



City of Westminster

Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Tuesday 12th May, 2015**

Time: **7.00 pm**

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

Members: **Councillors:**

Ian Adams (Chairman)
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

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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, Andrew Palmer.

**Email: apalmer@westminster.gov.uk Tel: 020 7641 2802
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

To note any changes to the membership.

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 18 November 2014.

(Pages 1 - 6)

4. UPDATE AND QUESTION AND ANSWER SESSION WITH THE LEADER OF THE CITY COUNCIL

Report of the Head of the Cabinet Secretariat.

(Pages 7 - 14)

5. UPDATE AND QUESTION AND ANSWER SESSION WITH THE CHIEF EXECUTIVE

Report of the Chief Executive.

(Pages 15 - 20)

6. EVALUATING THE EFFECTIVENESS OF POLICY & SCRUTINY

Verbal report of the Scrutiny Manager.

7. ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT

Peter Large
Head of Legal & Democratic Services
4 May 2015



CITY OF WESTMINSTER

DRAFT MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Tuesday 18 November 2014** in Committee Rooms 3 & 4 - 17th Floor, City Hall.

Members Present: Councillors Ian Adams (Chairman), Brian Connell, David Harvey, Tim Mitchell and Barrie Taylor.

1. MEMBERSHIP

- 1.1 Apologies for lateness were received from Councillor Barrie Taylor, who would be attending the Commission following another meeting. There were no changes to the membership.

2. DECLARATIONS OF INTEREST

- 2.1 No declarations were received.

3. MINUTES

- 3.1 The Committee agreed the minutes of the meeting held on 16 July 2014 as a correct record.

4. QUESTION AND ANSWER SESSION AND UPDATE FROM THE LEADER OF THE COUNCIL

- 4.1 The Commission received an update on current and forthcoming issues from Councillor Philippa Roe, Leader of the City Council, who also responded to questions.
- 4.2 The Leader updated the Commission on the progress that had been made by the West End Partnership over the past year; and on the Growth Deal for London which had been put forward by the London Enterprise Panel (LEP), which focussed on the areas of Employment Support, Skills Provision and Housing Investment and Supply. The Leader also outlined the budgetary challenges which were facing Westminster, which would require the City Council to find a further £100m of savings over the next three years.

- 4.3 The Commission noted that the development of the West End Partnership was progressing well. A shared vision document was to formally launched, which would focus on the key challenges and choices that faced the West End as it sought to maintain its heritage, amenity and vibrancy while promoting business and employment. As funding was limited, the City Council and West End Partnership had been working with the private sector to seek public realm improvements. Commission Members noted that the West End Partnership was also working with Transport for London (TfL) and the Mayor of London, to seek improvements to Oxford Street.
- 4.4 The Commission discussed the potential impact of Crossrail on the West End and surrounding Wards, and noted that the LEP had secured £236m from the Government's Local Growth Deal to support economic growth in the area and create at least 6,000 jobs and allow 5,000 homes to be built. Commission Members acknowledged that the advent of Crossrail would result in the West End getting bigger through the significant increase in people. The Leader confirmed that a mapping exercise would be undertaken to consider the effects of densification and the preservation of existing heritage, and to consider how any resulting development could contribute to the regeneration of Church Street and other areas.
- 4.5 The Commission discussed the Local Growth Deal, and noted that the Greater London Authority (GLA) and Mayor's Office were working together to secure more devolution to London from central Government. It was anticipated the devolution would be made to 5 cross-party groupings across London, with powers then devolving to individual boroughs within the grouping. The Leader commented that local authorities may be able to influence Business Rates, with businesses and local authorities meeting to produce a common model and set their own Rates. The Commission noted that Westminster produced 18.5% of London's economy, which was more than the City of London.
- 4.6 The Commission questioned the Leader about the relationship between Westminster and the Police, and on increased policing in the West End. The Leader acknowledged that the implementation of the local policing model had been a challenge to both the City Council and the Police, and continued to be a source of concern amongst communities where there was less visible policing than perhaps was the case five years ago. Commission Members suggested that crime statistics should be reviewed in areas which were not receiving additional resources.
- 4.7 The Leader commented that despite the financial context in which the Police and local authority were operating, processes were considered to be operationally strong. The Commission noted that strategic functions such as decision making and priority setting were increasingly being made at a London-wide level, and that the approach to forward planning and partnership working similarly needed to be conducted across London, rather than on the basis of individual boroughs.
- 4.8 Commission Members discussed Tri-borough working and highlighted the importance of transparency and accountability, and of outputs being based on

effectiveness in addition to efficiencies. The Leader confirmed that Tri-borough was not solely based on efficiency, and that the three partner boroughs had been able to share best practice. The Leader offered to provide Commission Members with a list of Tri-borough successes, which included providing specialist libraries; reducing the time taken to complete care proceedings from 52 weeks to 26 weeks; and being able to find more appropriate placements for fostering.

- 4.9 Commission Members discussed Localism, and the transfer of assets and delegation of financing to the Queens Park Community Council. The Leader confirmed that she would not support the Council transferring assets to an independent body, but would consider transferring management responsibilities to the Community Council if it provided a business case that demonstrated the financial stability to bid for services and operate contracts.
- 4.10 The Commission noted that the Care Quality Commission (CQC) had reported that 1 in 5 of GP practices were failing and were likely to close, and commented on the further issue of GP practices being forced to close when properties were sold by the owners, or when rents were raised by private landlords. The Leader recognised the problem, and commented that as there was currently no co-ordinated oversight on the location of GP practices in London, NHS England should be requested to take a more strategic approach to ensure that demand was met. Commission Members acknowledged that there was a strong case for larger practices, with a balance of good doctors and good management. It was agreed that although Westminster may not have a strategic role, the City Council could utilise its powers relating to Planning and changes of use when landlords tried to convert GP practices into residential property.
- 4.11 The Commission highlighted the value of Social Enterprise, and noted the success of the business hubs in Church Street and at New Zealand House in Piccadilly, where people had collaborated to pitch new business.
- 4.12 Other issues raised by Commission Members and commented on by the Leader included the Better Care Fund and the ongoing integration of Health and Social Care; the potential impact of 24 hour tube trains; and Sunday trading.
- 4.13 The Commission thanked the Leader for attending the meeting.

5. LOCAL GOVERNMENT ASSOCIATION FINANCE REFORM PAPER

- 5.1 Mark Ewbank (Scrutiny Manager) presented the interim report of the Independent Commission on Local Government, 'Public Money, Local Choice', which sought to make recommendations for the reform of local government finance and find better ways to fund local services and promote economic growth.
- 5.2 The report sought to address five key challenges which faced the country within the context of lower public spending:
- Promoting economic growth and investment in infrastructure.

- Ensuring sufficient housing is provided in every place.
 - Integrating the health and social care systems to promote independent living, including preventing unnecessary health interventions.
 - Achieving a welfare benefits system that promotes work and protects the vulnerable.
 - Supporting families and developing young lives through early intervention.
- 5.3 The Independent Commission also considered that the reform could provide an opportunity to provide a funding system for local government which was largely self-sufficient, and which should include powers to set Council Tax Bands locally, revalue properties and raise additional revenues.
- 5.4 The Scrutiny Commission noted that the key areas set out in the Reform Paper were being supported by Westminster's Policy and Scrutiny Committees. Members acknowledged that submitting a response would provide an opportunity to highlight the work that had been achieved, particularly in relation to health and children's services, and to be part of the debate to align national and local priorities.
- 5.5 The Scrutiny Commission agreed that a draft response which sets out the work and achievements of Westminster's Scrutiny Committees be prepared and submitted to Members electronically, to establish whether there is enough substance to submit a response to the reform paper.

6. EVALUATING THE EFFECTIVENESS OF POLICY & SCRUTINY

- 6.1 Mark Ewbank (Scrutiny Manager) presented a report which outlined some of the results of the changes which had followed the transformation of the Policy & Scrutiny function in 2012. The report also identified some potential areas for further development.
- 6.2 The Commission acknowledged that many issues addressed by Scrutiny were cross-cutting, and agreed that the successes achieved by Scrutiny Committees should be highlighted to ensure that the value of the work was recognised.
- 6.3 The Commission suggested that issues for future scrutiny could be guided by taking account of public agendas, such as forthcoming legislation and the work of Select Committees, with resources and funding being sought from other agencies. Members also discussed the possibility of agreeing a three or four year scrutiny work programme, which could have more focus on major cross-cutting issues and on research into strategy.
- 6.4 Commission Members noted that a consultation log was maintained by the Communications Department, and suggested that this be attached to the Work Programme report at future meetings to inform the Commission of areas for potential scrutiny. Members also commented on scrutiny training, and on the structure of Scrutiny Committees having less focus on Executive functions.

- 6.5 Commission Members suggested that Scrutiny Chairmen undertake a self-assessment at the end of each Council year, to review what their Committees have achieved.
- 6.6 The Commission agreed that the ongoing effectiveness of Scrutiny should be reviewed in 6-9 months time.

7. WORK PROGRAMME

- 7.1 The next stage of the reorganisation of the City Council's officer structure was now the subject of consultation. The Commission noted that the Chief Executive had suggested that a further meeting of the Scrutiny Commission be held in December, at which he could make a presentation and the proposals be discussed.
- 7.2 Commission Members considered that the timing of any comments on the process was important, and that a meeting to discuss the proposals in December maybe too soon, and ineffective in view of the ongoing 30 working day consultation period.
- 7.3 The Commission suggested that it receive the outcome of the current consultation, and then consider whether any key issues or substantial concerns which have been raised should be discussed at an additional meeting in the new year.

8. TRI-BOROUGH SCRUTINY

- 8.1 The Commission discussed the effectiveness of Tri-borough scrutiny, and highlighted issues which would benefit from a Tri-borough review, such as special needs, school transport and school meals.
- 8.2 The Commission acknowledged that problems remained in arranging meetings with Westminster's partner boroughs, and agreed that the issue of Tri-borough scrutiny should be included on the agenda for the forthcoming meeting of Tri-borough Leaders. Members also agreed that Tri-borough working should similarly be taken into account in the next review of the effectiveness of scrutiny at Westminster.

9. TERMINATION OF MEETING

- 9.1 The Meeting ended at 8.42 pm.

CHAIRMAN: _____ **DATE** _____

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Westminster Scrutiny Commission

THE LEADER OF THE COUNCIL'S UPDATE

Meeting on Tuesday 12th May

City for All

1 Introduction

- 1.1 As Members will be aware, I launched this Council's new three-year City for All vision at the Council meeting on Wednesday 4th March.
- 1.2 It is a vision for Westminster to be an unrivalled city of choice, heritage and aspiration, where connections amongst residents, businesses and visitors get stronger as everyone plays their part in, and benefits from, Westminster's continued success.
- 1.3 The City for All vision represents this Council's total commitment to offering the best and most efficient services, making it as easy as possible for people to speak to and do business with us and creating opportunities for all, while maintaining low tax, clean streets and supporting those that need our help most.
- 1.4 As the squeeze on public finances continues, our response to the challenges that we face must continue to evolve. This Council has saved £100m from its budget over the past three years, but there is a further £100m to find by 2018. We are therefore calling on everyone in Westminster to play their part through the City for All vision:
 - It challenges **the Council** to prioritise its resources on those who need help the most and maintain the standards expected by the city;
 - It provides opportunities for every **resident** to take responsibility for themselves and their communities and play a bigger role in local decision-making;
 - It invites every **business** to contribute to their communities and play their part in helping young people and those with poor health into rewarding jobs; and
 - It calls on every **visitor** to respect our neighbourhoods and heritage while working in, or enjoying, our city.

2 Commitments and Priorities

2.1 City for All is a blueprint for the Westminster of 2018, with 18 headline commitments set out under the themes of 'Aspiration', 'Choice' and 'Heritage' in terms of what this Council will deliver:

- i. We will invest £60m over the next five years to build new and better homes, including 1,250 affordable homes
- ii. With our partners, we will build the city's first University Technical College
- iii. We will continue to back local businesses and help create jobs, including creating a new enterprise space for small and growing businesses in Church Street
- iv. We will give extra support to people to buy their first home
- v. We will work with, and challenge, our partners to reduce by a third the 10,000 residents who are long-term unemployed
- vi. Through the West End Partnership, we will set out a 15-year plan to focus hundreds of millions of pounds of investment in the West End to secure the future of one of the most vibrant and exciting places on the planet for generations to come
- vii. We will invest more than £1m a year in services to tackle obesity and help people live a healthy lifestyle
- viii. We will reward those who volunteer in their communities with up to 50,000 credits over the next three years to 'spend' on activities such as cinema visits and sport
- ix. Libraries will become centres of information and community activity at the heart of our neighbourhoods
- x. We will help families deal with problems the first time to prevent as many children as possible from going into care
- xi. It will be easier than ever to contact the Council and use our services online
- xii. Older people will have more choice and control over their care and, with the NHS, we will provide more people-focused, coordinated care so that they can stay in their own home
- xiii. Our new City Inspectors will take to the streets to tackle anti-social behaviour and clamp down on irresponsible business practices
- xiv. We will invest £7m with our partners in new public realm schemes, including walking and cycling improvements, and road safety schemes
- xv. We will continue to prepare for the introduction of the first phase of Crossrail in 2018
- xvi. We will continue to commemorate the centenary of World War One through community events, and we will celebrate the 50th anniversary of the City of Westminster
- xvii. More than 500,000 people will enjoy our best ever West End LIVE event celebrating world-leading West End theatre
- xviii. We will introduce a new basements planning policy in 2015

- 2.2 Beyond the headline commitments, the City for All vision will be embedded across all Cabinet portfolios and Departments in terms of priorities, business planning and service delivery. It will drive the Council's activity over the next three years, while also calling on everyone – residents, partners, businesses and visitors – to play their part.

3 City of Aspiration

- 3.1 Westminster is home to one in every 40 jobs in the UK, contributing 15% of London's economy and 3% of the economy of the entire country. Under the **City of Aspiration** theme, our priority will be to ensure that communities are able to share in the economic prosperity of our city.
- 3.2 Our track record in this area is already impressive. Between 2010 and 2013, more than 50,000 new jobs were created in the Westminster economy, while from August 2010 to August 2014, the rate of Job Seekers Allowance claimants dropped by 40%. This is an indication of Westminster's successful economy benefiting residents who have been able to access jobs in the local labour market.
- 3.3 Since 2010, more than 2,185 residents have been supported into some form of paid employment through Council-commissioned programmes alone, with 75% of those having previously been benefits claimants. That figure includes almost 1,000 people supported into employment through our Workplace Co-ordinators, a service that has recently been rebadged as Recruit London.
- 3.4 This year, we will implement a radical new employment scheme using the £11m of funding leveraged under the Growth Deal through this Council's leadership on employment issues across central London. I have briefed this Committee previously on the Growth Deal, but that scheme will target nearly 4,000 people in central London who have been out of work for long periods of time, in many instances due to problems with their mental or physical health.
- 3.5 This is part of our pledge, under City for All, to reduce the 10,000 long-term unemployed in Westminster by a third.
- 3.6 Under the City for All vision, we are also committed to bringing about a step-change in the contribution that employers make to equipping people with skills for the future. We are working with BT to provide 100 young people with traineeships and 60 residents over the age of 18 with work placements. We will also provide a further 90 apprenticeships to young people working in partnership with UK Power Networks.
- 3.7 We have committed to creating 30 supported employment opportunities a year as a Council for people with learning and physical disabilities, sensory impairment or mental ill health. We will also work with employers and partners to support 500 residents with significant barriers closer to work.

- 3.8 And, of course, the city's first University Technical College will be opened, offering a new centre of excellence for transport engineering and construction, through which 550 students each year will be trained for real jobs and careers.
- 3.9 Under the City of Aspiration banner, we will also build 1,250 affordable homes over the next five years, while investing £12m to tackle cold and damp conditions and identify tenants most at risk of poor health to improve their homes. We will give extra support to hard working professionals wanting to get their foot on the housing ladder by launching a new scheme that will give households access to housing equity.
- 3.10 Cllr Astaire will shortly be launching the Council's Housing Strategy, which will provide further details of this Council's housing policies over the coming years.

4 City of Choice

- 4.1 Under the **City of Choice** theme, our priority will be to create opportunities for everyone to make responsible choices for themselves, their families and their neighbourhood.
- 4.2 Westminster is already an extraordinary City of Choice in a time when people are used to doing things when and where they want, using the most up-to-date technology. We will continue to transform the way that people do business with us, making everything that we do digital where it matters, and ensuring that everything from applying for a license, reporting rubbish on the street or paying for pest control is accessible online.
- 4.3 We will transform the old 'Area Forum' approach to community engagement. Cllr Summers is leading on this strand of work which will allow us to take a pragmatic and progressive approach to listening to and engaging with residents. We will make sure that they only need to tell us something once, and that when they do we are transparent in telling them what has happened as a result.
- 4.4 We have received a record number of Neighbourhood Forum applications in Westminster, which is testament to our residents' willingness to take responsibility and show leadership for their future and the future of the city. We must rise to that challenge by providing them with the support that they need, while also continuing to show leadership on pan-London issues, as we are doing through the West End Partnership, on which I have updated this Committee previously, and through the ongoing devolution discussions in the capital.
- 4.5 Choice around individual health is at the heart of the City for All vision. Our new Community Independence Service will be launched this year, providing tailored help to allow people to regain confidence, maintain their independence and stay in their own homes. That may be through something as simple as providing blood sugar monitors to use at home, or a mixture of

online, face-to-face and telephone support to help people self-manage their conditions day-to-day. Alternatively, it may involve a named GP and a single care plan for those who require more support, ensuring that unnecessary trips to hospital are avoided and people can feel in control of their own conditions and lives.

- 4.6 We will also invest more than £1million each year over this period to help children and families eat well and stay active, enabling them to make the right choices to combat the critical issue of childhood obesity. As part of that commitment, we will sign up 20 businesses to our Healthy Catering Commitment, through which they can work with a nutritionist to change their menus and cooking techniques to have a positive effect on the health and wellbeing of their workforce.
- 4.7 As a Council, our track record has always been to prioritise those who need our help most, and we will continue to do that, whether it be older people, troubled families or those residents vulnerable to violence or extremism.
- 4.8 We will make it simple and easy for families to get help at the right time, avoiding crises from becoming overwhelming, keeping families together and making sure that as few children as possible are taken into care. This will mean fewer families requiring the intensive support provided through Family Recovery.
- 4.9 To help reward those who take responsibility in playing an active role in their communities, we will award up to 50,000 volunteering credits over the next three years. These can be used on a range of activities, but are intended to send a clear message that this Council wants to work with and reward those who are willing to play their part in creating a City for All.

5 City of Heritage

- 5.1 The third and final strand of the City for All vision is **Heritage**, and our overall commitment to protecting and enhancing Westminster so that every neighbourhood remains a great place to live, work and visit.
- 5.2 Westminster is unique as an authority, with 75% of the city designated as a conservation area and more than 11,000 listed buildings and structures. However, the city is as famous for its vibrant and diverse neighbourhoods – a unique collection of interconnected villages each with its own history and character.
- 5.3 Our ongoing commitment to protecting the fabric and character of the city has been re-emphasised only this month, with the Council's strong response to the demolition of the Carlton Tavern pub in Maida Vale. This is only one example of this Council listening to and acting as a result of the concerns of residents, with a new basements planning policy set to be launched later this year alongside more stringent construction management guidance.

- 5.4 We will also bring forward our own planning policy to limit office to residential conversions, to come into force in September 2015. The last four years have seen the city lose 167,000 square metres of office space, 75% of which has been to residential uses. We are not willing to accept this trend and will act to maintain Westminster's place as the engine room of the national economy.
- 5.5 Over the next three years, we will invest £7million, with our partners, in new public realm schemes, including walking and cycling improvements and road safety schemes. Road safety issues remain of paramount importance to this Council, and we continue to strive to do everything that we can, working with our partners, to avoid incidents such as the recent tragic fatality of a cyclist near Lambeth Bridge. Our work in this area has been furthered enormously through the positive role played by Policy and Scrutiny in both the Cycling Strategy, which launched last year, and the Walking Strategy, which is currently under development.
- 5.6 We will also continue to work with our partners in planning ahead of the first phase of Crossrail 1 opening in 2018, ensuring that we keep the city moving in the face of substantial increases in the numbers of passengers entering and leaving the West End.
- 5.7 The Council's new City Inspectors have been launched since I spoke at Council in March. They are now on the streets of Westminster, taking carefully coordinated and balanced action to tackle anti-social behaviour, clampdown on irresponsible businesses practices and help maintain cohesive communities.
- 5.8 We will this year launch our ten-year Greener City Plan, which will set out our commitment to ensuring the future sustainability and wellbeing of the city. Under that plan, we will deliver a zero-carbon development in the city by 2017, while working with property developers to achieve lower energy consumption levels across all developments. Working with Transport for London, we will also deliver a successful Ultra-Low Emission Zone by 2020.
- 5.9 We will continue to take pride in the civic role that Westminster plays at the centre of the nation's commemorations and celebrations. Last month saw the one hundredth anniversary of the Gallipoli campaign, the latest milestone in the World War One centenary commemorations. As well as playing host to national commemorations, Westminster will also deliver its own programme of community events and activity as part of the centenary commemorations.
- 5.10 This year also marks the 50th anniversary of the creation of the City of Westminster in its current form, and we will celebrate this through a service at Westminster Abbey as well as a number of local events.

6 Conclusion

- 6.1 Westminster has a well-earned reputation as a leading-edge authority, with a history of proactively addressing and adapting to changing economic or social challenges and landscapes. Through Civic Renewal, the Council regenerated the social and physical infrastructure of the city. The One City programme focussed on creating strong communities, with Living City emphasising the importance of public service delivery. On my election as Leader, the Better City Better Lives programme sought to create ladders of opportunity for all, and I am proud of what was delivered under BCBL.
- 6.2 However, as the nature and scale of the challenge that we face evolves, we cannot afford to stand still and continue to do things the way that they have always been done. Residents and front-line services must always come first, and the City for All vision shows that there is no limit to this Council's ambition to ensure that the full benefits of living in the world's greatest city are enjoyed by all.

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Chief Executive's Office

WESTMINSTER SCRUTINY COMMISSION

Meeting on 12 May 2015

CHIEF EXECUTIVE'S UPDATE

Update on significant matters of corporate interest

1. Introduction

1.1 Members will be aware that Westminster City Council is currently undergoing significant organisational and fiscal change. Westminster City Council aspires to maintain its national reputation as a leading local authority for its efficiency, innovation and leadership. Our plan to achieve this includes introducing a new leadership change programme that will assist managers to lead the council through the next phase of austerity and develop new ways of working for local government. This programme is underpinned by the restructuring of the council's organisational arrangements. These changes will ensure we are best placed to navigate through this period of intense fiscal pressure and adapt to meet the growth in demand on some service areas.

2. The Westminster Way Programme

2.1 The objectives of the programme referenced above are to:

2.2 *Deliver cultural change:* including reinvigorating the council's values and behaviours (PACE); developing and improving the managerial leadership capability across the organisation and where appropriate Tri-borough; better working with partners; greater cross cutting and thematic working to help reassert the Westminster 'Brand'.

2.3 *Develop new ways of working:* including helping staff to get the job done, working on a thematic basis and across departments; providing the right kind of office environment that allows effective collaboration and make the best use of the space available in a cost effective way; and streamlining internal structures so that decision-making is agile and able to meet the needs of Members, residents, partners and staff.

2.4 A development centre has been introduced for Senior Managers to assess their competencies and capabilities to feed into the newly established Leadership Academy. The first cohort is due to complete by the middle of May and we are currently in the final stages of procurement in order to secure a partner in order to roll out the initiative across the Council over the next two years. Whilst the initial Development Centre has proved to be challenging for some staff and in certain

instances created some tensions during the reorganisation period, there has been recognition from senior personnel that the Leadership 2.5 Academy has been different, relevant and targeted at delivering support for senior managers to deliver the change programme, improve the leadership culture and establish strong behaviours to start to implement the Council's new vision and values. Approval ratings for the programme have been extremely high (95%) and the revamping of the Council's organisational development function will support a further overhaul of broader training and development opportunities for staff within the Council.

3. Restructure

- 3.1 During late 2014 and early 2015 WCC underwent a significant restructure in three departments – City Management and Communities (CMC), Growth, Planning and Housing (GPH), and Policy, Performance and Communications (PPC).
- 3.2 The delivery of the full programme was completed in just over six months including the appointment of all the senior external and internal positions, bar two posts; Director of Housing and Head of Economic Development, which are due to be appointed by the end of May. During that period all the relevant consultation and engagement was undertaken with the trade unions who have been extremely complimentary about the transparency, speed and attention to detail to deliver the restructure. In addition to meeting the original timetable, the agreed budget savings arising from the restructure have been achieved both at headcount and managerial level (as the layers of senior management were reduced) and cost saving measures have been introduced around the use of agency staff that will significantly reduce expenditure in this area. All staff who were due to leave under any redundancy arrangements duly left the City Council by the 31st March 2015, unless in the interests of the Council's operational arrangements a later date has been agreed.
- 3.3 Staff moved into new roles in the restructured departments on 1st April 2015. There has been various communication and several launch events across the organisation to ensure that all staff are welcomed and informed about the new structures, new ways of working and new expectations.

4. Staff Survey

- 4.1 Overall, there was a 63 per cent response rate for Your Voice 2014. This was significantly higher than the local government average of 56 per cent, making the results more representative of staff views. At a headline level, from what staff have told us, the crucial areas we need to focus on are: improving the working environment and ICT provision; reducing bullying and harassment; better ways to retain staff; and improving career development opportunities. Whilst there have been substantial efforts to improve these areas over the past year, clearly there is still more work to be done.
- 4.2 The survey results include:

- 87% of staff feel they are clear about what is expected from them in their jobs
- 90% feel their line managers trust them to do a good job
- 85% of staff are committed to helping the Council meet its goals and objectives
- Over 70% of staff believe that working for WCC makes them want to do the best work they can and two thirds of staff want to be here in 12 months time

5. City Survey

5.1 The residents' survey for 2014 returned significant approval ratings for a range of services and perception ratings for the Council. Much of this work has been through the hard efforts of frontline staff in the Authority. However, there has been over the last 12 months a stronger focus on performance by managers and combined with a clear set of priorities as laid out by the administration, this has resulted in there being an extremely high level of satisfaction ratings from residents and customers across Westminster.

5.2 The survey results include:

- 87% satisfied with the way the council runs the City (highest ever)
- 76% think the council offers good value for money (up 5% in 1 year)
- 90% satisfied with street cleansing
- 83% feel safe in their local area after dark
- 71% think the council is efficient and well run
- 94% satisfied with the area as a place to live

6. Medium Term Planning

6.1 The Council's Executive Management Team has supported Members to deliver the 2015/16 budget and put in place arrangements for 2016/17 and 2017/18. Whilst Year 3's detailed proposals are yet to be finalised a significant portion of the £100m target has now been identified and will be firmed up over the next few months. The 2015/16 budget was delivered in line with the Council's decision making timetable and the 2014/15 budget has come in around £750k under budget thereby successfully delivering the savings for 2014/15. The Council has introduced a new financial planning framework for the forthcoming year in order to deliver the budget preparation to an earlier timeframe.

7. Accounts for 2014/15

7.1 The Council's accounts for 2014/15 were issued to the auditors on the 16 April (both Council and Pensions accounts) and subject to the audit are planned to be signed and published on 21 May 2015, ahead of the statutory deadline of 30 September. This should make Westminster one of the 1st local government bodies to publish its accounts for 2014/15. As well as accelerating the pace of preparation there has been a focus on improving the quality of the accounts with the introduction of a quality assurance process.

8. Tri – Borough Shared Services

- 8.1 During 2014/15, the Managed Services Programme (MSP) for HR, payroll and finance has finally gone live. Despite there being some setbacks over the last twelve months with two proposed go-live dates not being achieved, the final arrangements for going live on April 1st 2015 were successful (albeit that the programme has some significant teething problems particularly with supporting schools and will take three months to fully bed down). In addition, I have led the negotiations with BT around compensation for the delay in going live and have secured on behalf of Tri-Borough significant resources to help compensate the three Authorities for the additional costs they have incurred for the delay in the programme. Whilst there is still much work to be done, the delivery of the system is an important milestone and the programme – possibly the most complex and ambitious back office transaction arrangement across three Authorities that has been embarked upon in our sector – will, it is anticipated, deliver significant savings for Westminster in the longer term.
- 8.2 Progress is also being made around the introduction of other corporate services. Tri-Borough Legal Services should go live in the next quarter and was approved by Members in March 2015. In addition, ICT and the establishment of its new target operating model is on schedule having been approved, in principle, across all three Authorities in March 2015. The full implementation of the ICT arrangements across Tri-Borough will not complete until later in 2015/16, but there is an opportunity to align the introduction of new systems and hardware across three Authorities over the next two/three years. At present, there is further work being prepared regarding on the potential to implement a Tri-Borough procurement service and scoping for the possibility of a Tri-Borough HR service will be complete by the end of May. Whilst the original construct for a Tri-Borough Corporate Services offer across the three Authorities has changed, the implementation of MSP, Legal and ICT services has meant that momentum is still being maintained in this key area.

9. Growth Deal

- 9.1 During 2014/15 I successfully led the negotiations for agreeing the London Growth Deal for Central London Forward. The submission, which incorporated bids for various funding streams and proposals for broader powers for London, was developed largely through joint work between the Greater London Authority and London Councils and submitted by the London Enterprise Panel (LEP). Since securing approval for the growth bid in the summer of 2014, negotiations have been undertaken with government officials on the procurement of a delivery partner and also the co-designing with JCP of the ‘wrap-around support’ for local services to deliver the ESA targeted programme. £11m of ESF funding has been secured to support the delivery of the programme and discussions are on-going with DWP about the future of the second round of work programme commissioning to take place in 2016.

10. Devolution

- 10.1 Since successfully securing the London Growth Deal I was asked by colleagues in London Council's to be involved in the preparation of a wider London devolution proposal to Central Government on behalf of London Councils, the GLA and the individual boroughs across London. To date the development of a cross-cutting programme covering six themes from employment and skills, criminal justice, health and social care, housing and business and enterprise support, has been led by a small group made up of Chief Executives from London Authorities, London Councils and GLA officials. A series of suggested devolution proposals are currently being presented to London Council Leaders and the Mayor during early May as part of a consultation programme on a range of propositions that will then need to be discussed and agreed, at individual borough, sub-regional and pan-London basis, prior to a submission being made to government in time for the next comprehensive spending review (CSR). It is anticipated that the formal London devolution submission will be made in early June, once signoff from Leaders of London Councils and the Mayor has been secured.
- 10.2 In addition, on behalf of the City Council I have recently attended a number of confidential meetings with the LGA, DCLG and HMT regarding post-election scenarios. These have included discussions about fees and charges, social care, public sector assets and land use, and high cost cohorts. Again, this work is influencing the possible post-election policy landscape and the CSR.

11. West End Partnership

- 11.1 The West End Partnership has recently reviewed its governance arrangements, including the role of its working groups, as part of the transition from developing the strategic vision into the implementation phase.
- 11.2 The partnership is currently finalising its joint vision and programme prospectus for the area and working to influence Government to recognise the West End's unique contribution to the UK's economic and cultural life. The vision document and programme prospectus will be launched publicly in June.
- 11.3 The programme prospectus will include key core and transformative transport and public realm projects, but crucially also a broader range of cross cutting projects to enhance local amenity priorities and economic opportunities for local residents and businesses, such as those around employment brokerage, freight and waste consolidation, as well as support for enterprise initiatives. Some of the projects will be led by the City Council, whilst others will be delivered by either the private sector or other public bodies (e.g. TfL). The programme will be supported by a small cross-cutting delivery team, bringing together key staff from partner organisations including ourselves, TfL and the private sector to both oversee and deliver all the various projects collaboratively, but critically within a single overarching programme management framework.

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