated that London could pursue a Growth Deal with Government via its LEP, the London Enterprise Panel, through the same process and timescales as the rest of the country.

Growth Deal process and key areas of interest

3. Following significant work on the development of proposals and evidence in which Westminster was heavily involved alongside partners, and a draft submission in December 2013, a Growth Deal proposal was put forward to Government from the London Enterprise Panel in March 2014. This focused on four main areas:
 - **Employment support**
 - **Skills provision**
 - **Housing investment and supply**
 - **Fiscal devolution**

¹ Central London Forward is the partnership of the eight central London local authorities: LB Camden, City of London, City of Westminster, LB Islington, Royal Borough of Kensington & Chelsea, LB Lambeth, LB Southwark, LB Wandsworth

4. Of these, the main focus for Westminster to date has been supporting our hardest to help residents to overcome barriers and move towards employment. While the City Council commissions and influences a range of successful programmes to support residents into employment, including the Workplace Coordinator scheme and the recently launched FACES programme for families with barriers to employment, these have been on a relatively small scale compared to the extent of the long-term unemployed cohort within Westminster. Recent scoping work has made clear the concentration of entrenched worklessness in North Westminster, within social housing and among older residents (50+) and the number of residents experiencing significant barriers to employment, particularly relating to mental health issues.
5. The majority of long-term unemployed residents in Westminster are supported through mainstream Department for Work and Pensions provision including Jobcentre Plus and the Work Programme. However, there is growing evidence, including from Government performance monitoring and evaluations, that this mainstream provision is not working for these cohorts and that a more tailored, localised approach would be more effective. To make a serious impact on long term unemployment in Westminster there is a need to progress negotiations with Government to redesign the way in which mainstream provision is commissioned, funded and delivered. This has been the subject of negotiation with the Cabinet Office, HM Treasury and the Department for Work and Pensions, on which Westminster has jointly led on behalf of Central London Forward and London Councils.
6. Another significant area of focus for Westminster, alongside other local authorities, has been seeking flexibility to borrow against housing assets in order to invest in affordable homes.
7. Following the submission in March, negotiations were progressed between London and Government prior to the announcement of the final growth deal in July.

Ongoing influence

8. In January 2014 the Leader was invited to join the London Enterprise Panel as one of the four London borough members. The Leader also sits on the London Infrastructure Group, one of the LEP's sub groups. A governance review currently in progress is likely to recommend greater borough representation on the LEP.
9. Westminster is also working with partners in Central London Forward to ensure a clear direction of travel for joint work on growth and reform across central London, underpinned by appropriate resourcing and partnership structures.

The Growth Deal

10. The Growth Deal for London was announced, alongside Growth Deals for regions across the country, on Monday 7th July 2014.

Helping Londoners into sustainable employment

11. Westminster's Chief Executive has jointly (with the Chief Executive of LB Islington) led negotiations in this area with the Cabinet Office, HM Treasury and the Department for Work and Pensions, on behalf of Central London Forward and alongside London Councils and the GLA.
12. Central London Forward (CLF) will now work in partnership with London Councils, the GLA, the London Enterprise Panel and government, establishing a joint project team to develop a time-limited, five-year initiative for Employment Support Allowance claimants in Central London. This will focus on those who have been unsuccessful at finding work through the Work Programme and will trial an innovative locally led model of delivery. At least £10 million will be invested, coming from London's European Social Fund allocation with match funding from Government.
13. Through the negotiation significant commitments on devolution have been secured. The Growth Deal publication makes a commitment that 'Success will unlock a series of progressive steps towards further local service integration across London'. Over the next three months, alongside the detailed design of the scheme, a timetable will be agreed for specific steps towards devolution linked to the performance of the initiative. On this basis Government is committed to involving London Government in co-designing the successor to the Work Programme, drawing on lessons from this initiative. There will also be a detailed agreement on how successful performance of the initiative will see the approach rolled out to other areas of London and the scope of the joint work widened to address other services and cohorts. Ultimately there is an aspiration to negotiate to retain a share of the savings we create, through reduced expenditure on benefits and reduced demand for broader public services, by helping people into work. Officers can provide a further update to the Commission verbally.
14. The new approach will build on learning from the 'Troubled Families' programmes, which local authorities have led. The initiative will see each claimant working with a single, multi-skilled support worker to help them implement an individual plan of action. Working closely with existing council, health and voluntary sector services, the support worker will be able to bring in specialist support such as mental health provision or specific skills training as and when needed in order to guide the individual through their journey towards work.
15. A joint project team is now being established between London and the Government to design the detail of the programme and agree a series of review points, where successful performance as assessed by an independent evaluation will unlock steps towards further local service integration across London. Delivery is expected to start in Spring 2015 and will be integrated in Westminster with wider work being developed to support long-term unemployed residents.

16. An initiative is also taking place in West London to better integrate employment services and mental health services.

Improving housing supply

17. The Growth Deal also included greater flexibility to borrow money against our housing stock in order to deliver more affordable homes – a point which the City Council has consistently advocated. Westminster will initially receive £8.5 million of additional borrowing capacity – the largest allocation to any London borough – to help deliver more affordable homes and will continue to advocate for flexibility in this area.
18. Other measures announced included Government engagement with London to explore the potential of transferring surplus land to London government for housing delivery; investment of £200m from the previously announced Affordable Rent to Buy programme in London; and support to kick-start regeneration of up to five of the most deprived housing estates in London.

Building London's skills base and supporting businesses

19. Measures announced included an allocation to the London Enterprise Panel of £65m for capital investment in skills institutions in London; investment in a pilot digital skills programme for the capital; greater influence for London to ensure that nationally funded skills provision through the Skills Funding Agency meets London priorities; support for a single integrated apprenticeships offer for London employers; influence over the National Careers Service in London to ensure employer priorities are reflected; support for a payment by results pilot for unemployed learners aged 19 and above; and better data sharing.

Fiscal devolution

20. The idea of greater financial autonomy for London, for example control over property taxes, was advocated in the independent London Finance Commission report in May 2013 and reiterated in London's Growth Deal submission. Though not mentioned in the Growth Deal document agreed, work on this will continue (including through partnership working between London and the eight largest regional 'Core Cities') which the City Council will support wherever possible. The GLA has also commissioned work on an infrastructure investment plan for London to 2050 which will set out infrastructure need and funding options, including fiscal devolution. This is being partly overseen by the LEP's London Infrastructure Group on which the Leader sits.

4. Health and Wellbeing Implications

21. The successful implementation of the initiative for ESA claimants, and influence over the design of mainstream employment support services likely to arise from this, will have significant positive impacts on health and wellbeing given the established links between health – particularly mental health – and employment

status. The evaluation of the initiative will be designed in order to capture these impacts.

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

Majeed Neki, Senior Policy and Strategy Officer
mneky@westminster.gov.uk / x2127

BACKGROUND PAPERS

London Growth Deal document

(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/327605/23_London_Enterprise_Panel_and_Greater_London_Growth_Deal.pdf)

Central London Forward press release (below)

Annex: Central London Forward press release

Central London Forward press release: **EMBARGOED** until after Growth Deal announcements from Government (expected July 7th 2014)

CENTRAL LONDON PIONEERS NEW APPROACH TO SUPPORT LONG TERM UNEMPLOYED TOWARDS WORK

- Eight central London councils to pilot ground-breaking locally led approach to help those furthest from work move into the labour market
- Early success will see London working directly with government to help design the next generation of employment support services

Thousands of long-term unemployed residents in Central London will benefit from a fresh start in overcoming barriers and moving towards work as part of a ground-breaking Growth Deal agreed between London and central government today.

Central London Forward² (CLF) is working in partnership with London Councils, the Mayor of London, the London Enterprise Panel and government, establishing a joint project team to develop a time-limited initiative for Employment Support Allowance claimants in Central London. This will focus on those who have been unsuccessful at finding work through the Work Programme and will trial an innovative locally led model of delivery³.

Central London is the key driver of the UK economy, providing over half of London's economic output, and forecasts suggest that one in eight new jobs created nationally by 2023 will be in central London. The agreement follows several months of work by CLF working with London partners to support the Growth Deal, with CLF interested particularly in how the fruits of this growth are shared more widely in the capital.

Early success, against standards agreed jointly with government and assessed independently, will see London working directly with government to help design the next generation of employment support services, applying the lessons learnt from this initiative to shaping a more financially sustainable and integrated approach.

Mark Boleat, current Chairman of Central London Forward and Chairman of Policy and Resources Committee at the City of London, said: "This ambitious agreement is a great step forward in supporting the hardest to help in the capital and ensuring that the central London economy has the resilience to deliver for the UK. The CLF leaders look forward to working closely with London partners and government over

² Central London Forward is the partnership of the eight central London local authorities: LB Camden, City of London, City of Westminster, LB Islington, Royal Borough of Kensington & Chelsea, LB Lambeth, LB Southwark, LB Wandsworth

³ The new approach will build on learning from the 'Troubled Families' programmes, which local authorities have led. The initiative will see each claimant working with a single, multi-skilled support worker to help them implement an individual plan of action. Working closely with existing council, health and voluntary sector services, the support worker will be able to bring in specialist support such as mental health provision or specific skills training as and when needed in order to guide the individual through their journey towards work.

the next few months to shape how the programme will work and how it will lead to large-scale improvement of employment support.”

Mayor Jules Pipe, Chair of London Councils, said:

"London's councils are central to the task of getting Londoners back into work and equipped with the skills that they need. This London Growth Deal is a step on the way to the sort of more devolved and better joined up services that London needs to tackle its future challenges."

As part of the London Growth Deal, this initiative seeks to demonstrate how an ambitious approach to decentralising power from central government to London could bring significant benefits to the city and its people, the public purse and UK plc. Central London Forward will continue to be at the forefront of this debate over the coming months.

Ends



City of Westminster

Westminster Scrutiny Commission

Date:	16 th July 2014
Classification:	General release
Title:	Better City Better Lives Projects and Activities - End of Year Update 2013/14
Cabinet Member Portfolio:	All
Wards Involved:	All
Policy Context:	Better City, Better Lives
Financial Summary:	N/A
Report Author and Contact Details:	Mo Rahman, Strategic Business Analyst 0207 641 3480 mrahman@westminster.gov.uk

1. Executive Summary

There are a total of 120 Cabinet Member Priority Projects and Activities which are linked to the Better City, Better Lives ambitions, of these 55 (46%) have been completed and a further 58 (48%) are on track to be delivered in 2014/15 or as part of the Better City, Better Lives (BCBL) Year 2 programme. However, the remaining seven priority projects in 2013/14 have either missed deadlines or are on hold, these are outlined below.

A Safer, Healthier City –

- ✓ There were 57 projects and activities for this ambition, 28 (49%) of these have now been completed and 24 (42%) are on track to be delivered on time or fall under the BCBL year 2 programme.
- ✓ All of the council's sports and wellbeing activities are now complete or on track, this has included the delivery of a new flagship health and fitness facility at Porchester Hall.
- ✓ Planning consent to build a new library in Marylebone has now been secured.
- ⚠ Five projects and milestones missed their deadlines in 2013/14. Two of these projects involved Development Reviews for 2 year olds in Westminster, however these were difficult targets to meet as Westminster Council was not responsible for commissioning the delivery of these services.
- ⚠ The target to recruit 25 new foster carers was narrowly missed, with 20 recruited in 2013/14.

- ⌘ The target for 50% of families in the Troubled Families programme to have resolved their re-offending, Anti-Social Behaviour and poor school attendance was narrowly missed, Westminster City Council continues to perform well and is one of the 79 authorities whose performance is considered 'good' by DCLG and is only 1% away from being considered 'excellent'.
- ⌘ The target to reduce the number of children leaving care to Adoption and Special Guardianship Orders to 20% was not met in 2013/14, out of a total of 97 children in care a level of 16.4% was achieved.

An Enterprising City –

- ✓ There were 38 projects and activities for this ambition, 14 (37%) of these have now been completed and 22 (58%) are on track to be delivered on time or fall under the BCBL year 2 programme.
- ✓ All of the work to develop local benefits that incentivise and reward responsible behaviour have been completed or are on track. This includes a council tax freeze for the seventh successive year and the introduction of the Westminster City Save scheme which gives new special offers and discounts for Westminster residents.
- ✓ The second phase of the Piccadilly Two Way project has now been delivered, with the development due to be completed in the next 12 months.
- ⌘ Just one target has been missed this year; 70% of Westminster pupils achieved 5 grade A*-C grades at GCSE, against a target of 75%. However there were higher level of passes in the core subjects of English and mathematics.

A Connected City –

- ✓ There were 25 projects and activities for this ambition, 14 (56%) of these have now been completed and 10 (40%) are on track to be delivered on time or fall under the BCBL year 2 programme.
- ✓ The projects which encourage people to help themselves, rather than asking the council for help, are all on track or complete. This includes expanding the use of self-service facilities and the development of the customer service programme to provide a more accessible on-line presence for the council.
- ✓ There has been significant progress in ensuring that residents and businesses have opportunities to play a greater role in decision making. Westminster Council has supported the establishment of Queens Park Community Council and worked closely with Business Improvement Districts in the period.
- ⌘ Just one target has been missed this year; to recruit at least 100 new sports volunteers in Westminster, with a final position of 94 achieved. However Westminster Council will continue to work closely with Volunteer Centre Westminster to drive up these numbers.

A complete list of all BCBL priority projects and activities are set out in appendix 1.

Appendix 1 – 2013/14 Better City, Better Lives

The overall status for the BCBL key projects and activities are based on the collective assessments of business plan deliverables and measures that feed into each Cabinet Member project/activity. In total there are 120 Cabinet Member Priority Projects and activities linked to the Better City, Better Lives (BCBL) ambitions. The split across the 3 ambitions is shown in the table below.

Summary – Status of Cabinet Member projects and activities by BCBL ambitions at the end of the 2013/14 financial year:

	Complete	On Track	Missed	Overall Status description
Safer, Healthier City	27	25	5	Complete Project/activity completed by agreed date in 2013/14
Enterprising City	14	23	1	On Track Project/activity on track to be delivered in 2014/15 or as part of the Better City, Better Lives (BCBL) Year 2 programme
Connected City	14	10	1	Missed Slippage against project/activity delivery
Totals	55	58	7	

Our Priorities	Key Projects /Activities	Status
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A SAFER, HEALTHIER CITY

We want to ensure that everyone in Westminster feels healthy and safe.

Longer, healthier independent lives where everyone is empowered to play as full a role in society as possible	1	Health and Wellbeing Strategy – support the delivery of the emerging Joint Westminster Health and Wellbeing Strategy, which brings the council and GPs together to tackle the most critical health needs of our communities.	On Track
	2	Development reviews - we will ensure that 75% of 2 year olds in Westminster will receive a developmental review.	Missed
	3	Development reviews - we will target developmental reviews for 2 years old in Westminster's most deprived wards.	Missed
	The two projects involving Development Reviews for 2 year olds in Westminster did not reach target levels, however these were difficult to meet as Westminster Council was not responsible for commissioning the delivery of these services.		
	4	Parks and open spaces – increase opportunities for active recreation and develop an ActiveWestminster programme across parks and open spaces.	Complete
	5	Cycling and walking strategies – develop cycling and walking strategies for Westminster	On Track
	6	Recycling - continue to focus on reducing Westminster's impact on the environment by investing in recycling.	On Track
	7	Wellbeing/Big Society - we will continue to promote wellbeing and champion the Big Society by securing up to £70m of investment in improving access to psychological therapies, empowering social tenants to get more involved in decisions taken by their landlord, and drive forward the City Council's Green agenda	On Track
	8	Private rented housing sector grant – support the independent living of disabled and/or older residents through the effective and efficient delivery of the private rented housing sector grant.	Complete
	9	Collective energy purchasing scheme – join a collective energy purchasing scheme that could help local households save hundreds of pounds per year on their energy bills.	Complete
	10	Health and Wellbeing Hub – we will submit a planning application for a new Health and Wellbeing Hub at Church Street to help improve the health and wellbeing of the local population through cross service working.	Complete
	11	Workplace wellbeing – starting with Transport for London we will sign-up five of the biggest employers in the city to our Workplace Wellbeing Charter to address causes of ill health at work and reduce sickness levels.	On Track
	12	Oral health – promote oral health through our services for vulnerable people.	On Track
	13	Sexual health – review our HIV services in particular taking account of prevention and testing as well as care and support for those living with HIV.	On Track
	14	Substance misuse services – reduce the impact of parental and young people's substance misuse through the Community Budget family initiative.	On Track
	15	Specialist housing for older people – undertake a major redevelopment project to change the amount and mix of care home and specialist housing provision in Westminster.	On Track
	16	Health and community social care – establish an integrated health and community social care service across Westminster, Kensington & Chelsea and Hammersmith & Fulham that is easy to access, built around individual needs, and delivers the best possible care whilst providing the best value for public money.	Complete
	17	Rough sleeping – develop a rough sleeping strategy which creates more specialist roles for daycentres and outreach teams whilst working with the GLA and local authorities to provide pan London response to rough sleeping.	Complete
	18	Independent advice and support – provide a new advice service in Westminster from August 2013. The new service will be more effective and efficient targeting services at the most vulnerable and providing advice in priority areas.	Complete
	19	Neighbourhood Sport - we will invest at least £150,000 to help our young people be more active with at least 100 hours of free activities provided in our communities every week.	Complete
20	New Moberly sports centre – progress the redevelopment plans include a new £17m sports centre on the Moberly site, improvements to the outdoor games area at Queens Park and a new community sports facility on	On Track	

Our Priorities	Key Projects /Activities	Status
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A SAFER, HEALTHIER CITY
We want to ensure that everyone in Westminster feels healthy and safe.

	the Jubilee site.		
21	Porchester health and fitness facility – deliver a new £1m flagship health and fitness facility at the Porchester Centre to include a new health and fitness gym, new dance studio and refurbished works to the changing facilities.	Complete	
22	Neighbourhood Sports Programme – further develop and deliver a programme of free 'doorstep' sports and leisure activities for young people. Working with partners, invest at least £200,000 in the programme and deliver at least 100 hours of free activities every week.	Complete	
23	Westminster Mile Event – deliver the inaugural Westminster Mile event in May 2014The event is a key aspect of the sport and leisure legacy programme with 4000 expected to take part in its 1st year – rising to 10,000 in subsequent years.	Complete	
24	ActiveWestminster Legacy programmes – promote 12 legacy programmes to connect residents and visitors with the excitement, and opportunity brought by the Olympic Games and to deliver a lasting legacy of sustainable opportunities.	Complete	
25	Troubled families – We will ensure that 50% of families on the Troubled Families programme will have resolved their re-offending, Anti-Social Behaviour, and poor school attendance. This target was narrowly missed in 2013/14, but Westminster City Council continues to perform well and is one of the 79 authorities whose performance is considered 'good' by DCLG and is only 1% away from being considered 'excellent'.	Missed	
26	Care leavers - we will double the rates of children leaving care to Adoption and Special Guardianship Orders. The target to reduce the number of children leaving care to Adoption and Special Guardianship Orders to 20% was not met in 2013/14, out of a total of 97 children in care a level of 16.4% was achieved.	Missed	
27	Protection Plans - We will halve the numbers of Children subject to a Protection Plans for the second time	Complete	
28	Care - We will reduce the numbers of adolescents needing to come into care	Complete	
29	School readiness – we will drive up levels of School Readiness for Children in Westminster	On Track	
30	Adoption – we will achieve a 20% increase in the recruitment of adoptive parents.	Complete	
31	Foster care – we will recruit 25 foster carers. The target to recruit 25 new foster carers was narrowly missed, with 20 recruited in 2013/14.	Missed	
32	Children in Care - we will ensure that every child is placed with adopters within 12 months of the decision to adopt taking place compared to the current timeframe of 18 months now	On Track	
33	Foster care - we will ensure that 80% of children requiring foster care will be placed with TriB foster carers by 2014.	Complete	
34	Day Care - we will double the number of free daycare opportunities for 2 year olds.	On Track	
35	Day Care – we will target free daycare opportunities for 2yr olds in the most deprived ward	On Track	
36	Housing renewal programme - subject to a vote by local people, we will start work on our ambitious Housing Renewal programme that will build 1,000 new homes, 490 of which will be prioritised for low and middle income families and overcrowded households	On Track	
37	Residential environmental health service – achieve 300 referrals from health professional and voluntary groups working with vulnerable residents living in inadequate private rented homes.	Complete	
38	Family Learning with Westminster Adult Education Service – continue to work with schools to improve attainment for children by equipping parents with the language, literacy and numeracy skills to support their child's learning in at least 50% of Westminster primary schools annually.	On Track	
39	Marylebone library – progress the development plans for a new £12m Marylebone Library at Luxborough Street.	Complete	
Strong, responsible families which give every child the best start in life	40	Youth offending - we will reduce further the numbers of young people becoming criminals.	On Track
	41	Youth offending – we will target service provision towards offenders who are Children in Care and subject to an Order.	On Track
	42	Planning enforcement – invest an additional £100k in planning enforcement to ensure a safe environment which encourages investment, retains Westminster's character and protects residents from unregulated development.	Complete
	43	Air quality – launch our revised Air Quality Action Plan that will see us work with businesses, schools and transport operators to cut emissions, raise awareness about air quality issues, and encourage measures that minimise emissions.	Complete
	44	Clean Streets - we will invest an extra £300k in additional cleansing services, including additional sweeping, during summer in our busiest areas as well installing an extra 50 bins and street sweepers throughout the borough to ensure that Westminster remains the cleanest borough in the capital.	Complete
	45	Dog Control Orders - we will promote responsible dog ownership and crack down on irresponsible behaviour by dog owners through a package of measures that help ensure the city is both clean and safe	On Track
	46	Wardens – conduct a strategic review of the wardens" programme, developing a renewed and refreshed model which will continue to ensure Westminster's streets are safe.	Complete
	47	CCTV - we will develop a CCTV Futures Strategy with the Metropolitan Police Service which will secure £1m of capital investment in CCTV provision in Westminster to help deliver a safe and orderly city.	On Track
	48	Qualifications in food hygiene, licensing, and health and safety – extend a training offer to employees and potential employees of Westminster businesses to provide essential qualifications in food hygiene, licensing, health and safety.	Complete
More visible enforcement and improved public access to police			

Our Priorities	Key Projects /Activities	Status
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A SAFER, HEALTHIER CITY

We want to ensure that everyone in Westminster feels healthy and safe.

49	Tackling fraud – introduce trading standards to support older/vulnerable residents who could be victims of mass marketing scams including local intervention and support for repeat victims.	Complete
50	Licensing protocol – we will develop a our licensing protocol, improving models for joint working on problem premises	Complete
51	Understanding the costs of the West End evening and night time economy – we will seek to better understand the costs of the evening and night time economy of the West End to local public services	On Track
52	Police presence – work in partnership to ensure greater public access to and visibility of local police including looking at options to co-locate police officers within council properties and other civic sites.	On Track
53	Professional Witness Service – subject to match-funding, develop a Professional Witness Service on a borough wide basis to investigate potential crime and disorder in our community.	On Track
54	Victimisation – we will develop a better understanding of victimization of crime and anti-social behaviour with a focus on repeat victimization and how we currently respond and our service models.	On Track
55	Domestic Abuse Strategy – focus on improved support for victims, in particular those at high risk; the early identification of domestic abuse and the conviction rates of perpetrators of abuse.	Complete
56	Adult re-offending – we will start a two year Adult Reducing Reoffending pilot that will work with the estimated 636 offenders a year across Tri B.	Complete
57	Shisha – we will tackle all public health issues surrounding shisha smoking in Edgware Road and other streets in Westminster.	On Track

Our Priorities	Key Projects /Activities	Status
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AN ENTERPRISING CITY

We want every young person in Westminster to have the skills and opportunities to have a successful career. We want businesses of every size to thrive and succeed.

School leavers and adults with barriers to work are better able to enter employment	58	Employability Passport – invest in a pilot Employability Passport scheme which will provide students at schools in Westminster with the opportunity to gain the vital work experience and education needed to prepare them for work.	Complete
	59	Workplace Co-ordinators – invest in at least two additional Workplace Co-ordinators to broker opportunities in the retail, hospitality and construction sectors with Westminster employers for local unemployed residents.	On Track
	60	Vocational training and education programmes – explore opportunities to develop more localised training and development programmes, promoted through the FE colleges with 200 participants to take part in 2013/14.	Complete
	61	Educational excellence - we will ensure that 75% of Westminster's pupils will achieve 5 grade A*-C at GCSE in 2013	Missed
		70% of Westminster pupils achieved 5 grade A*-C grades at GCSE, against a target of 75%. However there were higher level of passes in the core subjects of English and Mathematics	
	62	Educational excellence – we will ensure that every secondary school in Westminster will be rated as “Good” or “Outstanding” by OFSTED	Complete
	63	NEETs – we will halve the number of 16 to 18 year olds not in education, employment and training.	On Track
	64	Care leavers – we will achieve a 25% increase in the number of Care Leavers in Education, Employment and Training.	Complete
	65	NEETs – we will provide an opportunity in education, employment and training for every young person completing yr 1	On Track
	66	University Technical College – support the Sir Simon Milton Foundation to bid for a new UTC to provide young people with a world class educational facility that will offer vocational opportunities in partnership with a number of organisations.	Complete
67	Supported Employment – develop new more co-ordinated model of services making better links to DWP commissioned services and other opportunities like volunteering and training.	On Track	
68	Literacy skills – run programmes and workshops to develop the literacy skills of the public at a range of levels, including young people.	Complete	
69	Libraries – increase e-learning opportunities, provide more Business Information points and establish an ESOL (English as a Second Language) group.	Complete	
Conditions for start-ups and SMEs to be created and grow, particularly those owned by residents	70	Enterprise Spaces Strategy – launch an Enterprise Spaces Strategy setting out a 5 year framework to facilitate the generation of a new cluster of enterprise spaces (up to 50,000 sq ft).	On Track
	71	Civic Enterprise Fund – launch the third phase of the Civic Enterprise Fund for 2013 -17, injecting £2.1m over four years into innovative economic development projects and supporting 1,000 entrepreneurs and small business to access to a range of business coaching, mentoring, accelerator programmes and finance opportunities.	Complete
	72	Supporting Businesses and Delivering Economic Development: We will dedicate resources within the council to support our businesses in accessing advice and information and will work with them to sustain their growth and long term success in line with our adopted Economic Development Strategy	On Track

Our Priorities	Key Projects /Activities	Status
<p>AN ENTERPRISING CITY We want every young person in Westminster to have the skills and opportunities to have a successful career. We want businesses of every size to thrive and succeed.</p>		
	73 Westminster Adult Education Service (WAES) – support local residents to set up their own businesses through the delivery of our bespoke Adult Enterprise programmes.	On Track
	74 Business hub – identify the location and commence work to establish a new enterprise hub in the north of the city to support start ups and micro businesses	On Track
	75 Make it easy for businesses to comply with the law – we will make sure that landlords and businesses based in Westminster only need to ask once for expert advice on complying with the law, reducing unnecessary inspection and paperwork	On Track
Local benefits that incentivise and reward responsible behaviour	76 Fraud - we will ensure value for money for Westminster’s council tax payers by continuing to root out and crack down on all types of fraud affecting the council, including housing benefit fraud, blue badge disabled parking fraud, council tax fraud and the sub-letting of social housing	On Track
	77 Low council tax – freeze council tax for the seventh successive year.	Complete
	78 Council Tax Support – we will provide a Council tax support system that means that those eligible receive 100% council tax benefit	On Track
	79 Westminster City Save – introduce the Westminster City Save scheme to replace the ResCard scheme, offering new special offers and discounts for Westminster residents.	Complete
	80 Libraries – provide a full programme of activities for adults and children including Homework clubs and a Youth Network and submit an Arts Council bid to fund Books on Prescription.	Complete
	81 Universal Credit – ensure a visible role for libraries in the roll-out of Universal Credit.	Complete
Enterprising and sustainable local public services that make our funds go further	82 Westminster Community Homes – continue to support the growth of Westminster Community Homes as an independent charity providing more affordable housing in Westminster including the current programme to add a further 90 unit to the stock	On Track
	83 Support services – we will work with BT to implement a range of new shared support services in partnership with Kensington & Chelsea and Hammersmith & Fulham.	On Track
	84 Tri Borough partnership – pursue further savings, efficiencies and ways of joint working through our Tri Borough partnership with Kensington & Chelsea and Hammersmith & Fulham, including taking forward work on initiatives emerging through our Community Budget pilot.	On Track
	85 Community Budget pilot for health and social care - deliver targeted preventative measures that manage the health and social care needs of local people, reducing unplanned hospital admissions and care home placements.	On Track
A distinctive and sustainable destination of choice for international investments	86 Soho Create – make a commercial investment in the start-up of Soho Create, a new self-financing international event for the entertainment sectors	Complete
	87 Piccadilly 2 Way Phase 2 – deliver the £8.5m phase 2 of the Piccadilly 2 Way scheme	On Track
	88 Queensway /Westbourne Grove Civic Streets – develop and enhance Queensway’s/Westbourne Grove’s public realm, supporting businesses in partnership with the Bayswater Business Improvement District.	On Track
	89 West End - work with partners to pursue improved coordination of the way in which the West End is promoted and marketed.	On Track
	90 Thames Tideway Tunnel – agree a Statement of Common Ground with Thames Water, contribute to the public enquiry and ensure Westminster benefits from the long term investment in the super sewer whilst mitigating the impact along the Thames foreshore.	On Track
	91 Public realm funding – continue to investigate ways to secure investment in the public realm in advance of development, including continuation of our public realm credits system, subject to legislation.	On Track
	92 Planning Performance Agreements – continue and further develop the successful Planning Performance Agreements scheme, securing investment to ensure the timely determination of applications and investment in the City.	On Track
	93 Local Plan – develop and consult upon detailed policy options for the Local Plan and prepare evidence base for the forthcoming examination in public.	On Track
	94 Leicester Square – restore the Grade II listed Shakespeare Statue and Fountain, and implement the new design for the ticket booth	Complete
	95 Business Improvement Districts - Help BIDs to design and deliver public realm projects to meet their public realm aspirations and work with HOLBA and NVEC to establish property owners BIDs as soon as the legislation is published	On Track

Our Priorities	Key Projects /Activities	Status	
A CONNECTED CITY			
We want everyone in Westminster to feel more involved in their local community. We want to make it easier for people to make connections, and to feel more connected to vital services and information			
People help themselves and each other before asking the council for help	96	Easier and fairer parking rules – we will continue transforming our parking service by extending marshals, bay sensors and mobile apps, and launch a new Park Right Guide	Complete
	97	Online submission of applications and payments – enable on-line submission of applications and payments for temporary Structures, Cranes and Temporary Traffic Orders.	On Track
	98	Customer Service programme – provide a more accessible on-line presence including the expansion of webchat facilities and the introduction of mobile apps, potentially answering queries more easily and reducing office time.	Complete
	99	Self services – expand the use of Interactive Voice Response and identify further opportunities to provide customers with the ability to self serve.	Complete
	100	Transport and Travel Support Strategy – provide travel support which encompasses the full range of vehicles, support, badges and benefits available to people to enable them to get around in their communities.	On Track
People from different backgrounds get on well together	101	New resident welcome pack – create an on-line welcome pack for new residents which sets out the council's expectation of responsible citizenship and provides information that makes it easy and rewarding to make a positive contribution to your local community.	On Track
	102	Engaging with the voluntary and community sector – we will develop a new approach to engaging with local communities and voluntary partners.	Complete
	103	Small grants – provide grants of up to £2,000 for residents and community groups who want to run a project that will bring local people from different backgrounds together.	Complete
Increase in the number of people who volunteer	104	Westminster Community Homes – support volunteering opportunities in Westminster through Westminster Community Homes by providing funding to CityWest Homes to help run community programmes in the city.	On Track
	105	Volunteering brokerage – continue to support our core volunteering offer by funding a volunteering brokerage service delivered by Volunteer Centre Westminster. During 2013-14 the service expects to support 850 people into volunteering opportunities while improving employment prospects.	Complete
	106	Active Volunteers – recruit at least 100 new sports volunteers in 2013/14 by promoting clearer routes to volunteering opportunities locally and launching a new Active Volunteers programme. 94 new sports volunteers have been recruited, against a target of 100. In 2014/15 Westminster Council will continue to work closely with Volunteer Centre Westminster to drive up these numbers.	Missed
	107	City Guides – promote City Guides as the council's flagship volunteering programme. City Guides will support 40 events and recruit 75 active volunteers during 2013/14.	Complete
Residents and businesses have a greater role in decision making	108	Business Improvement Districts - We will continue to work with existing and emerging BIDs to foster a sense of collegiate responsibility for the public realm. We will seek to develop effective working partnerships which reflect the interests and responsibilities that both organisations have in keeping BID areas safe, clean and well maintained.	Complete
	109	Neighbourhood Forums – lead upon the designation of areas and Neighbourhood Forums, supporting engagement with their communities and, where appropriate, the development of Neighbourhood Plans.	On Track
	110	Queens Park Community Council – support and advise upon the establishment of the Queens Park Community Council as it starts work in shadow form.	Complete
	111	Devolution pilot – establish a devolution pilot on the Churchill Gardens estate to give local people more of a say in the way services are run and designed.	Complete
Low cost digital access	112	Internet protocol television – install a fibre-optic network into 1,000 council properties on and around the Grosvenor Estate. This network will be used to provide residents with television, telephone and internet services.	On Track
	113	Wi-Fi provision – support the roll out of Wi-Fi and Fibre Optic broadband across the City, seeking to ensure installations are sited sensitively and appropriately.	Complete
Sustainable investment in infrastructure	114	Victoria Interchange – manage and coordinate the renewal of the Victoria Opportunity Area securing investment in the public realm and improved access at a major international transport hub.	On Track
	115	Highways and Transportation Services – re-let highways and transportation service contracts which include highways maintenance, street lighting, gulleys maintenance, transport projects, bridges, audit and compliance.	Complete
	116	Clean streets – invest an extra £300k in additional cleansing services, including additional sweeping, during summer in our busiest areas as well installing an extra 50 bins and street sweepers throughout the borough to ensure that Westminster remains the cleanest borough in the capital after being awarded the only five-star rating in London.	Complete
	117	Electric vehicles – join Transport for London's Source London scheme which will deliver a pan-London electric vehicle recharging network for its members.	Complete
	118	Energy efficiency – deliver increased levels of energy efficiency in new and existing buildings, continue	On Track

		localised power generation project, and work with energy companies to increase the uptake of smarter, more efficient energy saving technologies.	
	119	Crossrail – implementation of Crossrail, ensuring Westminster benefits from TfLs £30m investment in public realm improvements once over site works are completed.	On Track
	120	Community Infrastructure Levy – develop a Community Infrastructure Levy for Westminster that ensures long term investment in strategic infrastructure without a significant impact upon the viability of development schemes.	On Track



Westminster Scrutiny Commission

Date:	16th July
Classification:	General Release
Title:	Member Development and Training
Report of:	Head of the Cabinet Secretariat
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	Training and Development of Members
Financial Summary:	n/a
Report Author and Contact Details:	Mark Ewbank x2636 Policy & Scrutiny Manager mewbank@westminster.gov.uk
	Janis Best x3255 Member Services Manager jb主@westminster.gov.uk

1. Executive Summary

- 1.1 At the last meeting of the Westminster Scrutiny Commission, as a result of the session held with the Chairman of the Communities and Local Government Commons Select Committee, Cllr Barrie Taylor requested the inclusion of a paper on continuing training and development for Members of the Council. This paper reflects an indication of what could be provided should Members of the Commission consider it worthwhile.

2. Key Matters for the Commission's Consideration

- **To express preferences on the potential ideas for Member training and development in the future** (see paragraph 3.6)
- What level of training and development should be provided to Members as standard?
- What further support could be offered to Members in recognition of the variety of roles a councillor can perform?

- Should Member training and development be reactive or proactive according to need?

3. Background

- 3.1 The Frontline Councillor report of the Commons CLG Select Committee reported that authorities should review the training they offered to ensure it met the needs of councillors. In particular, training should reflect the changing roles of councillors, and ensure that councillors understood the implications of the Localism Act 2011 and other legislation. However, it was thought that councillors themselves must ultimately be responsible for ensuring they have the skills they need to carry out their duties. They suggested that, as part of the performance reporting process, councillors should make public note of any training they had completed in the course of the preceding year. It was considered that training should be seen as a benefit, not a cost, to local taxpayers.
- 3.3 On the one hand, the Committee were encouraged that a number of councils had chosen to ring fence their Member development budgets; on the other hand, they were concerned by reports that the staffing to support this Member development was being reduced in a number of authorities. Despite budgetary constraint, the Committee considered it essential that there were sufficient resources to meet member development needs. It was considered that without training and development, councillors' effectiveness and job satisfaction would suffer.
- 3.4 The Committee considered that at a time when councillors were being called on to make increasingly difficult decisions about service reductions and budget priorities, this was not the moment to reduce their ability to undertake these vital tasks. Members thought that councillors had more need than ever for the support and resources to enable them to fulfil their decision-making and scrutiny roles.

Westminster Training and Development

- 3.5 Opportunities for Elected Member training and development have been available as standard to all councillors for a number of years. The Council has a budget set aside specifically for Member development, which allows Members, on authorisation of their respective groups, to attend conferences, seminars and training events around the country. A number of councillors take up the offer of training and development, but often only through self-referral or identification of training or conferences that they consider would help them conduct their role(s) more effectively. As part of a commitment to new and continuing Members of the Council, the Member Services team, the Cabinet Secretariat and the Policy & Scrutiny team have developed a number of ideas for continuing training and development for Members over this new council term.

3.6 Options for Member Development and Training

3.6.1 Quarterly Departmental Showcases

Building on the success of the Member Induction sessions following the 2014 elections, it has been suggested that officers could organise sessions in the evening on the work of individual departments. These events would provide context and background on service areas and allow contacts to be made with relevant officers and information. The format of the events could be tailored to suit Members' needs, and they could be augmented with additional one-off 'tutorials' for Members on key issues.

3.6.2 Site Visits

Under Policy and Scrutiny function, Members are often able to have site visits relating to issues within departmental portfolios. There are plans for the Housing, Finance and Customer Services P&S Committee to 'host' a number of site visits to the Housing Options Service (HOS), CityWest estate offices and the sites of Westminster's regeneration programme. These site visits would be open to any Member of the Council. The programme of site visits could be rolled out to other departments and allow councillors, throughout the year, to visit services, organisations or physical developments in a group.

Councillors can also attend the training which is offered to staff too. However, without easy access to the Wire, it may be an opportunity to highlight these opportunities in a different way.

3.6.3 Regular Newsletter to advise Members on Training and Development

Officers could circulate regular updates to advise what conferences and seminars are available to Members, in an email or postal bulletin. Councillors can also attend the training which is offered to staff. However, without easy access to the Wire, it may be an opportunity to highlight these opportunities in a different way.

3.6.4 Member Development Champions

A Member could be nominated to lead Member training and development, to help develop and work on a programme for councillors. From a councillor perspective, these opportunities would be more tailored according to need within the Council.

3.6.5 Training Audit

Members, themselves, often arrive as councillors with many years of skills and experience in the private, public and third sectors. If Members could share what skills and experiences they have in training and developing other Members, it would be an effective, understandable and cost neutral approach to training and development.

3.6.6 Planned Development Programme

If more formality would be required, Member Services, Cabinet Secretariat and Policy & Scrutiny could draw up a draft training and development plan for Members to opt into during the year.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Mark Ewbank x2636 mewbank@westminster.gov.uk or Janis Best x3255 jbest@westminster.gov.uk

BACKGROUND PAPERS

None