



City of Westminster

Committee Agenda

Title: **Audit and Performance Committee**

Meeting Date: **Wednesday 14th September, 2016**

Time: **4.30 pm**

Venue: **Rooms 3 & 4 - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**

Jonathan Glanz (Chairman)
Julia Alexander
Judith Warner
David Boothroyd

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 4.00pm. 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, Reuben Segal, Senior Committee and Governance Officer.

**Tel: 020 7641 3160 Email: rsegal@westminster.gov.uk
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 Director of Law 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 meetings held on 30th June and 14 July 2016.

(Pages 1 - 24)

4. FINANCE (PERIOD 3) AND PERFORMANCE BUSINESS PLAN MONITORING REPORT

Report of the City Treasurer and the Director of Policy, Performance and Communications.

(Pages 25 - 70)

5. INTERNAL AUDIT MONITORING REPORT

Report of Moyra McGarvey, Shared Services Director for Audit, Fraud, Risk and Insurance.

(Pages 71 - 90)

6. INTERNAL AUDIT UPDATE ON TENANT MANAGEMENT ORGANISATIONS

Report of Moyra McGarvey, Shared Services Director for Audit, Fraud, Risk and Insurance.

(Pages 91 - 98)

**Charlie Parker
Chief Executive
6 September 2016**



CITY OF WESTMINSTER

MINUTES

Audit and Performance Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Audit and Performance Committee** held on **Thursday 30th June, 2016**, Rooms 3 & 4 - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Jonathan Glanz (Chairman), Lindsey Hall (Vice-Chairman), David Boothroyd and Judith Warner

Also Present: Pete Carpenter (Assistant City Treasurer), Head of Procurement Development, Della Main (Operations Support Manager, Procurement Services), Damian Highwood (Evaluation and Performance Manager), Mo Rahman (Evaluation and Performance Analyst), Richard Stanley (Assistant Director, School Standards, Tri-borough Education Service) Moira Mackie (Senior Internal Audit Manager) and Reuben Segal (Senior Committee and Governance Officer)

1 MEMBERSHIP

1.1 It was noted that there were no changes to the membership.

2 DECLARATIONS OF INTEREST

2.1 There were no declarations of interest made.

3 MINUTES

3.1 **RESOLVED:** That the minutes of the meetings held on the 12th May and 2 June 2016 (public and confidential versions) be signed by the Chairman as correct record of proceedings.

4 ANNUAL CONTRACTS REVIEW 2015/16

4.1 The Head of Procurement Development, and Della Main, Operations Support Manager, Process and Governance, introduced an Annual Report that reviewed the Council's contracts as per the requirements of the Committee's Terms of Reference.

- 4.2 The committee was informed that 55 contracts over the value of £100,000 and 63 contracts with a value of less than £100,000 commenced in 2015/16 in accordance with the requirements of the Procurement Code. There were 29 extensions and 6 variations of existing contracts. In exceptional circumstances a waiver to the requirements of the Procurement Code may be obtained from the Chief Procurement Officer. 55 waivers were approved during the course of the year. While the committee welcomed the reduction in extensions and waivers from the previous year members considered that the figures were still too high given that many of the Council's contracts run for a number of years with clear end dates which should provide sufficient time to plan for new procurements. This was acknowledged and the Committee was advised that the Procurement Team was looking at how it could assist contract managers to better plan for procurements to avoid them having to apply for extensions in future. Automatic alerts are set up in the system and a forward plan of activity is reviewed so that contract managers are contacted to understand their intentions early enough to develop appropriate sourcing strategies.
- 4.3 The Committee was informed that the capitalEsourcing contracts register is regarded as the "single source of truth" and forms the basis for reporting on contract information across the Council.
- 4.4 The committee noted that Compliance regarding completion of mandatory fields had increased overall since 2014/15 from 41% to 94%. Compliance regarding completion of contract performance data had increased from 30% to 63%. The Committee referred officers to Table 3 in the report which showed a breakdown of contract performance by Contracting Authority. It expressed concern that only 15% of contracts let by CityWest Homes had been evaluated. It was clarified that this did not mean that CWH had not monitored the contract performance of 17 out of 20 contracts but that it had not entered the information in capitalEsourcing. She advised that Procurement Services are working with the Services to ensure that all contracts are evaluated a minimum of once per annum within the platform.
- 4.5 The committee heard that a Tri-Borough Contracts Management Framework is available, which creates a consistent approach to Contracts Management that will be applied to all external third party relationships. Members were informed that workshops about the framework had been held in all three boroughs together with six training sessions. Feedback from attendees had been positive and common issues that had been raised were being followed up. However, it was suggested that this had not translated to a change in contract manager behaviour. In response to questions about the governance for each borough the Committee was advised that each borough in the Tri-borough Partnership has their own procurement rules which are vastly different from one another. However, there is a common high level Procurement Code for Tri-Borough procurements.
- 4.6 Members were informed about a comprehensive programme of development in place for Procurement Services over the next 12 months and that a structured approach is in place to deliver the projects that will enable the Service to achieve its vision of Procurement Excellence. Members were

advised that the service had received positive feedback regarding its submission to the Chartered Institute of Procurement & Supply (CIPS) for the CIPS Corporate Certification Standard.

- 4.7 With reference to historical slippage that has occurred in the capital programme, members asked whether there was merit in procuring smaller lots to deliver a major scheme rather than letting an all-encompassing contract. The Committee was advised that each capital project would need to be assessed on a case-by-case basis. She suggested that given the scale of some of the capital projects and the management involved the Council could look to see whether there are established frameworks that it could buy into as there is a risk that costs could increase with having to procure lots of small contracts. She also commented in respect of development that the construction market was highly competitive and attracting bids can be challenging.
- 4.8 The Committee asked for details of why two of the contracts within Policy, Performance & Communications were assessed as “below expectations”. Officers suggested that this was possibly because the expectations were unrealistic. The committee asked who was responsible for undertaking an end-to-end analysis for a contract including its outcomes. It was explained that contract management, including performance assessment, is devolved across the Council. The committee asked how procurement services would know if contracts have not been awarded. While Procurement Services now has the ability to look retrospectively at the overall spend data for the year there was a delay in obtaining this information. She stated that the Service would like direct access to the data so that it can undertake its own analysis and hoped that this would be available in future. With regard to measuring corporate outcomes, it was agreed with members that while it was possible to measure and assess whether a contract was delivering value for money and meeting key deliverables, quantifying social value was more difficult. She advised that the service is piloting a responsible procurement programme and working with the Policy and Strategy Team to develop a set of standards that could be measured. Pete Carpenter, Assistant City Treasurer, suggested that one possible way of matching contracts to outcomes was to include a link to key performance indicators in quarterly performance reports. Officers undertook to consider options for providing this information in future reports.
- 4.9 As contract management is devolved across the Council, the Committee asked about the on-going training available for contract managers to ensure that they are kept up-to-date with on-going changes to the capitalSourcing. The committee was informed that this was provided through a number of mechanisms including e-learning tools and drop in sessions. A newsletter is also sent to all users to ensure that they are kept informed on key matters. Procurement Services also has a dedicated mailbox where contract managers can raise issues and this is monitored daily. She advised that there had been significant changes to the look and feel of the capitalEsourcing system over the last year which contract managers would have had to familiarise themselves with.

- 4.10 The Committee asked about the number of dedicated contract managers within the Council. Members were aware from other reports on the committee's agenda that the Council's turnover due to resignations is the highest in London and they were concerned about the retention of experienced contract managers and the ability of the Council to retain knowledge when such people leave. The committee was informed that there were few dedicated contract managers within the organisation. In many cases those responsible for monitoring contracts were undertaking the role in addition to other duties as part of meeting service delivery targets. Given the above-mentioned concerns and the historic slippage that has occurred in the capital programme the committee asked for a note about the Council's competencies in both contract and project management. The committee asked for this to include an analysis of who is managing contracts and projects within the Council, whether this is their sole responsibility and how this practice/structure compares with other local authorities and industries. Members also wished to know the level of staff turnover amongst such managers.
- 4.11 **RESOLVED:** That the report be noted.
- 4.12 **ACTIONS:** Provide a note about the Council's competencies in both contract and project management. The committee have asked for this to include an analysis of who is managing contracts and projects within the Council, whether this is their sole responsibility and how this practice/structure compares with other local authorities and industries. Members also wish to know the level of staff turnover amongst such managers.
(Action for: Anthony Oliver, Chief Procurement Officer and Ed Watson, Executive Director for Growth, Planning & Housing)

5 FINANCE (PERIOD 2) AND 2015/16 END OF YEAR PERFORMANCE BUSINESS PLAN MONITORING

- 5.1 Pete Carpenter, Assistant City Treasurer, informed the committee that the Period 2 Finance Report which had been marked to follow had not been submitted to the committee as originally intended because it had yet to go through the governance process of being reported to the Executive Management Team and the Cabinet. He expected that this would occur in time for the report to be presented to the committee at its meeting on 14 July.
- 5.2 Damian Highwood, Strategic Performance Team, introduced the End of Year Performance report that presented detailed performance results for the year April 2015 to March 2016 against the 2015/16 business plans. The report provided explanations and commentary in respect of outstanding, good and poor performance, including achievement of targets and details of remedial actions being taken where appropriate.
- School Performance for 2015
- 5.3 The committee welcomed Richard Stanley, Assistant Director (School Standards) Tri-borough Education Service, who had been invited to the

meeting to answer questions on a range of key performance indicators relating to school performance.

- 5.4 Mr Stanley addressed the committee. He explained that the School Standards Team monitors standards within Westminster Schools. It also works closely with Westminster headteachers to provide support to schools to help improve standards including training in the areas of leadership and management. Following the move of many of Westminster's secondary schools from local authority maintained status to academies the team's relationship with schools is evolving from one of direct oversight to influencing and challenging.
- 5.5 Mr Stanley advised the committee that pupil's performance at Key Stage 2 and GCSE compared favourably in comparison to national and London averages. While there been a slight decrease in Key Stage 2 results compared to the previous year he indicated that this needed to be viewed against an overall trend of improvement over the last 3 years. He further advised that other measurements such as the results of Ofsted inspections provide a broader example of school performance. He highlighted that well over 90% of Westminster schools were considered to be delivering by Ofsted
- 5.6 The committee noted that the percentage of Westminster's pupils who achieved at least 5 A* - C grades at GCSE including English and mathematics was 68% against a target of 70%. Mr Stanley highlighted, as he had for Key Stage 2, that this result compared favourably against the national and London averages. He explained that the shortfall of the target could, in part, be attributed to changes to the examination criteria around GCSEs that had been introduced over the last couple of years. Another explanation was that the target set may have been overambitious. While the service aims to push schools to continue to improve on performance it had possibly failed to take into consideration the likely impact of changes to the examination criteria. He explained that due to the different relationship that the Council now has with Westminster schools performance data from schools is often provided late so that the setting of performance targets now has to be estimated.
- 5.7 The Committee asked whether the GCSE performance results were based on the number of pupils enrolled on to GCSE courses or the number that had taken the exams. Members commented that in the past there has been reports of pupils being withdrawn from exams where it was clear that they would not achieve a particular standard which would impact on performance results. Mr Stanley stated that he would expect schools to be challenged on withdrawing students in such circumstances.
- 5.8 Members asked Mr Stanley whether in his view problems with the Managed Services Programme had indirectly impacted on school performance. Mr Stanley undertook to look into this.
- 5.9 Members asked what the local authority should do to help further improve performance in Westminster schools. Mr Stanley advised that being able to attract good quality teachers is important. Headteachers had raised the ability to recruit and retain teachers as a concern. The service was looking at

what it can do to assist with retention. It was due to have discussions with the Secondary School Head Teachers Partnership. It was also looking at the possibility of putting in place some funding to help improve quality including providing leadership training. He advised that given the impending changes to school funding, schools will in future need to maximise opportunities and examine alternative models which could include joint executive arrangements.

Westminster in 2036

- 5.10 The report included details of some initial work that had been undertaken to project what the city might look like in the future and the different demands this will place on the Council. Mr Highwood informed the committee that this would need to be remodelled in light of the recent vote to leave the EU. Revised details would be presented to committee following a considered view.
- 5.11 The Committee noted that the city is expected to be busier than ever with more commuters coming to work in the city every day, putting tremendous pressure on transport and public realm. It is expected that people will be less likely to drive but will make more use of walking, cycling and taxis. Members were concerned that many tube and rail lines are already at capacity and that there may not be an ability to meet future demand. Members asked whether the Council had a specific vision for transport and public realm. Mr Highwood referred Members to the Mayor of London's commitment to pedestrianise Oxford Street which if given the go-ahead would entail a major change for above ground transport and public realm in the city.
- 5.12 The Committee asked in respect of the expected increase in the number of people living in Westminster how much of the assumption is based on immigration versus an increase in the birth rate and people living longer.
- 5.13 Reflecting further on the implications of the vote to leave the EU, the committee asked for details of funding that the Council receives directly from the EU which is likely to be at risk. Mr Carpenter informed members that Cross River Partnership is the only service that receives direct funding from the EU. He advised that the Council would need to examine all its income sources to understand the source of second and tertiary income that might include funding from the EU. Mr Highwood advised that a Council employment project specifically aimed at helping those with mental health problems into employment was funded by the EU. This funding was likely to end following the outcome of the referendum.
- 5.14 The Committee enquired whether the Council had developed a contingency plan for the refurbishment of City Hall in the event of a vote to leave the EU. Members commented that there is a risk that the rental projections of surplus office accommodation may not materialise which would impact on the Council's income. Mr Carpenter advised that although an executive decision to proceed with the project had been granted the Council had yet to take much of this forward. He commented that given the condition of the building significant refurbishment was required. He suggested that it was possible that following the decision to leave the EU could result in capital costs for Council schemes being lower than initially expected.

Five-Year Capital Programme

- 5.15 The committee noted that the Council is embarking on an ambitious five-year capital programme of £2.08 billion which will help Westminster to maintain its status as a key global centre for business, retail, entertainment and tourism. The committee was conscious that there was an underspend of £157.568 million (56%) at the end of 2015/16 against the original gross budget of the capital programme of £281.7m. Members expressed concern about this re-occurring in future years as this would have an impact on the delivery of priorities such as much-needed affordable housing in the city. The committee asked what measures were in place to reduce slippage in future years and whether the Council had sufficient teams to deliver them. Mr Carpenter acknowledged the concerns. He advised that there was greater rigour being applied to the capital programme. There was a more robust approach to ensure that business plans are in place together with the necessary underlying infrastructure. Review of capital schemes were undertaken on a quarterly basis.

Policy, Performance and Communications

- 5.16 Members noted that the percentage of residents that feel that they can influence decisions affecting their local area is currently at the low level of 37%. Members expressed concern over this and commented that plans needed to be put in place to address this.
- 5.16 **RESOLVED:** That the report be noted.
- 5.17 **ACTIONS:**
1. Provide a full breakdown of secondary school performance (in particular, achieving at least 5 A* - C grades at GCSE including English and mathematics). The committee wanted to understand which schools had particular difficulty in meeting the GCSE targets. **(Action for: Richard Stanley, Assistant Director (School Standards) Tri-Borough Education Service)**
 2. Provide a breakdown of the number of EU nationals employed in Westminster schools and details of any strategic risks that the committee needs to be aware of arising from a vote to leave the EU. **(Action for: Richard Stanley, Assistant Director (School Standards) Tri-Borough Education Service)**
 3. The Committee would like an updated demographic analysis with a particular focus on the impact of Brexit **(Action for: Ezra Wallace, Head of Corporate Policy and Strategy).**
 4. Provide a breakdown of activities and projects that are dependent on EU funding. Members want to understand which projects and workstreams are at risk. **(Action for: Pete Carpenter, Assistant City Treasurer, David Hodgkinson, Assistant City Treasurer).**
 5. Provide an appraisal of how Brexit might impact the re-let of surplus accommodation within City Hall **(Action for: Guy Slocombe, Director of**

Property, Investments and Estates, Julia Bourne, City Policy and Strategy Officer).

6. In the context of the London 2036 analysis provide an appraisal of how the transport system is likely to be able to cope with future demand including Crossrail 2. **(Action for: Barry Smith, Head of City Policy and Strategy).**
7. The Committee would like to see details of the risk management strategy in relation to the capital programme. **(Action for: Pete Carpenter, Assistant City Treasurer, David Hodgkinson, Assistant City Treasurer).**
8. The Committee would like to see a named sponsor against every capital programme item **(Action for: Pete Carpenter, Assistant City Treasurer, David Hodgkinson, Assistant City Treasurer).**
9. What is the Council doing about the low numbers of people who feel they can influence policy and how in specific terms will the Council ensure that people have a say on issues such as tall buildings policy. **(Action for Barry Smith, Head of City Policy and Strategy).**
10. The Committee would like statistics on the reliability of the Report It tool on the Council's website and details of the numbers and response times for issues raised including for abandoned cars. Members had received complaints that some reported problems had not been followed up or that the tool did not always work. **(Action for: Ben Goward, Tri-Borough Head of Digital Services)**

6 INTERNAL AUDIT CHARTER 2016 - 2017

- 6.1 The Committee received a report that provided details about the Internal Audit Charter including changes made to it.
- 6.2 The Committee was informed that the Public Sector Internal Audit Standards (PSIAS) came into effect from 1 April 2013. To demonstrate compliance with the standards, the Council has an Internal Audit Charter which was approved in September 2013. The charter is subject to annual review and revision with minor changes approved by the Shared Services Director for Internal Audit.
- 6.3 The contents of the Internal Audit Charter had been revised with minor changes to be consistent with the charters maintained for the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham.
- 6.4 **RESOLVED:** That the contents of the Internal Audit Charter which had recently been reviewed and revised be noted.

7 WORK PROGRAMME 2016/17

- 7.1 **RESOLVED:**

1. That an annual work programme for 2016-17 as set out at appendix 1 to the report be agreed.
2. That the responses to actions arising from the meetings on 12 May and 2 June, as detailed in appendix 3 to the report, be noted.

7.2 ACTIONS:

Provide a Forward Plan for the meeting on the 6 September of all forthcoming procurements (prior to publication of PQQ or tender documents) over a value of £100 million. The list to include details of the lead Cabinet Member and officer for each contract. (**Action for: Anthony Oliver, Chief Procurement Officer**)

The Meeting ended at 8.45 pm

CHAIRMAN: _____

DATE _____

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CITY OF WESTMINSTER

MINUTES

Audit and Performance Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Audit and Performance Committee** held on **Thursday 14th July, 2016**, Rooms 13A & 13B - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Jonathan Glanz (Chairman), David Boothroyd and Judith Warner and Councillor Jacqui Wilkinson

Also Present: Steve Mair (City Treasurer), David Hodgkinson (Assistant City Treasurer), Stephen Muldoon (Assistant City Treasurer, Commercial and Financial Management), Paul Dossett (Engagement Lead, Grant Thornton), Elizabeth Olive (Engagement Lead, Grant Thornton), John Quinn (Bi-borough Director of Corporate Services), Moyra McGarvey (Head of Shared Services, Audit, Fraud, Risk and Insurance), Craig Anderson (BT Global Services), George Lepine (Subject Specialist, Managed Services Programme) and Reuben Segal, Senior Committee and Governance Officer

1 MEMBERSHIP

- 1.1 It was noted that Councillor Jacqui Wilkinson had replaced Councillor Lindsey Hall.

2 DECLARATIONS OF INTEREST

- 2.1 Councillors Glanz, Warner and Wilkinson declared that they are BT customers.

3 2015-16 ANNUAL ACCOUNTS - FORMAL APPROVAL

- 3.1 The Committee received a report on the 2015-2016 final audited Annual Accounts which were being submitted with the final audit reports to Members for formal approval.
- 3.2 The Committee noted that the report set out in the Agenda had been withdrawn at the request of the City Treasurer and that a revised report had been submitted. The audit report had been amended to reflect changes to the documentation by the Council's auditors subsequent to the issue of the initial

report. These included the inclusion of Management Representation letters and also a final audit report. The amended report also reflected for completeness the outcome of the audit, the final unaltered financial position, the position on objections to the accounts, the outcome of the audit work and the contribution to the financial transformation programme.

- 3.3 The Chairman noted that the revised report had been provided with less than the statutory five working days' notice. The Committee agreed to accept the report as a matter of urgency to avoid a delay in signing off the Council's accounts.
- 3.4 Steve Mair, City Treasurer, summarised the key matters set out in the covering report and highlighted that since the meeting on 12 May 2016 when the Committee considered the draft Statement of Accounts only minor changes had been made to the accounts. The most significant of which was within note 6 to reference the potential impact of the EU Referendum decision. In response to questions he clarified that the added reference did not affect the accounts which were based on the previous financial year. He further clarified that while the Council had not undertaken detailed work in advance of the referendum in case of a possible vote to leave the EU it had put in place measures to mitigate a possible change in the economic climate by steadily increasing its general reserves.
- 3.5 As mentioned at the meeting on 12 May all previous objections from 2008/2009 to 2014/2015 had now been resolved and the accounts for those years formally signed off. This was also noted in note 6 to the accounts as a change from the signed Annual Governance Statement.
- 3.6 Due to a change in legislation, formal approval of the accounts was not possible before a fixed period of public inspection had taken place. The change in legislation meant that this must now include the first ten working days in July. Therefore the inspection period had taken place between the 3rd June and 14th July 2016.
- 3.7 The City Treasurer confirmed that no objections had been received on the accounts during the inspection period.
- 3.8 Paul Dossett, Engagement Lead, Grant Thornton, summarised changes in the final audit findings report for the Council since the committee considered the draft audit findings report on 12 May. He advised that only minor changes had been made to the report. This included a table that provided details of unadjusted misstatements relating to Westminster Community Homes.
- 3.9 Mr Dossett confirmed that Grant Thornton had not received any queries relating to the Council's accounts. He advised that while the City Treasurer had received advice from the Council's Director of Law that the end of the inspection period was deemed to be 4.00pm the advice from the Public Sector Audit Appointments Ltd was that Grant Thornton should treat the end of the working day as midnight. He therefore advised that Grant Thornton would not formally sign off the Council's accounts until the following day.

3.10 The Chairman thanked the City Treasurer and his team, as well as the Council's Auditors for the work that they had undertaken given the challenges faced this year relating to the Managed Services Programme. He also commended officers for the achievement of building on the performance for the production and publication of the Annual Statement of Accounts in 2014-2015.

3.11 **RESOLVED:**

1. That the 2015-2016 accounts be formally approved.
2. That it be noted that the pension fund annual report was reported to Pensions Committee on 21 June 2016. The Committee agreed to delegate approval of the final Pension Fund Annual Report 2015-16 document to the Tri-Borough Director of Treasury and Pensions, in consultation with the Chairman.

3.12 **ACTIONS:** Include in future finance period monitoring reports to the committee updates on any implications to the Council relating to exiting the EU. (**Action for: Steve Mair, City Treasurer**)

The meeting was then briefly adjourned for the chairman to formally sign off the Council's accounts.

4 FINANCE (PERIOD 2) REPORT

4.1 The Committee received a period 2 Finance Report which had originally been listed for consideration at the committee's previous meeting on 30th June.

4.2 The Committee noted that the report set out in the Agenda had been withdrawn at the request of the City Treasurer and that a revised report had been submitted. The Monitoring Report had been amended to simplify the content to include analysis at the Cabinet level only. Previously information was included for Executive Management Structure also. The formatting had also been amended to reflect the formal committee format and some typos have been corrected.

4.3 The Committee noted that the revised report had been provided with less than the statutory five working days' notice but agreed to accept it as a matter of urgency in order to hold officers to account on how the Council is delivering on the agreed budget.

4.4 Steve Mair, City Treasurer, introduced the report and summarised the key issues as set out in the paper.

4.5 The Committee asked for an update on the Council's approach to debt management including the prevention of debtors. With respect to the latter the City Treasurer advised that the finance team would be profiling all income to the Council. Officers will be comparing this to the income received in the previous year and challenging service managers on when they chase payments and to raise and follow up payments earlier where relevant. He further advised that the recovery of existing debt had already started with the

largest debts being chased first. The recovery of smaller debts which would be undertaken with BT would begin in the summer. The intention is to transfer the debt management function to BT in April 2017.

4.6 The Committee asked for an update on the determination of the large backlog of business rates appeals by the Valuation Office Agency (VOA) which was significantly impacting on the Council's finances each year. The City Treasurer advised that while the matter was a national issue the Council had been robust in highlighting to representatives of the VOA when they had recently visited the Council that the matter needed resolving. The Council had also lobbied the Department for Communities and Local Government to provide more resources to the VOA to meet the challenges.

4.7 **RESOLVED:** That the period 2 monitoring report be noted.

4.8 **ACTIONS:**

1. The committee would like details of the Tower Hamlets judgement which may result in the Council incurring an additional £0.200m in fostering allowances.

2. The Committee would like an explanation about the increased parental awareness which may result in an increase in demand for SEN transport of £0.590m.

3. The Committee would like clarity on the review being undertaken on the Marylebone Library capital scheme.

4. The Committee would like an update on debt management included in future period monitoring reports.

(Action for: Steve Mair, City Treasurer)

5 EXEMPT REPORTS UNDER THE LOCAL GOVERNMENT ACT 1972

5.1 **RESOLVED:** That under Section 100(A)(4) and Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) the press and public be excluded from the meeting for the following item of business because it involves the likely disclosure of exempt information in relation to the financial or business affairs of the Authority and/or other parties and it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

6 UPDATE ON THE MANAGED SERVICES PROGRAMME

6.1 The Committee received an update on Managed Services Programme which set out progress made towards the target of completing core programme activities by 30th June and the timetable for delivering a fully functioning solution.

- 6.2 The Committee welcomed Craig Anderson, BT Global Services, to the meeting to answer questions on the delivery of the programme.
- 6.3 John Quinn, Bi-borough Director of Corporate Services, summarised the key issues for the Committee's attention as set out in the report.
- 6.4 The Committee then submitted questions to Mr Quinn and Mr Anderson on various matters raised.
- 6.5 **RESOLVED:** That the report be noted.
- 6.6 **ACTIONS:**
1. The Committee would like a list of the officers involved in the Enhanced Framework Intelligent Client Function together with their responsibilities and BT personnel in the BT Shared Service Centre Senior Management Team.
 2. The Committee would like a note of the outcome of the workshops taking place on Monday 18th and Tuesday, 19 July between BT and Tri-borough sponsors to prioritise outstanding activity and service improvement. (**John Quinn, Bi-Borough Director of Corporate Services**)
 3. The Committee would like a meeting on MSP in September at which it wants to consider representations from service users on their experiences of the system. (**Action for: Reuben Segal, Senior Committee & Governance Services Officer**)

The Meeting ended at 5.38 pm

CHAIRMAN: _____

DATE _____

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Audit and Performance Committee Report

Meeting or Decision Maker:	Audit and Performance Committee
Date:	6 th September 2016
Classification:	General Release
Title:	Period 3 Finance and Quarter 1 (April 2016 – June 2016) Performance Report
Key Decision:	Review and challenge officers on the contents of the report
Report of:	Steven Mair, City Treasurer Julia Corkey, Director of Policy, Performance and Communications

1. Executive Summary

The Quarter 1 Performance Report presents detailed results for the period April 2016 to June 2016 against the 2016/17 business plans. The report provides explanations and commentary in respect of outstanding, good and poor performance, including achievement of targets and details of remedial actions being taken where appropriate.

2. Recommendations

- Committee notes the content of the report
- Committee indicate any areas of the report that require further investigation
- Committee highlights any new emerging risks that have not been captured

2. Reasons for Decision

To inform Members of how the City Council is delivering on its key objectives, hold Officers to account and steer improvement activity where necessary.

3. Background, including Policy Context

This report sets out how the City Council is delivering on the City for All vision and the management of the Council's financial affairs.

PERIOD 3 FINANCE REPORT

1. Key Messages

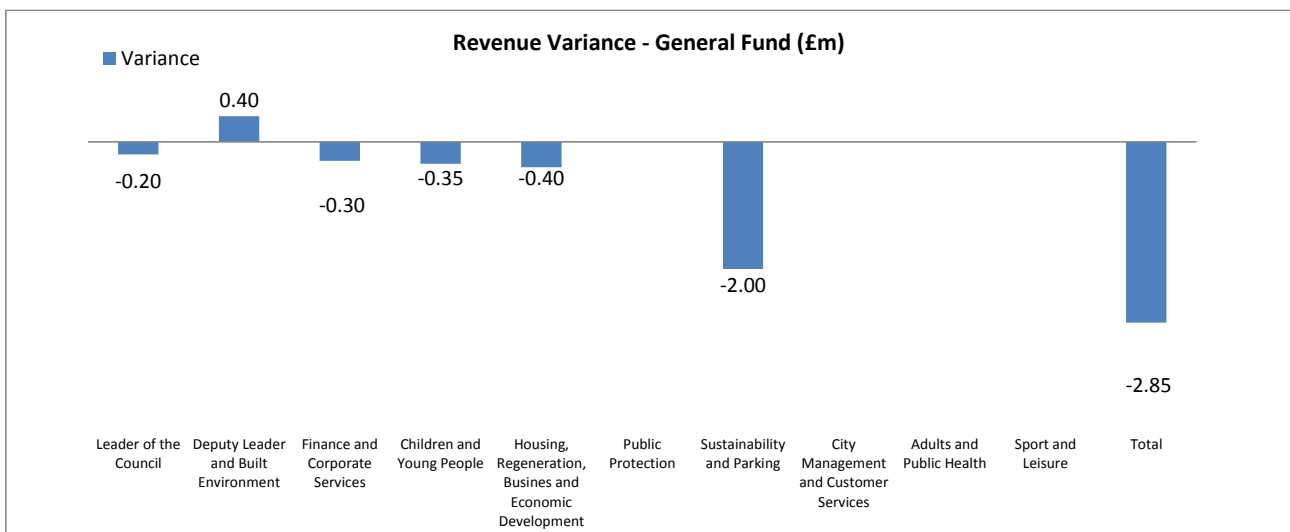
The referendum on 23rd June to decide whether the UK should leave or remain in the European Union resulted in a “leave” vote. This will begin a process which will lead to the UK leaving the EU.

The ramifications of leaving the EU are as of yet unknown but the decision has caused a significant amount of uncertainty in the UK economy and the political system. It is expected that this will have an effect on the Council’s financial position which will be analysed and quantified in due course although the immediate impact for 2016/17 is, at present, believed to be relatively limited.

Revenue – Forecast Outturn

At the end of period 3, the General Fund is projecting an underspend of £2.847m.

The Forecast Outturn variance by Cabinet portfolios is shown within the graphic overleaf.



Capital – Forecast Outturn

The overall net General Fund capital programme for 2016/17 is £252.730m. As at the end of period 3 the forecast net outturn is £170.700m. The net variance is therefore £82.030m.

2. Revenue Expenditure - Cabinet

2016/17 Budgets and Projected Expenditure – By Cabinet Member

P3 Forecast Outturn by Cabinet Member

Cabinet Portfolio Structure	Budget	Projected Outturn	Projected Variance	Risks Identified	Opp'nities Identified	Projected Net Risk
	£000	£000	£000	£000	£000	£000
Leader of the Council	4,927	4,727	(200)	-	-	-
Deputy Leader and Built Environment	(606)	(206)	400	1,265	(634)	631
Finance and Corporate Services	43,330	43,030	(300)	747	(500)	247
Children and Young People	33,722	33,375	(347)	200	-	200
Housing, Regeneration, Business & Economic Development	14,580	14,180	(400)	810	(200)	610
Public Protection	10,599	10,599	-	310	-	310
Sustainability and Parking	(61,915)	(63,915)	(2,000)	-	-	-
City Management and Customer Services	55,668	55,668	-	-	-	-
Adults & Public Health	69,814	69,814	-	640	(640)	-
Sport and Leisure	13,001	13,001	-	155	-	155
SERVICE AREA TOTAL	183,120	180,274	(2,847)	4,127	(1,974)	2,153

Council Tax	49,350	49,350	-
Business Rates Expenditure (Tariff)	75,919	75,919	-
Revenue Support Grant	57,851	57,851	-
Corporate Financing	183,120	183,120	-
Net (Surplus) / Deficit	-	(2,847)	(2,847)

The table above shows the variances expected in each Cabinet portfolio.

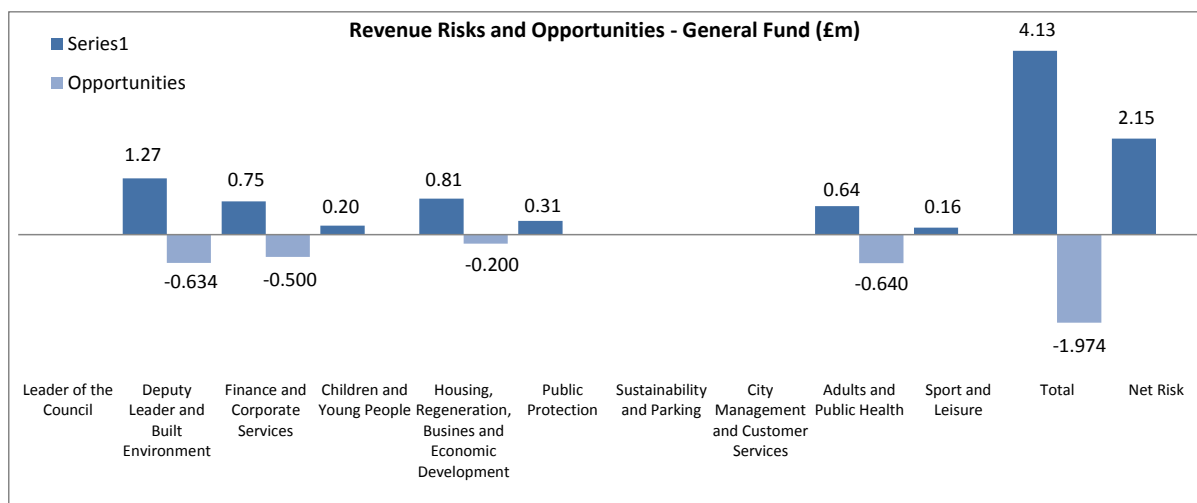
At the end of period 3, the forecast outturn for the Sustainability and Parking portfolio is a £2.000m favourable. This is largely attributable to higher than anticipated car parking income.

Revenue – Key Risks and Opportunities

Currently there are £4.127m of identified service area risks, which are being carefully monitored to minimise their potential impact. Set against these are potential opportunities of £1.974m. The chart below shows the distribution of these within Cabinet portfolios.

The net risk position of £2.153m is substantially related to potential costs of the Temporary Accommodation service (£0.600m). The balance is made up of smaller risks within the portfolios. This position is an improvement of £0.727m from period 2. This is significantly due to a reduction of £1.270m net risk in Adults Services along with other smaller changes.

Risks and Opportunities by Cabinet portfolios



3. Capital Expenditure by Cabinet Area

2016/17 Budgets and Projected Expenditure – By Cabinet Area

All Service Areas	Approved Budget 2016/17 £'m			P3 Forecast £'m			Gross Expenditure Variance £'m	Gross Income Variance £'m
	EXP	INC	NET	EXP	INC	NET		
Adults & Public Health - Cllr Robathan	1.39	(0.82)	0.57	1.39	(0.82)	0.57	-	-
Children and Young People - Cllr Chalkley	9.32	(8.62)	0.70	8.62	(8.62)	-	0.70	-
Housing, Regeneration, Business and Economic Development - Cllr Astaire	67.22	(52.64)	14.57	67.22	(41.51)	25.71	-	(11.14)
Sustainability And Parking - Cllr Acton	-	-	-	-	-	-	-	-
Finance and Corporate Services- Cllr Mitchell	208.52	(28.62)	179.90	139.05	(27.14)	111.91	69.47	(1.48)
City Management and Customer services - Cllr Caplan	12.27	-	12.27	11.02	-	11.02	1.25	-
Sports and Leisure Services - Cllr D Harvey	7.12	(0.25)	6.87	5.47	(0.25)	5.22	1.64	-
Public Protection - Cllr Aiken	3.06	(0.64)	2.42	1.35	(0.64)	0.71	1.70	-
Deputy Leader and Built Env. - Cllr Davis	49.27	(13.84)	35.43	29.39	(13.84)	15.55	19.89	-
NET BUDGET POSITION	358.16	(105.43)	252.73	263.51	(92.82)	170.70	94.65	(12.62)
Net Expenditure funded by								
Capital Receipts			(29.06)			(29.06)	-	-
Borrowing			(223.67)			(141.64)	-	-
Total Funding for net expenditure			(252.73)			(170.70)	-	-

Key projects contributing to this variance are detailed in overleaf. Projects are reported on an exception basis therefore projects are not reported individually if the total variance to budget is less than £10m.

Capital forecast outturn variances against budget at period 3

The total net variance for the authority's capital programme is an underspend of £82.030m. This is largely made up of 4 schemes (Huguenot House £17.370m, Luxborough Development £16.160m, Investment Portfolio Review £21.100m and Dudley House £10.740m). Other low variance projects amount to the remaining £16.660m gross variance.

4 HRA

Revenue Expenditure - 2016/17 Budgets and Projected Expenditure

At period 3 the forecast outturn is a surplus of £7.340m, in line with budget. The Housing and Planning Act 2016 requires local authorities to sell off high value void dwellings. Details of how this will work will be set out in regulation expected later in the year. As a result it is anticipated that dwelling rent might reduce as vacant dwellings are held or sold. Impact on the current year budget and the HRA in general will be established and reported soon after detailed regulation is published.

Revenue Period 3 Forecast Outturn

Description	Approved Budget £'000	Forecast Outturn £'000	Variance £'000
Income			
Dwelling Rent	(75,764)	(75,764)	-
Non Dwelling Rent	(1,188)	(1,188)	-
	(17,017)	(17,017)	-
	(13,410)	(13,410)	-
Service & Facilities charges	(107,378)	(107,378)	-
Other Income			
Housing Management	47,769	47,769	-
Repairs & Maintenance	16,267	16,267	-
Capital Charges	35,152	35,152	-
Bad Debt Provision	850	850	-
Total – Expenditure	100,038	100,038	-
Net Operating deficit/ (surplus)	(7,340)	(7,340)	-

Capital Expenditure

In period 3 the HRA capital forecast outturn is £83.696m, resulting in a total variance of £2.234m from the original budget.

In light of the Brexit decision there is a potential risk that capital receipts relied on to fund a number of the Housing Regeneration projects may not be fully realised as a result of a potential fall in the value of land and buildings. Any shortfall in funding will have to be borne by the HRA either through existing reserves or additional borrowing.

Capital Period 3 Forecast Outturn

Description	Approved Budget £'000	Forecast Outturn £'000	Variance £'000
Major Works	41,418	41,418	-
Housing Zone Regeneration	35,243	35,426	183
Other Projects	4,800	6,851	2,051
Total Capital Expenditure	81,461	83,696	2,234
Financed By:			
Major Repairs Reserves (MRR)	22,767	22,767	-
New Borrowing	29,700	29,700	-
Capital Grant - AHF	1,681	4,754	3,073
Capital Receipts - Other	18,365	4,940	(13,425)
Capital Receipts RTB/Non RTB	-	5,000	5,000
HRA Reserves	8,948	16,534	7,586
Total Financing	81,461	83,696	2,234

HRA Reserves

The HRA general reserves stood at £31.606m on 1st April 2016. The Operating account will contribute an estimated £7.340m to the reserves this year, with an estimated £16.534m to be used to finance HRA Capital expenditure resulting in an estimated end of year balance of £22.412m. The approved minimum level of reserves to safeguard the HRA is £11.000m.

QUARTER 1 (APRIL 2016 – JUNE 2016) PERFORMANCE REPORT

1. INTRODUCTION

This Quarter 1 Performance Report provides analysis, explanations and commentary in respect of outstanding, good and poor performance, including achievement of targets and details of remedial actions being taken where appropriate. As this report covers the first quarter of performance, there are some areas where a clear picture of performance is yet to emerge and new performance indicators not fully available. Future reports will contain more quantitative analysis around the performance indicators that reflect critical measures of success in business plans and provide mitigation measures for off-track performance.



The report is split into three sections:

- 1) cross-cutting summarised progress in delivering corporate strategic outcomes
- 2) delivery specifically against 'City for All' pledges
- 3) directorate based performance (including back-office and many 'business-as-usual' activities)

Performance Assessment Definitions (for each section)

Section 2.2 - Principle risks and uncertainties Information Source: Corporate Risk Register		
Likelihood	High	Risks scoring 12 (with a high likelihood of occurring and high impact). These risks are of greatest priority and require immediate attention.
	Medium	Risk scoring 5 – 8 (with a medium likelihood of occurring and medium impact). These risks should be reviewed and moderate risk mitigation action may be required.
DoT	Resolved	Risk resolved or fully mitigated since the last reporting period
	Improvement	Severity of risk has been reduced since the last reporting period
	Stable	no change in severity of risk since the last reporting period
	Reducing	severity of risk has increased since the last reporting period

2.

Section 3. Overall performance by directorate	
	Item highlighted as notable areas of achievement for the attention of Committee
	Item highlighted as a risk for the attention of Committee

Section 2.2 - Principle risks and uncertainties Information Source: Corporate Risk Register		
Target Assessment	On Track	Performance is on track to meet target levels by deadline.
	Off Track	Performance is off track, and the target level is unlikely to be met by deadline.
	Target achieved	Target level achieved or exceeded
DoT	Improving	Performance is improving on last year's position.
	Stable	Performance is the same as last year's position.
	Deteriorating	Performance has deteriorated from last year's position.

3. OVERALL PERFORMANCE OF THE CITY COUNCIL

2.1 Cross-Cutting Priorities

This table sets out the fourteen cross-cutting priorities identified as underpinning the council’s strategic objectives and short-term commitments throughout the year. These 14 priorities require a range of services and partners to work together to deliver them. Summarised progress updates against each priority are provided below.

Priority/Theme	Progress update
Organisational Health Check We will enable the Business to evolve and transform by delivering on our major projects and programmes that are fundamental to our long-term financial sustainability. We will ensure Council resources are deployed effectively and efficiently , to achieve best in class services, value for money, and to reduce costs whilst delivering improved outcomes	<ul style="list-style-type: none"> City Hall decant on-track, scheduled between March and June 2017, and a return to City Hall planned from 2019. A communications strategy has been prepared and stakeholders will be fully engaged over the Summer period.
	<ul style="list-style-type: none"> Brexit has increased uncertainty, and there may be particular challenges around activities and projects dependent on EU funding. Medium Term Planning savings target for 16/17 is £33m, £117m between 2016/17 and 2018/19. Sundry debt at the end of June 2016 is down to £18.8m from £24.1m at the end of March 2016. The Capital programme is showing an underspend of £94.65m against a net budget of £254.2m. 38.9% of Council Tax has been collected, compared to 38% at the same time last year – on track to collect 96.6%. Income generated from corporate property has improved, but voids in the investment portfolio, although within target, are also up. Numbers and costs of Temporary Agency Contractors are still higher than target, whilst apprenticeships are slightly short of target. Figures around staff sickness and turnover remain unavailable. Workforce Board has been established in Adult social Care in response to recruitment and retention risks. The market for care and support services remains fragile.
City for All: Aspiration We will encourage economic growth in the City We will get Westminster working by helping people be the best they can We will deliver more homes, helping the most vulnerable and supporting prosperity for all We will support businesses to do more for the local community and in return be more business friendly	<ul style="list-style-type: none"> Business start-ups in the first five months are 3% down on the same period last year. The effects of Brexit may be evident in Quarter 2. The number of planning applications has increased – no obvious effect from Brexit in this area so far.
	<ul style="list-style-type: none"> Residents supported into full employment has improved on last year.
	<ul style="list-style-type: none"> New homes – Dudley House demolished (scheme will deliver 197 affordable homes) and planning consent issued for Lanark Rd (67 homes, 44 of which will be affordable). Progress towards decant of Wainwright and Wellesley House, after which demolition of these blocks and regeneration of Ebury Estate can proceed.
	<ul style="list-style-type: none"> Young Westminster site - the target of 4,000 page views within 3 months of April launch, has been exceeded with a total of 17,893 page views. Promoting apprenticeships & careers – in partnership with City of Westminster College, the Council agreed an apprenticeship and careers fair at the College, Paddington Green on the 16th of November 16th. The aim is to attract over 50 employers and local school age students and unemployed residents. The council agreed a business briefing with NVEC businesses on the apprenticeship levy in September, which will be delivered by Westminster Adult Education Service.

Priority/Theme	Progress update
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">City for All: Heritage</p> <p>We will make Westminster one of the Greenest Cities in Europe by improving the Environment</p> <p>We take pride in our role as a custodian of this great City and will protect our heritage by managing places and spaces that can be enjoyed now and in the future</p> <p>We will deliver a world class setting for the countries most celebrated events</p>	<ul style="list-style-type: none"> • A bid for funding for a Marylebone Low Emission Neighbourhood submitted to the Mayor and the New West End Company Air Quality summit supported. • The Waste Disposal contract has been re-let to Veolia and will start Sept 2017. • Zipcar launched an electric vehicle fleet with charging points installed at 42 sites. • Flytipping remains a concern – efforts are balanced between enforcement and education – only 13 % of businesses in Harrow Road were originally compliant before a local project improved to 72%.
	<ul style="list-style-type: none"> • A roundtable meeting with representatives from the trade and other stakeholders about a Westminster Licensing standard was held, progressing towards the CFA target of deployment by March. • The CCTV Parking Wireless contract operation has ceased, replaced by a new unattended system and two mobile units.
	<ul style="list-style-type: none"> • The Council celebrated the Armed Forces Week and the 50th Anniversary of the Council.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">City for All: Choice</p> <p>We will prioritise those who need our help the most by supporting the most vulnerable people</p> <p>We will create opportunities for everyone to be active and healthy</p> <p>We will provide new ways for residents to contact the Council and have their say</p> <p>We will help residents and communities to remain independent and safe</p>	<ul style="list-style-type: none"> • Child protection cases and Looked After Children numbers remain stable. • Family Lives will provide outreach support to targeted two-year-olds (families known to DWP). • The effective Female Genital Mutilation prevention project funding has been extended for six months. • Commissioning strategy for SEN has been signed off across the three councils. • Rough sleeper numbers remain higher than target. • Number of families in short-term B&B are higher than the target, but no vulnerable families were left in short-term accommodation longer than the 12 week target.
	<ul style="list-style-type: none"> • Public Health awarded a three year extension to the Community Champion project, procurement of Child Health Promotion Programme, Community Sexual Health Service, GUM, and Oral Health are in progress. • The new Leisure Contract (SLM) began, expected to deliver £35m net income over the next 10 years. New KPIs aligned to the contract will soon be available.
	<ul style="list-style-type: none"> • CityWest Homes have revamped resident engagement and have achieved a much more representative Residents’ Council. • Only 1.3% of calls to the Contact Centre were abandoned.
	<ul style="list-style-type: none"> • The Adult Services Customer Journey restructure phase has been completed which will reduce handovers and enhance co-operation between hospital and complex care services. However, performance in reducing delayed discharge is still hampered by a lack of availability of dementia nursing placements. • Adult Services roll out of hospital discharge service with locality teams is completed and procurement of both home care and Community Independence service underway. However, performance around the Carer reviews remains low. • PPL are now monitoring vulnerable households receiving low level preventative work, homes made secure and referrals from health services. • Operation Unite, in collaboration with the Met, targeting Edgware Road area, has in itself delivered high volume results, but also helped to reduce violent crime in the borough at a time of rising figures in London and neighbouring boroughs. • The Community Cohesion Commission launched to address cohesion issues. • New initiatives have been developed within Prevent, in particular a Gangs and Radicalisation Project.

2.2 Principal risks and uncertainties

The table below lists the top risks from the Council's corporate risk register as identified and maintained by service departments <http://partnerweb/corpservices/riskregisters/default.aspx>.

Please note:

- Work is being carried out to identify any impacts arising from H&F's decision not to integrate further services with WCC and RBKC. This decision is not expected to have any major impacts on existing tri-borough services.
- Preliminary work is being undertaken to assess the risk to council residents and business following Britain's decision to leave the European Union.

Risk	Impact	Mitigation
<p>Adult Social Care:</p> <p>a) Increased level of reduction in budget and/or demand over the medium term over and above the planned level.</p> <p>b) Reducing customer and carer satisfaction</p>	<p>Risks are associated with continuing demographic and financial pressures which require successful delivery of more complex transformation projects. This puts financial stability and customer satisfaction at risk.</p> <p>Scale of change around frontline and provider services and greater emphasis on time limited interventions and re-ablement may lead to reduced satisfaction of some customers, especially those who have been supported for some time.</p>	<p>High</p> <ul style="list-style-type: none"> • Further change our service model and commissioning strategy to put a greater focus on short term, re-abling, interventions, promoting independence and new procurement approaches. • Pursue opportunities to develop more integrated working with health colleagues. • Developing a communications strategy to inform residents of changes to services. • Analyse all customer and carer feedback and redesign frontline social work services. • Exploring new opportunities for co-production.
<p>Children's: Protection of a child or young person from harm.</p>	<p>Reputational damage to the council resulting from any potential injury to a client.</p>	<p>High</p> <ul style="list-style-type: none"> • Enhanced DBS checks for employees. • Review lessons learnt from cases and ensure appropriate safeguarding training in place. • Co-ordinated response to any incident.
<p>City Treasurer: Targeting further savings over the next three years to 2017/18.</p>	<p>Targeting further savings as a result of the continuing austerity pressure on public sector organisations. More uncertain economic outlook due to EU referendum result.</p>	<p>High</p> <ul style="list-style-type: none"> • City Treasurers Department will continue to work with other departments to understand and mitigate any potential impacts.
<p>Children's: Delivery of SEN Education and Health Care (EHC) plans and forecasted overspend.</p>	<p>If the service fails to delivery its statutory responsibilities around EHC plans, as stipulated in the Children's and Families Act, then the council and/or partner agencies could be seen as at fault.</p>	<p>Medium</p> <ul style="list-style-type: none"> • Reorganisation of the SEN Service and the development of a business case for a transfer team to further support transfer from SEN to EHC statements. • Business case for additional SEN Transfer Review Key-workers approved and recruitment underway. The new team should be in place for September. • Forecasted significant overspend due to increased demand for SEN transport and staff costs.
<p>GPH: Uncertainty around the effects of Brexit and uncertain market leading to the delaying or withdrawing of investment decisions, a slowing of income growth and falling capital values.</p>	<p>Impact on delivery of new housing and affordable housing targets as well as Estates Regeneration programme; difficulties in achieving TA savings and property income targets and planning fees; effect on homelessness and overcrowding.</p>	<p>Medium</p> <ul style="list-style-type: none"> • Monitor market. Seek good value purchases. • Potential for build cost inflation to slow and contractors to move to 'safe haven' clients like WCC for certainty of work flow.
<p>Corporate Services: Delivery of management information via Agresso.</p>	<p>Failure of the Agresso product to deliver information in the first quarter of the year can lead to reduced business information upon which to make decisions</p>	<p>Medium</p> <ul style="list-style-type: none"> • Review procedures for handling issues arising from the use of Agresso and deal with them efficiently. • Keep staff (as appropriate) updated on developments/updates to Agresso.

An Economic, Social and Environmental Summary Profile of Westminster

Grant Thornton, a supplier of professional services, have produced a report (published May 2016) which looks at the performance of Westminster according to how well the City scores on a range of selected benchmark indicators of economic, social and environmental well-being. A summary of the key findings are provide below. The full report can is available on request from the EvaluationandPerformanceTeam@westminster.gov.uk.

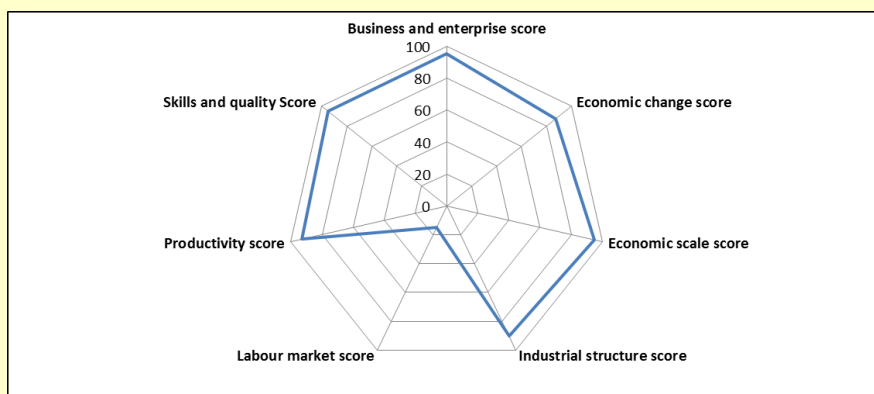
Summary of findings:

The spider chart is a way of showing how Westminster rates against the national median on the economic, social and environmental indicators. Data for every local authority area is converted into a percentile score, with the top ranking area scoring 100 and the bottom zero. The national median is shown by the 50th percentile. Greater detail on all indicators can be found in the tables below.

1. State of the local economy in Westminster

Data Sources:

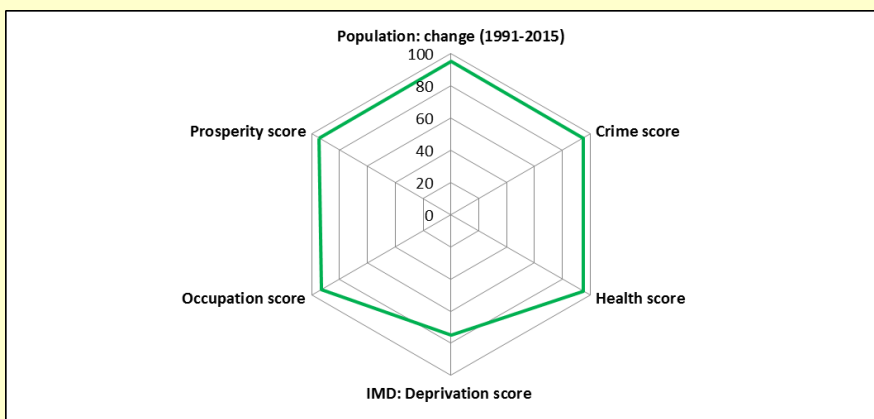
Place Insight, Annual Business Inquiry and Annual Survey of Hours and Earnings, Business start-ups and closures, VAT registrations and de-registrations, GVA by National Office of Statistics.



2. Social profile of Westminster in terms of the demographic characteristics of its local communities and the issues which affect them most.

Data sources:

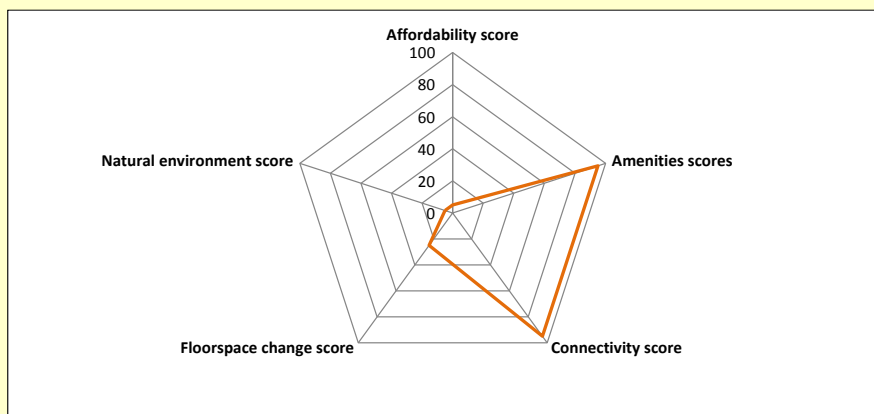
Midyear population estimate, 2001 Census



3. Environment and equality of life in Westminster

Data sources:

Place Insight, Commercial and Industrial Floorspace and Rateable Value Statistics



State of the local economy in Westminster

	Performance	Context
Economic Scale	Relative to other local authority areas, the size of the economy in Westminster is well above the national median.	<ul style="list-style-type: none"> The average gross weekly earnings of those working in Westminster are £778, compared with £730 in Central London and £510 nationally. Gross value added (GVA) per job in Westminster is very high, with the area ranking in the top 20% nationally. GVA per job in Westminster is £75,477, compared with £77,078 in Central London and £55,659 nationally. Westminster has a very large employment base, accounting for 2.41% of all employees in UK. The share of national GVA in Westminster is high, accounting for 3.27% of all GVA in the UK. Between 2013 and 2014, the total number of employees in Westminster changed by 1.33%. There has been much stronger growth in recent years, but this now looks to have slowed in Westminster.
Industrial Structure	Westminster's industrial structure is ranked in the top 20% of local authority areas nationally.	<ul style="list-style-type: none"> Knowledge intensive sectors in Westminster accounted for 31.29% of total employment in 2014. By comparison, the Central London figure was 32.25%, the London figure was 31.47% and the national figure was 22.02%. Employment in knowledge-driven production is around the national median, 1.95% of employment compared to 2.51% in Central London and 2.43% nationally. Employment in knowledge-driven services is well above the national median, 29.34% of employment compared to 29.74% in Central London and 19.6% nationally. Westminster has a relatively small public sector, with 17.79% of employment in this sector. This compares with 22.67% in London and 27.2% nationally.
Business & Enterprise	Westminster's Business and enterprise sector is ranked in the top 20% of local authority areas nationally.	<ul style="list-style-type: none"> The new business formation rate in Westminster is very high; 15.51% of all businesses registered for VAT, compared with 17.81% in Central London and 13.86% nationally, however the 24 month business survival rate in Westminster is low. Of all of the VAT registered businesses in 2009, 64.21% were still trading in 2014. In 2015, the self-employment rate in Westminster was 12.13%, compared with 13.1% in Central London and 10.16% nationally. Between 1998 and 2015, the total business stock in Westminster changed by 63.13%. Over the same time period, the number of businesses in Central London changed by 92.52%.
Labour Market	Westminster resident working age population who are in employment in is very low, ranking in the bottom 20% nationally.	<ul style="list-style-type: none"> In Westminster, 65.6%* of the resident working age population are in employment, compared with 73.66% in Central London and 73.6% nationally The proportion of the working age population who are in long-term unemployment in Westminster is high. In Westminster, 27.99% of people who are unemployed have been claiming job seekers allowance for at least 12 months, compared with 27.73% in Central London and 27.65% nationally Between January and December 2015, the employment rate in Westminster improved by 3.14%. This placed Westminster in the top 40% nationally. By comparison the employment rate changed nationally by 1.38%. <p><i>*Note this figure includes residents not looking for work (including students, early retirees, looking after children at home etc.)</i></p>

Social profile of Westminster in terms of the demographic characteristics of its local communities and the issues which affect them most.

	Performance	Context
Population	Westminster's population increase is the second highest percentage increase between 2014 and 2015 in London.	<ul style="list-style-type: none"> Population change between 2014 and 2015 has seen the second largest increase in population, 3.86%, since 2001, with 2005 seeing the largest percentage increase when population grew by 3.99% due to accession of Eastern European states. There were 2,685 births and 1,163 deaths in Westminster between 2014 and 2015, equalling +0.65% natural population change. In total 17,911 people migrated into Westminster from within the UK and 21,184 people migrated out into the rest of the UK between 2014/15. In total 16,009 international people migrated into Westminster and 5,246 international people migrated out between 2014/15. Westminster's older population has increased since 2014 by 3%, from 27,506 people to 28,385 people aged 65 and over.
Occupations	The proportion of knowledge workers in Westminster is very high by national standards	<ul style="list-style-type: none"> In Westminster 65.68% of the working population are classified as professional, managerial or technical workers. By comparison, the Central London figure is 66.08% and the national figure is 44.45%. % of Westminster's working population who are in elementary occupations is 6.7%, compared to 7.2% in Central London and 10.9% nationally % of Westminster's working population who are in lower skilled occupations is 23%, compared to 23% in Central London and 34% nationally. % of Westminster's working population who are in skilled occupations is 30.5%, compared to 26.8% in Central London and 24.8% nationally. % of the working population who are in managerial occupations in Westminster is 39.8%, compared to 43% in Central London and 30% nationally.
Prosperity	Total income in Westminster is well above the national median	<ul style="list-style-type: none"> At £1,444,156, the average house price in Westminster is high when compared to £914,503 in Central London and £283,176 nationally. Average annual incomes have increased at a very high rate between 2005 and 2015. The growth of 30.7% in average incomes places the area in the top 20% nationally. By comparison incomes grew nationally by 20.5%.
Deprivation	Westminster deprivation score places it amongst the 20% most deprived local authority areas nationally .	<ul style="list-style-type: none"> Westminster ranks in the 40% most deprived of local authority areas on inequality. The employment domain score is average, ranking in the middle 20% of local authority areas. The education domain score is very low by national standards, ranking in the 20% least deprived local authority areas. For the income domain score, Westminster is ranked in the 40% most deprived local authority areas. This is because of the number of benefit claimants. For the health domain score, Westminster is ranked in the middle 20% of local authority areas.
Health	Westminster's standards of health are in the top 20% of local authority areas nationally .	<ul style="list-style-type: none"> At 3.81 per 1,000 population, the infant mortality rate in Westminster is average, by comparison Central London is 3.66 and national is 3.98. At 742.6, the standardised mortality ratio in Westminster is low, this compares with 903.44 in Central London and 1,005 nationally. At 17.9%, the population who are obese in Westminster is high compared to 16.2% in Central London but low compared to 22.9% nationally. At 18.5%, the population who smoke in Westminster is estimated to be average when compared to 19.2% in Central London and 18.5% nationally.

Environment and equality of life in Westminster

	Performance	Context
Housing	Westminster's is in the bottom 20% of local authority areas nationally in terms of affordability.	<ul style="list-style-type: none"> • % of households that were owner occupied within Westminster was 30.53% in 2011. This compares with 33.83% in Central London and 63.57% nationally • % of households that were rented within Westminster was 65.52% in 2011. This compares with 63.16% in Central London and 34.32% nationally. • % of total housing stock declared as non-decent in Westminster was 4.73% in 2011. This compares with 6.08% in Central London 4.18% nationally. • Westminster has seen a very high growth in average house prices between 2003 and 2013 of 163.82%. This places the area in the top 20% nationally. By comparison, average prices changed nationally by 45.24%.
Commercial Floorspace	Westminster level of growth in terms of floor space change is in good	<ul style="list-style-type: none"> • In the last ten years Westminster has seen 1,175,973 square metres of residential growth; 150,046 square metres of hotel growth; 72,151 square metres of retail growth; 65,351 square metres of leisure, education and health growth and 24,300 square metres of food & drink growth.
Transport & Connectivity	Westminster is ranked in the top 20% of local authority areas nationally on levels of connectivity to intercity rail, motorways and airports.	<ul style="list-style-type: none"> • The national average for the proportion of people who travelled to work by car was 62.66% in 2011. By comparison the Westminster figure was 10.22%. • % of residents who travelled to work within Westminster by public transport was 52.64% in 2011. The national figure was 16.4%. • % of residents who travelled to work within Westminster by foot or bicycle was 24.44% in 2011. The national figure was 13.61%. • % of residents who work outside Westminster was 48.31% in 2001. At 24,294.48, the number of journeys per sq km in Westminster is high, with the area ranking in the top 20% nationally.
Amenities	Westminster is ranked the top 20% of local authority areas nationally in terms of amenities	<ul style="list-style-type: none"> • The number of national heritage sites per 1,000 sqm in Westminster was 3,524. This compares with 912.5 in Central London and 65.37 nationally. • The number of listed buildings per 1,000 sqm in Westminster was 182. This compares with 64.09 in Central London and 2.64 nationally. • The proportion of employment in hotels and restaurants in Westminster is 12.16%. This compares with 9.68% in Central London and 7.06% nationally. • The amount of retail floorspace in Westminster was 1,973 (in 1,000 sqm). This compares places 5,113 (1,000 sqm) in Central London and 16,957 (1,000sqm) in London.

3. Service Performance by Directorate

3.1 ADULT SERVICES

Notable areas of achievement, delivery and opportunities

Adult Social Care

Strategic Vision / Partnership Working



- The major restructure phase of the Customer Journey programme has now been completed to secure the delivery of the remaining £1.3m savings. New Management and Leadership teams are formed and working on service development plans. To support delivery of greater efficiency and customer focus a range of service change work is now well underway, including fewer handovers between front door, hospital and complex care services, a more proportional and personalised approach to safeguarding and better demand management of quality issues with providers and a strengthened front door service.



- The roll out of the multi-disciplinary hospital discharge service, including the operation of locality teams within each hospital site, is now completed. The Customer Journey restructure will support the consolidation of this work with new Tri-Borough Community Independence Service and Hospital Discharge managers in post. Work has also started on the wider roll out of the hospital discharge model and is developing well with support from the Department of Health and funding contributions from wider West London Alliance partners now confirmed.



- Progress continues to re-commission home care through three providers. Final agreement on the appointment of the last provider was made in August 16 – transitions are currently at 89% (August 16). Close working is continuing on transitioning cases to the appointed new providers and working with providers to assure the improved quality and reablement outcomes that are expected. This is being supported through a strengthened Home Care Management Team service.
- The Better Care Fund Programme for 2016/17 has now been finalised and submitted to the Department of Health. The plan is largely based on the continuity of schemes and funding, placing continued emphasis on reablement and supporting health and social care integration. Work is well underway on the first five year Sustainability and Transformation Plan (STP) and refresh of Health and Well Being Strategy. The first draft STP has been signed off and submitted to the Department of Health. These documents are being developed as a cohesive set of plans to support delivery of whole systems integration by 2020.
- The joint commission of the Community Independence Service is underway, with the tender at the final stages of award and full transfer of the health aspects of the service expected by October 2016. The mobilisation phase of the project has now started and is focussing on workforce management, finance and resources, service quality and outcomes. Priorities for Adult Social Care are establishing a Section 75 “provider to provider” agreement, so staff can be managed through the lead provider and supporting the smooth transition of the service. In the longer term options for the lead provider to deliver aspects of the ASC service, including reablement care, will be considered further.

Adult Social Care Performance Indicators

- Acute and non-acute Delayed Transfers of Care outcomes were better than the London average for April. The numbers completing reablement were lower than expected but this is not a concern at this stage in the year.

Public Health

Strategic Vision / Partnership Working

- A Public Health vision statement has been developed. Borough specific statements will be published and aligned with refreshed Health and Well-Being Board strategies. This work will help to ensure that Public Health work aligns within the corporate priorities of Westminster and local health partners.
- Representatives from the three CCGs have agreed key actions, including regular meetings and agreeing joint priorities to align work streams across the organisations. This will inform the Memorandum of Understanding that establishes the Public Health core offer to each CCG across the three boroughs, as required under the Health and Social Care Act 2012.

Commissioning

- Contract extensions awarded for three years to Community Champions projects in Mozart Estate and Church Street.
- The 0-5 Child Health Promotion Programme, including the Health Visiting services, is being reviewed with the view of re-commissioning in close collaboration with Children Services and the Clinical Commissioning Groups (CCGs).
- A preferred provider for the 5-19s school health service has been identified. An announcement is yet to be made, pending ratification through the decision making bodies. It is anticipated that the successful provider will be notified in the Autumn.
- Tenders for the Community Sexual Health Service are being evaluated; a start date of April 2017 is programmed.
- The invitation to tender stage of the pan-London GUM (Genito-urinary Medicine – sexual health) procurement project is underway. Evaluation of bids will be completed by mid-August, with the contract start date programmed for April 2017.
- The pan-London procurement of the Oral Health Promotion Community Services led by NHS England, on behalf of the three councils, is in the stage of scoring and moderation. As associates to the forthcoming contract, the Public Health team have written the specification for the service that will operate across the Tri-borough area. It is anticipated that providers will be informed of the tender outcome in August.

Other Key Priorities

- The **Tackling Childhood Obesity** Together Programme Annual report is to be presented to and signed off by the Health and Wellbeing Board in July. Public Health are actively evaluating all activities to engage further council departments and external experts, such as the Soil Association and Sustrans, to ensure good progress this year.
- The review of **Behavioural Change** services is in its scoping stages. The aim of the review is to create an integrated healthy lifestyle service by making greater use of digital technology where appropriate.
- The Annual Public Health Report has now been published on the council's website, as well as on the Joint Strategic Needs Assessment (JSNA) website: The links for both can be found below:
 - JSNA <http://www.jsna.info/document/annual-public-health-report-2015-16>
 - WCC <https://www.westminster.gov.uk/public-health-policies>


- The development of a JSNA on-line tool enables services to access a detailed picture of the health needs of a local population, focussing on a single topic. Agencies should be able to use JSNAs to identify action to improve the well-being of that population. The on-line tools widen that accessibility considerably.

Public Health performance indicators

- Public Health performance indicators all have a lag reporting time of between two months to a year, however all indicators have been reported as being on track and achieving their targets. The most up-to-date figures have been provided within the table.
- Community champion activity information has been received for the year end and has been received. The following information is available:
 - Community champions WCC: (5 projects) 118 Champions
 - 14 large events with 5,747 residents;
 - 195 regular activities with 2,340 attendances;
 - 3 baseline surveys with 700 residents;
 - PH campaigns with 2,829 residents.

Service Pressure, risks and challenges

Adult Social Care

- Whilst a balanced budget is projected for Adults in 2015/16, there is **increasing risk associated with the delivery of savings that require continued reductions in commissioned care costs.** Efforts to reduce demand, face counter pressures associated with demographic trends and the Care Act are being implemented.
- **Risk to reducing customer satisfaction, particularly existing customers at the sharper end of change.** To mitigate - all major changes place emphasis on communications, change management and co-production. We are using customer insight and intelligence to inform our transformation agenda, re-designing our Customer Journey pathway and key processes so that they are more focused on the outcomes that matter most to customers.
- **The Adult Social Care Market for Care and Support Services is fragile** – in terms of growth, stability and assuring quality. To mitigate - market management and development working on a regional and sub-regional basis and the development of new Commissioning Strategy which emphasises working with strategic partners over the long term.
-  **Workforce risks.** 2015 Peer review highlighted recruitment and retention risks across London for social care staff. The pace and scale of change in the sector and locally also heightens the risk environment. To mitigate - A workforce board has been established to develop our workforce management plan, whilst we review our reward system, strengthen internal communications and staff involvement in change and have detailed change management plans in place for all major restructures (Commissioning and Customer Journey).
- **There are significant population increases being projected for older people.** It is acknowledged that projections become increasingly uncertain the further they are carried forward and it is noted that long-term projections should be used with caution.
- **Reducing the number of non-elective hospital admissions** is a key joint target across health and social care. A target was set to reduce admissions by 4.6% in real terms via the Better Care Fund

Programme, recognised as ambitious given the demographic growth, historical trends and changing NHS and Social Care landscape. Non-elective admissions have been higher in the 2016 calendar year compared to the year before. Close working between GPs and NHS Rapid Response nursing continues to identify high risk residents. The current specification for the re-procurement of CIS includes activity based payments for health which should incentivise and drive up volumes as appropriate. (It should be noted that hospital admissions figures include a range of reason codes and morbidities. ASC interventions only target a small proportion of these).



- **Increasing financial pressure including risks to overspend with CCG partners.** This is an increasing risk that could lead to mitigating actions that shunts costs to ASC, e.g. through changes to Section 75 contributions. There is ongoing close working and monitoring to manage the impact of this risk and any major issues that emerge will be discussed through the appropriate governance arrangements we have with health, including the Joint Executive Team.

Adult Social Care Performance Indicators

- Acute Delayed Transfers of Care outcomes were better (lower) than the London average for April and May 2016.
- In relation to carers assessments, performance is slightly below expected levels (but higher than at this point in 15/16) and is also subject to local focussed improvement activity.
- There is good performance on numbers receiving a personal budget.
- Levels of new admissions to residential and nursing care are currently below the 15/16 rates at this point in the year.

Public Health

- The financial savings for 2016/17 have been agreed and Public Health modelled future year's savings. We have not finalised where the savings in PH will be deployed in 2017/18 to reduce general fund expenditure.
- The Public Health team is about to go through a restructure, which will inform the Public Health offer in the future. The restructure will align itself to the Director of Public Health's vision for Public Health within Westminster. A consultation document of the proposed restructure is due to be circulated in August.
- It is anticipated that staff may be worried and feel uncertain, however regular communication provided through formal and information mechanisms are being used to manage and field any questions or concerns raised by staff members.


Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators failing to meet targets. Please note figures reported are for April to June 2016, unless indicated. As this covers the first quarter, there are some indicators where a clear picture of performance is yet to emerge.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators flagged for attention:

Adult Social Care

 Percentage of carers receiving an assessment or review	87%	90% (Q1 Target: 23%)	17% (As of Jun)	Off Track	Improving on last year
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Reason for underperformance and mitigation: performance is below expected levels and is also subject to local focussed improvement activity.

Performance Indicators on track to achieve targets

Adult Social Care

Delayed transfers of care, acute days attributed to social care (cumulative)	1,002	924 (154 at May)	99 (Apr-May)	On Track	Improving on last year
Adults receiving a personal budget to meet their support needs	92%	90%	91% (at end Jun)	On Track	Stable, same as last year
Proportion of adults with a learning disability known to ASC in paid employment	New Indicator	7.5%	6.4%	On Track	Improving on last year
Proportion of adults in contact with Mental Health services in paid employment	New Indicator	6.6%	8.4%	On Track	Improving on last year
Total number of new permanent admissions to residential care of people aged 65 years and over	46	Target to be confirmed	10 (at end May)	N/A	Improving on last year
Total number of new permanent admissions to nursing care of people aged 65 years and over	52	Target to be confirmed	8 (at end May)	N/A	Improving on last year
Percentage of people completing reablement who require a long-term service	28%	To be agreed by CIS provider	23% (cumulative at end Jun)	N/A	Improving on last year

Public Health

Successful completion of drug treatment - opiate users	Baseline to be confirmed	Q1 Target: 7.46%	Completion: 8.28% (83 people)	On Track	N/A
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Service Commentary: Public Health performance indicators all have a lag reporting time of between 2 months to a year. However all indicators have been reported as being on track and to achieving their targets. The most up to date figures have been provided within the table.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance indicators where data for Quarter 1 is unavailable.					
Adult Social Care					
Overall satisfaction of people who use services with their care and support	New Indicator	N/A	Data currently not available	N/A	N/A
The proportion of people who use services who find it easy to find information about support	New Indicator	N/A	Data currently not available	N/A	N/A
Public Health					
Percentage of children who received a 2-2.5 year review	53.1% (in Q1 15/16)	Q1 Target: 390 (69%)*	Data currently not available	N/A	N/A
*Yearend target to be agreed with provider by Augusts 2016.					
Reduction in under 18 conception	Baseline to be confirmed	Monitoring indicator	Data currently not available	N/A	N/A
Reduction in chlamydia detection rate (15-24 year olds)	Baseline to be confirmed	Monitoring indicator	Data currently not available	N/A	N/A
The % of people presenting with HIV at a very late stage of infection (where CD4 count is less than 350)	25.1% (2012-14)	Monitoring indicator	Data currently not available	N/A	N/A
All new STI diagnoses (rate per 100,000 population)	Baseline to be confirmed	Monitoring indicator	Data currently not available	N/A	N/A
Successful completion of alcohol treatment	Baseline to be confirmed	Monitoring indicator	Data currently not available	N/A	N/A
Rate of alcohol related hospital admissions per 100,000	Baseline to be confirmed	Monitoring indicator	Data currently not available	N/A	N/A
Number of residents reached through community champion activities	13,228 (global figure for all activity)	Target to be confirmed	Data currently not available	N/A	N/A
Number of Children at 4-5 years old defined as obese*	126 (2014/15)*	Q1 Target: 126	Data currently not available	N/A	N/A
* Resident state school reception year children were very overweight.					
Number of Children at 10-11 years old defined as obese	243 (2014/15)	Q1 Target: 243	Data currently not available	N/A	N/A
* Resident state school year 6 children were very overweight.					
Number of people who completed the Exercise Referral Programme as a percentage of people who had a start date recorded within one financial year	55% completions	55% (Q1 Target: 55%)	Data currently not available	N/A	N/A
Number of personal health plans completed	1,330	Target to be confirmed	Data currently not available	N/A	N/A

3.2 CHILDREN'S SERVICES

Notable areas of achievement, delivery and opportunities



- All cases referred to the service in relation to **Child Sexual Exploitation continue to have a joint investigation between Westminster and Police**. The Multi-Agency Sexual Exploitation (MASE) panel has revised its terms of reference to improve case monitoring and focus on perpetrators.
- **The project to improve safeguarding actions by Children's Services**, Health and the Police to increase the number of referrals made in relation to potential female genital mutilation has improved and has been able to demonstrate its effectiveness. Therefore it has received a further six months funding from the DfE.
- **Antenatal classes have been piloted in Bessborough** with plans to roll out across Westminster during 2016 (universal provision) which will include Queens Park. This should lead to incremental increase in numbers attending.
- Following the Early Help re-design, **Family Lives have been commissioned to undertake targeted outreach to families** on the DWP list who may be eligible for the targeted two year-old offer. This work includes sending birthday cards to children turning two and engaging with families through outreach work.
- **A commissioning strategy to ensure support is provided to enable more young people with special educational needs** to travel to and from school independently has been completed. The strategy has been signed off by all three councils and incorporated into the travel assistance policy.
- **New school meal contract with Caterlink commenced on 11th April 2016**, the meal offer in all schools within this contract meet food for life quality targets. The current menus offered meet either the silver or gold standard Food for Life (FFL) criteria, offering organic, seasonal, locally sourced and free range products. Schools were given the option to have either silver or gold FFL standard menu, all menus have been nutritionally analysed and meet all government and nutritional standards. A report will be available in August 2016 which will monitor the take up of school meals.
- During the Spring term in the former contract held by Chartwells, **100% Westminster schools in the centrally held contract met the silver standard Food for Life criteria**.

Service pressures and challenges



- **Special Educational Needs / Education and Health Care plans (EHC Plans)** - A key risk currently facing the SEN service is to ensure we deliver our statutory responsibility around Education and Health Care (EHC) Plans as stipulated in this Children and Families Act. If the service fails in this regard then the Council and/or partner agencies could be seen to be at fault. There are a number of actions to support the building of capacity in the service to avoid such service failure. These include the reorganisation of the SEN Service and the development of a business case for a transfer team to further support transfer from SEN to EHC statements. The business case for additional SEN Transfer Review Keyworkers has been approved and that recruitment is now underway. The new team should be in place for September.



- **The authority may also be notified of an Ofsted / CQC Local area inspection of the Special Educational Needs and Disabilities (SEND) services (0-25) on a weekly basis, (excluding school holidays).** If the service is not adequately prepared for the inspection, then there will be a negative impact on each authority. Preparation for the Local Area inspection is progressing through the Quality Assurance board – this has overseen the publishing of the Ofsted framework whilst a dedicated project manager is in place to drive self-evaluation forward. This work and the service’s performance is given regular oversight by the Director of Education.
- **The majority of capital works have been completed to ensure a sufficient supply of 2 year old childcare places.** These have been locations where families meet the 2 year old offer criteria. There are outstanding proposals for St Mary Magdalene and Bayswater which are awaiting further consideration and costing. Current projects to be completed over summer 2016 include Hallfield Primary School, Church Street and Westbourne Children Centres. A marketing plan was agreed and implemented by the project group in summer 2015. The strategy includes an online campaign including social media, promotional materials and advertisements in various publications.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators failing to meet targets. Please note figures reported are for April to June 2016, unless indicated. As this covers the first quarter, there are some indicators where a clear picture of performance is yet to emerge.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators on track to achieve targets					
% of care leavers who are in education, training or employment	63% (104/166)	75%	N/A Available termly	On Track	Stable, similar to last year
Child protection cases per 10,000 child population	21.9	Maintain below national rates	21.9	On Track	Stable, similar to last year
Service Commentary: Child protection plan rates continue to be below both England (42.8) and London (40.6) rates.					
Looked After Children rate per 10,000 child population	40.1	40.1	40.1	On Track	Stable, similar to last year
Service Commentary: Rates continue to be stable and below both England (60) and London (52) rates.					
Number of 16 to 18 year olds (years 12 and 13) not in education and training (NEET)	1.9% (64/3698)	66 (2%)	2% (66/3683)	On Track	Stable, similar to last year
Service Commentary: DfE have confirmed a change of reporting for this measure. From September 2016, local authorities will no longer be required to track young people of academic age 18. DfE have confirmed that local authorities will only be required to include information about young people up to the end of the academic year in which they have their 18 th birthday (academic age 16 and 17).					
% of care episodes starting that relate to young people aged 14-17 years who are Westminster Citizens (non as a result of LASPO Act 2012 or UASC status).	20	23	2	On Track	Stable, similar to last year
% of early help cases who are young carers	New Indicator	TBC	2% (11 of 503)	On Track	N/A
Service Commentary: Information reported is aggregated over the financial reporting year 2016-17.					
% of re-referrals to early help/social care within 12 months of the previous referral	9.4% (154/1641)	15%	6% (36/588)	On Track	Stable, similar to last year
Number of foster carers recruited by Cornerstone by September 2016.	17	25	6	On Track	Stable, similar to last year
Percentage of children in care aged under 16 in the same placement for at least 2.5 years	75% (52/69)	80%	77% (48/62)	On Track	Stable, similar to last year
Percentage of children in care with three or more placement moves	11% (18/166)	Less than 10%	0% (0/162)	On Track	Stable, similar to last year

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance indicators where data for Quarter 1 is unavailable.					
% of two year olds in Westminster that receive a developmental review	70% (PH to provide cohort numbers)	75%	N/A Available termly	N/A	N/A
% of 2 year olds meeting the criteria taking up a targeted 2 year old place	68% (425/626)	70%	N/A Available termly	N/A	N/A
Service Commentary: These two performance measures are not yet available as they are only available termly. Term end performance measures will be available in the next Quarterly performance report.					
% of primary pupils achieving Level 4+ in Reading, Writing and Mathematics at KS2	New measurement system	Above the national percentage of pupils at the new expected standard	N/A Available annually	N/A	N/A
Service Commentary: The reporting on educational attainment is due in September 2016					
% Westminster's pupils who achieved Attainment 8 and Progress 8	New Indicator	Attainment 8: 5.5 Progress 8: 0.4	N/A Available annually	N/A	N/A
Service Commentary: The reporting on educational attainment is due in September 2016					
% of Phase 2 troubled families turned around	New Indicator	17% (385 families)	N/A Available October 2016	N/A	N/A

GCSE results and changes going forward

In the 2015/16 Year End report, whilst Westminster schools achieved some of the highest results in London and nationally, EMT wanted to investigate why last year’s set target of 70% was not achieved.

Trend in the last 5 years for pupils achieving at least 5 A*- C grades including English and Maths

The 5 year trend is one of relative improvement against national performance. This has been period of turbulence in GCSE outcomes for all schools as a result of the significant changes to specifications. While the national average has fallen, Westminster results have remained at a high level. In 2011 Westminster was 4 percentage points above the national average; in 2015 outcomes for Westminster were 14 percentage points above the national.

Region/ Local Authority ¹	Percentage of pupils at the end of key stage 4 achieving at GCSE and equivalents:					
	5+ A*-C grades including English and Maths GCSEs					
	2009/10 ⁴	2010/11	2011/12	2012/13	2013/14 ⁵	2014/15 ²
Westminster	62.5	63.1	70.0	69.6	68.1	67.5
England	53.5	59	59.4	59.2	53.4	53.8

GCSE target setting for 2015/16 (target 70%)

Previous targets for achievement in 5+ A*-C grades were based on aggregated targets from schools. However this did not factor in the impact of the changes to the specifications which, as explained above, meant that later school projections were lower than original targets. As a result to the latest reforms, the 5 A*-C GCSEs including English and mathematics performance will no longer be reported and therefore there is no target for this measure in 2016. The new measures are - Progress 8 and Attainment 8 which provide a measure of student progress and performance across their top 8 GCSEs and the percentage gaining A-C in English and mathematics.

Changes to the examination criteria that have impacted on Westminster’s results

The main changes have been:

- An emphasis on end of course examinations, rather than coursework
- A restriction on the number of qualifications that counted
- An end to the practice of allowing 're-takes' of exams through early entry policies to count (with only the student's first attempt now counting)
- A change to thresholds for the achievement of the 'C' grade.

Ofsted inspection outcomes

Overall Westminster secondary schools' GCSE performance is good and this is recognised in the Ofsted inspection outcomes. Of the 10 schools inspected by Ofsted; eight are outstanding, one is good and one requires improvement. Overall secondary performance at GCSE is the highest in Inner London.

GCSE target setting for 2016/17

The new City for All pledge targets for 2016 were set based on the new measures: Progress 8 and Attainment 8. This is reflected in the Children’s Services Business Plan.

- Progress 8 – 0.4 (nearly half grade better than expected progress for the cohort, expected progress is 0.0)
- Attainment 8 – 5.5 (between average grade of C (5) and B (6))

These targets are based on previous performance against these measures and the targets from schools. However, as these are new measures it is very difficult to predict what the national benchmarks will be. Once we get a clearer picture of the national outcomes in the next year this will help to establish target setting using the new measures.

Subscription to Westminster Secondary schools

All Westminster secondary schools are oversubscribed. We manage this by using the mechanisms of the Fair Access Protocol to place children and provide parents with the details of school in neighbouring boroughs that have vacancies and are within a reasonable distance.

Reforms in the near future which will impact Westminster’s school performance

Further changes to GCSE specifications and the introduction of a new grading scale will continue to mean that there will be turbulence in GCSE results.

3.3 GROWTH, PLANNING AND HOUSING

Notable areas of achievement, delivery and opportunities



- **Review of Operational Portfolio** - BNP Paribas Real Estate has been appointed to analyse the Council's operational portfolio, its use and efficiency, before preparing a strategy to restructure the occupation of the portfolio. An officer's working group will co-ordinate with BNP Paribas so that they can understand the council's future property operational needs, stresses and pressures. The first part of their report is due at the end of July and the final report at the end of September. Corporate Property is investigating other savings opportunities including a review of 'third sector' occupation of council owned property and the creation and letting of touch-down desk space. The estimated savings and targets have been re-profiled.
- **City Hall update** - The Programme is still on track. Temporary accommodation has been identified and terms agreed. Decant from City Hall will take place between March and June 2017, with a return to City Hall planned from 2019. A communications strategy has been prepared and staff and stakeholders will be fully engaged over the Summer period.
- **Economy & Infrastructure** - To date the Business Unit has received in excess of 120 enquiries (ahead of any significant promotion of the service) and feedback from businesses and partners indicates it is already having a positive effect. The Business Unit is also developing a range of initiatives aimed at improving the way the council engages and supports businesses. Our network of Business Champions and Business Unit 'friends' is building strongly, with almost 50 colleagues across the council who work with us on Business Unit activities.
- **Economy & Infrastructure** - The service has submitted a £3m European Regional Development Fund bid to deliver a tailored Connection Voucher Scheme to support 1,000 SMEs and start-up businesses to get connected to **Super and Ultrafast Broadband**. If successful this will contribute to addressing Westminster's Broadband needs. The 'Cities of London and Westminster' have the lowest percentage of connections above 30Mb/s of any London borough. The council was nominated for an award from the Public Sector Communications Awards for the successful Broadband campaign. We were nominated in the Best Use of Evaluation of Research Award for the 'Bringing Superfast Broadband to the City of Westminster' campaign. The award ceremony took place on 14th July.
- **WHAT (Westminster Homeless Action Together) rough sleeping project** – developed project and supported 'third sector' delivery partners to recruit nearly 300 volunteers to engage and survey people who were rough sleeping across Westminster in July, investigating in detail why people are homeless and what could make a difference to help them off the streets.
- **Real Change Campaign** – enabling people to donate to charity – launched a positive campaign aimed to help divert giving away from those who are begging towards our partner organisations who deliver support services. Partners in delivery include all BIDs, WEP and local businesses.
- **Middle Eastern visitor campaign** – launched a targeted campaign to Middle Eastern visitors coming to Westminster for Ramadan, aiming to reduce giving to career beggars. Central London Mosque was a key partner alongside numerous hotels and visitor websites.
- **Resident scrutiny and consultation** - CityWest Homes completed the re-shaping of the resident engagement structures and launched the new structure. This provides for a new Resident's Council reporting to the CityWest Homes Board - themed service review groups is also a new feature. The size (276 expressions of interest and 56 residents ultimately appointed) through an assessment process and diversity (age, gender, ethnicity, etc.) of interest, contrasts favourably to the former regime. 94% of residents appointed had not previously been involved in CWH resident engagement.

- **Scottish Towers Tenancy Management Organisation** - the council successfully took action to cease the management agreement of this failing organisation where governance processes had broken down and financial management had serious failings.
- The launch of the **Westminster Home Ownership Accelerator scheme** by Westminster and Dolphin occurred on 12th July which will make available intermediate homes to eligible applicants who will be helped into home ownership. 28 of the 50 intermediate homes associated with this scheme will be delivered during 2016/17 with the remaining 22 units coming on stream in 2017/18.
- **Lisson Arches – Face Forward** - Installation of large scale portraits of local people, taken by local photographic artist, around the Lisson Arches construction site. Installation took place earlier this year, and site works permitting, the artwork will stay on site until the end of this year.
- **Dudley House has now been demolished.** The new scheme will provide 197 affordable homes, a new school and a community facility anticipated to commence in Autumn 2016.
- Dolphin Square have secured planning consent for a **new development at Lanark Road**. This development, which is anticipated to start later this financial year, will deliver 67 new homes, including 44 affordable homes plus a new sports/community centre.
- Westminster has successfully taken transfer of 12 homes at Wainwright House from Soho Housing Association on the **Ebury Bridge Estate**. Negotiations are progressing with Soho towards the transfer of 10 homes at Wellesley House to Westminster. Once these two blocks are fully decanted, demolition will proceed to facilitate the regeneration of the Ebury Estate.

Service pressures and challenges



- **Deliver Affordable Homes programme of 479 homes April 2015 to March 2017.** It is currently projected that 195 new affordable homes will be delivered during 2016/17, bringing the total delivery of affordable homes during the period 2015/17 to 408 affordable homes. This shortfall against the original target of 479 is as a result of some schemes originally projected to deliver in 2016/17 being delayed until 2017/18 due to development timelines
- **Rough Sleepers** - At the official street count on May 2016, 113 people (those whom Westminster has a duty to assist) were seen rough sleeping in the City. This is above the target level of 100. For those rough sleepers for whom Westminster do not have a duty to assist, enforcement operations continue to occur with the Home Office and the Police. While successful, they don't stem the tide of new people arriving. The key risk moving forward for this area is the 'Brexit' decision and the view that because of the uncertainty over freedom of movement, which could see a rise in in-immigration ahead of the perceived deadline.
- At the end of May there were **80 unresolved lease events** (renewals or rent reviews). Reducing this figure to the target of 60 by the end of 2016/17 will be challenging. The Service is pressing GVA to ensure the necessary resources are applied in this area.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators failing to meet targets. Please note figures reported are for April to June 2016, unless indicated. As this covers the first quarter, there are some indicators where a clear picture of performance is yet to emerge.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators flagged for attention:

Housing Services

Rough sleeper numbers (those whom Westminster has a duty to assist) to be reduced and maintained below 90.	86	<90	113	Off Track	Deteriorating on last year
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Deliver Affordable Homes programme of 479 homes April 2015 to Mar 2017	213	479 (cumulative over 2 years)	195 (Projected 16/17)	Off Track	Deteriorating on last year
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Service Commentary: It is currently projected that 195 new affordable homes will be delivered during 2016/17, bringing the total delivery of affordable homes during the period 2015/17 to 408 affordable homes. This shortfall against the original target of 479 is as a result of some schemes originally projected to deliver in 2016/17 anticipated to slipping into 2017/18 as a result of delays to development timelines.

Development Planning

Percentage of 'Minor' planning applications determined within 8 weeks	63% (1789 of 2841)	70%	64% (576 of 900)	Off Track	Improving on last year
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Service Commentary: The service are working with IT to overcome a number of IT problems that have stymied the anticipated improvement in the turnaround of Development Planning KPIs through digital working

Property and Estates

No more than 60 outstanding unresolved lease events (renewals or rent reviews) at any given time	78	≤60	80	Off Track	Deteriorating on last year
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Service Commentary: Getting this down to 60 by the end of March next year will be challenging. We are pressing GVA to ensure the necessary resources are applied in this area.

Percentage of other applications determined within 8 weeks	68% (2801 of 4120)	70%*	68%	Off Track	Stable, similar to last year
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Service Commentary: The launch of the Westminster Home Ownership Accelerator scheme by Westminster and Dolphin occurred on 12th July which make intermediate homes available to eligible applicants who will be helped into home ownership. 28 of the 50 intermediate homes associated with this scheme will be delivered during 2016/17 with the remaining 22 units coming on stream in 2017/18.

Percentage of planning appeals determined in favour of Westminster City Council.	76% (159)	60%	57% (56 of 98)	Off Track	Deteriorating on last year
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Service Commentary: Quarter 1 saw a significant increase in the number appeals which led to a dip in performance. This issue to a large number of appeals allowed, all relating to the same issue across one street. With no other large scale appeals anticipated we still expect to meet the annual target.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance Indicators on track to achieve targets and/or improving

Housing Services

No families is in bed and breakfast for more than 6 weeks	0	0	0	On Track	Stable, same as last year
Acquisition programme to achieve 50 in borough & 100 out of borough units	88	50/100	21/80	On Track	Improving on last year
Service Commentary: 80 out of borough TA units have been purchased with a further 4 purchases agreed. 21 in borough purchases completed with a further 14 where terms have been agreed.					
No. households in TA	2,423	N/A	2,483	N/A	Deteriorating on last year
Rough sleeper numbers (those whom Westminster does not have a duty to assist).	214	Monitoring Indicator	185	N/A	Improving on last year
Service Commentary: Enforcement operations continue to occur with Home Office and Police and while successful, they don't stem the tide of new people arriving. The key risk moving forward for this area is the 'Brexit' decision and the view that because of the uncertainty over freedom of movement, we will see a rise in people coming over to beat the perceived deadline.					
No. homeless applications	954	Monitoring Indicator	242 (At end Jun)	N/A	Stable on last year
No. homeless acceptances	511	Monitoring Indicator	146 (At end Jun)	N/A	Deteriorating on last year

Development Planning

% of 'Major' planning applications determined within 13 weeks i.e. Larger scale development.	72% (23 of 32)	50%	64% (7 of 11)	On Track	Deteriorating on last year
Total number of reports of unauthorized development	2575	N/A	688	N/A	Deteriorating on last year
Building Control's share of the market (no. building regs apps as a % of total no. initial applications + building regs applications)	19.5%	N/A	20.6% (165 to WCC of 801 Total)	N/A	Improving on last year
Total number of planning applications received and determined by the City Council to date for the year.	11885 Received 9,947 determined	N/A	3202 received 2964 determined	N/A	Increasing on last year

Property and Estates

Increase the contracted income generated from the Council's investment portfolio by % of opening base income	£23.80m	3% per annum	£24.49m	On Track	Improving on last year
Service Commentary: The rent roll is now up to £24.49 million so we are already very close to the 3% target over and above £23.8 million (£24,514,000). Consequently we might want to re-set the base and look to achieve 3% ahead of the current rent roll which would mean targeting a revised total of £25.225 million					
Percentage of void properties in the Councils investment portfolio	3.3%	Less than 4.0%	3.7%	On Track	Deteriorating on last year

Economy

No. of Long Term unemployed residents supported into job-starts and sustained employment of 13 weeks or 26 weeks (depending on their circumstances)	190	227	50	On Track	N/A
No. of enquiries handled by the Business Unit in its first year of operation.	New Indicator	75	125 handled to date	On Track	N/A

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>

Performance indicators where data for Quarter 1 is unavailable

Housing

Council tenant satisfaction with services provided by landlord	89%	86%	Satisfaction Survey reported Annually	N/A	N/A
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Deliver Westminster Home Ownership Accelerator product - 50 units delivered by end 2017/18	New Indicator	28	First units expected Qtr 2.	N/A	N/A
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Service Commentary: The launch of the Westminster Home Ownership Accelerator scheme by Westminster and Dolphin occurred on 12th July which make available intermediate homes to eligible applicants who will be helped into home ownership. 28 of the 50 intermediate homes associated with this scheme will be delivered during 2016/17 with the remaining 22 units coming on stream in 2017/18.

CityWest Homes savings	New Indicator	£0.682m	Savings are embedded in 16/17 budgets	N/A	N/A
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Economy

Amount of new Social Value created in the first year of the 'City for All' Business Engagement Programme including through S106 and through negotiations with suppliers.	New Indicator	£1.00m	Update in Quarter 2	N/A	N/A
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Amount of sq.ft. of Enterprise Space catalysed in 2016-17.	110,000 (since 2009)	15,000	Negotiations in progress with multiple sites to create space including Corporate Property	N/A	N/A
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No. of additional external apprenticeships offered by the private sector through Council support by the end of March 2017.	New Indicator	100	Update in Quarter 2	N/A	N/A
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3.4 CITY MANAGEMENT & COMMUNITIES

Notable areas of achievement, delivery and opportunities

Public Protection & Licensing (PPL)

Westminster Licensing Standard



- On the 25th of May 2016 the Cabinet Member, the Licensing Service and Policy Officers hosted a roundtable meeting attended by representatives of the licensing trade, and others stakeholders with an interest in Westminster's night time economy concerning a Westminster Licensing Standard. The meeting agreed a main objective - a voluntary 'Westminster Standard' which promotes responsible behaviour amongst licensees and sets the standard in terms of caring for the welfare of their patrons and being good neighbours. The following specific aims were also identified:
 - Premises better able to support vulnerable individuals in and around their premises
 - Reductions in anti-social behaviour and crime
 - Night time economy supported to grow responsibly
- PPL will work with representatives from the entertainment industry to develop a pilot scheme of the Westminster Standard which is expected to be delivered by October 2016, with an ultimate aim to have the Westminster Standard established by March 2017.

Prevent Update



- Draft grant agreements for Prevent staffing and projects have been received from the Home Office. For 2016/17, the Prevent Team have secured funding for all the projects requested. This includes a continuation of the Prevent Parenting project, the Creating Stronger Communities project and the Challenging Extremist Narratives workshops delivered in schools. In addition, the team have developed a number of new project proposals designed to meet Westminster's specific needs. This includes a Gangs and Radicalisation project (to be delivered alongside London Tigers and the Integrated Gangs Unit), a project to recruit and train youth mentors to work with young people who are vulnerable but do not meet the threshold for channel interventions and a play written and developed by City of Westminster College that tackles issues such as extremism, child sexual exploitation and domestic abuse.

Operation Unite 16 updates

- Westminster has been working closely with the Police over the last six months on seven strands of work, particularly in relation to foreign national offenders, under the operational name of Unite 16. One of the recent highlights of Unite 16 has been Operation VANADIUM. This was a Police-led multi-agency operation to detect, deter and disrupt criminal activity within commercial premises on the Edgware Road. A variety of offences were detected that culminated in arrests, cash seizure, significant fines (£120,000) and property seized under the Health Act 2006 e.g. 500 shisha pipes. Since the operation began, the following results have been achieved: 273 arrests, 243 written warnings, 45 Community Protection Notices and 217 Immigration Notices served.
- There is also a clear impact upon violence with injury offences within Westminster due to Operation Unite. Violence with Injury offences within the entire Met has increased by 4.8%. In comparison, Violence with Injury offences within the City of Westminster has reduced by 4.3% (122 fewer offences/victims). This is in comparison to the neighbouring boroughs of Lambeth and Camden that have seen increases in Violence with Injury offences increase by 8% and 16.4% respectively.

Community Services

New Leisure Centre management contract

- The council's new leisure management contract has successfully commenced with the appointed provider (SLM) on 1st July 2016. Over 380 staff working within the centres have been transferred to the new provider under TUPE. It is a 10 year management contract and includes the management of the council's entire sports and leisure centre portfolio. The contract will generate £35m net income for the council over the contract term.
- The overall performance of the sports and leisure facilities was strong for the first two months, although due to the transition with the leisure contract, reporting will be a little delayed as KPIs are reviewed to align with the new specification.

The 2016 Westminster Mile

- The 2016 Vitality Westminster Mile took place 29th May 2016. This flagship event is now in its fourth year delivered in partnership with the London Marathon. Just under 7,000 registrations were achieved representing the highest number achieved to date. As part of a wider programme Officers are working with colleagues in Public Health to promote a 'daily mile' programme of physical activity in Westminster schools.

Waste Disposal Contract Re-let

- The Waste Disposal Contract has been successfully re-let to Veolia and is due to commence in September 2017.

- **Libraries and Registration Services**

The Made in Libraries programme to develop libraries as cultural hubs supported a number of key projects during this period including Impro For All, a creative community theatre project at St John's Wood library which attracted £13,000 funding from Arts Council England.

Create Church Street Programme

- The first two funding awards under the Create Church Street programme were made to Showroom Gallery (£8500 to deliver a summer programme of workshops and events) and Marylebone Bangladesh Society (£6900) to increase employability skills and reduce isolation of the local Bangladeshi residents through arts and crafts sessions.

Parking CCTV

- Parking's Wireless CCTV contract ends on 30 June and the Lisson Grove operation has now closed. This is being replaced by a new unattended system managed by NSL from Dingwall under our Business Processing and Technology contract, supplemented by two mobile units being deployed and managed from City Hall. The new system came into operation on 4 July. There is a possible reputational risk relating to WCC's continued use of parking/traffic-related CCTV compared to the decision to decommission Westminster's Wireless camera estate used for crime and disorder purposes. The service needs to communicate clearly that whereas the police can use other available cameras to deal with crime and disorder issues, there are no alternatives available for parking enforcement.

Car Clubs

- Zipcar successfully launched their electric vehicle fleet on 24 May, with charging points installed at 42 sites across the City.

Parking Procurement

- The Relocation Vehicle contract has been let to Mansfield Group. The new contract came into effect on 4th July and offers significant savings and service enhancements.

Waste Management



- **Fly-tipping continues to be a significant concern** across the City and challenges remain in balancing the need for enforcement against dumped waste, whilst influencing behavioural change. An on-going programme of business audits by local City Inspectors is ensuring businesses have legally compliant waste transfer arrangements in place. Residents across the City, and in particular close to hotspot areas, are regularly provided with educational information. A recent audit of commercial waste transfer arrangements amongst commercial premises in Harrow Road showed that only 13% of businesses were compliant. Through education, interviews and enforcement work the local City Inspectors have now brought this up to 72% compliance and they are working to bring the rest of the premises into compliance.

Parking CCTV

- There is a possible reputational risk relating to WCC's continued investment in parking/traffic-related CCTV infrastructure in lieu of the decision to decommission Westminster's Wireless camera estate used for Crime & Disorder purposes.

Highways and Lighting

- Delays to the delivery of an improved customer reporting tool for highways and lighting defects. A review of highways ICT has now commenced as part of the highways transformation programme and will be linked with the digital programme.

Libraries

- **Challenges around the delivery of the library transformation** project to deliver significant savings and develop a new model for library services.

Busking

- **Complaints about buskers** in some areas of the City continue to be received. We are working with partners including Busk in London and the BIDs to simplify the complaints process to assist in on-going enforcement. Two officers have been provided to respond to noise complaints during periods of high demand as well as proactively patrolling hotspot areas to allow early interventions. In addition, a working group has been established to consider the long term approach to tackling this sensitive issue.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. As this covers the first quarter, there are some indicators where a clear picture of performance is yet to emerge.

Performance Indicator	2015/16 Performance <i>Last year's position</i>	2016/17 Target <i>Service targets</i>	Quarter 1 position <i>Apr 16 - Jun 16</i>	Target status <i>Off/On Track</i>	Direction of Travel <i>Perf vs. last year</i>
Performance Indicators on track or achieved at year-end:					
Waste and Parks					
% growth in household waste	N/A	2%	1%	On Track	Stable, similar to last year
% household waste recycled	19%	20%	19.09%		
% commercial waste recycled	14%	16%	15.33%		
% waste sent to landfill	2%	2%	2%		
Service Commentary: Legislation and material market changes associated with the reduction in global oil price means that fewer materials are able to be actively recycled at the moment. What was previously classified as recyclable, is now classified as contamination. Work is ongoing to reduce contamination rates.					
% of on-line reports for waste, recycling and street cleansing related issues.	24%	50%	50%	On Track	Stable, similar to last year
Public Protection and Licensing					
Number of vulnerable households supported with adaptations assessed, processed, and completed.	127	Q1 Target: 16	13%	On Track	Stable, similar to last year
Service Commentary: The increase in the Disabled facility grant budget since April 2016 is a real opportunity to support the most vulnerable residents in Westminster to remain independent at home for longer. Work is progressing with Adult Social Care to identify those that can benefit from this increased funding. However there is a risk in not spending the budget which has increased significantly. In any year the majority of spend occurs in the latter part of the year as improvements are completed.					
Number of vulnerable households supported with low level preventative work	757	Q1 Target: 215	28%	On Track	Stable, similar to last year
Number of homes made secure for victims of crime/ASB.	164	Q1 Target: 29	18%	On Track	Stable, similar to last year
Number of referrals from health professionals into the service	107	Q1 Target: 35	33%	On Track	Stable, similar to last year
Number of programmed visits to licensed premises vs. number of revisits based on initial concerns.	696	Target to be confirmed	230 out of 793 for the year	N/A	Stable, similar to last year
Number of complaints and interventions undertaken, including self-generating inspections	890	Target to be confirmed	247	N/A	Improving on last year
Highways					
Percentage of planned maintenance and public realm improvement schemes on agreed programme delivered	All schemes delivered where possible.	100% Q1 Target: 25%	35%	On Track	Stable, same as last year

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Parking Services					
Maintain levels of overall customer satisfaction with the Parking Service	87.8%	88%	88.3%	On Track	Stable, similar to last year
Improved parking compliance levels	98.8%	99%	98.8%	On Track	Stable, similar to last year
% increase in charge points of the electric vehicle network	10%	10%	0%	On Track	Stable, similar to last year
Number of undertaken interventions related to idling vehicles	1,503 Part Year Only	1,970	2,242	On Track	Improving on last year
Sports and Leisure					
Number of visits to the Council's sports and leisure facilities	3,692,658 (98.6% of target achieved)	3,600,000	1,007,003 (including swim lessons)	On Track	Stable, similar to last year
Number of volunteers engaged in the sports and leisure programmes during 16/17	174	150	12	On Track	Stable, similar to last year
Number of new sports apprentices engaged	11	10	3	On Track	Stable, similar to last year
Forest Schools programme expanded to include school holiday and after school provision	1549	2500 pupils	1092	On Track	Improving on last year
Service commentary: The overall performance of the sports and leisure facilities remains very strong for the first two months although due to the transition with the leisure contract, reporting will be a little delayed as KPIs are reviewed to align with the new specification.					
Performance indicators where data for Quarter 1 is unavailable					
Waste and Parks					
Maintain satisfaction levels with parks and open spaces	90%	90%	Data currently not available	N/A	N/A
Number of Green Flag awards	23	23	Data currently not available	N/A	N/A
Service Commentary: Green Flags will be awarded on 20th July.					
Highways					
% increase in City Survey satisfaction for highways, public lighting and bridges and structures	To follow	Target to be confirmed	Data currently not available	N/A	N/A
Service Commentary: Delivery of the highways programme is ahead of schedule.					
% increase in number of gullies cleaned on first visit versus total number cleaned	To follow	Increase by 2.5%	Data Analysis in Progress	N/A	N/A
Sports and Leisure					
% increase in participation in sport and physical activity by Westminster children, demonstrated through the 'Active Lives' survey	47,950 (71% of target achieved)	Target to be confirmed	Data currently not available	N/A	N/A

3.5 CORPORATE SERVICES

Notable areas of achievement, delivery and opportunities

Procurement

- The service is awaiting confirmation of award of accreditation for the Chartered Institute of Procurement & Supply (CIPS). In July, the proposed 'traded procurement services model will seek cabinet approval. Commercial opportunities are being identified as part of the business planning process.
- Workshops have been held with corporate procurement leads across Tri-Borough assurance to recommend standardisation and simplification of processes.
- KPIs are on track, with the exception of the proportion of contracts with responsible procurement outcomes (due to data being unavailable).

People Services

- Human Resources restructured in Quarter 1 to become People Services to enable the organisation to build its desired culture, support managers and implement a self-sufficiency HR model. A new People Strategy will put developing talent at the centre of organisation. We are working with PPC and others to build cohesion around the 'people' aspects of programmes, such as Agile Working, Office 365, City Hall Refurbishment, Digital and Self-sufficiency Culture. A Westminster Way People Strategy will support and underpin all of this activity.
- The first Westminster Way awards took place in April to recognise individuals who demonstrate their commitment to delivering excellent services to our residents and/or our staff. The last cohort of Westminster Way Academy to senior managers is currently being trained and an evaluation of the programme is underway. A two-day session for all staff band three and below was launched with 170 employees attending. The programme will continue to run until March 2017.
- The service is making policies simpler, more accessible and user friendly to managers and employees. Employee relations case investigation training is now provided to improve efficiency and effectiveness. Our collaborative mediation approach also led to us being invited to present at the recent Mediation for Business UK conference.
- The service is working with Procurement to inform around the procurement of the new TAC provider contract later this year. In May we ran a successful graduate recruitment day and managed to secure four new graduates to begin in September, bringing the total number to seven.



Information Services

- **IT upgrades are underway on an unprecedented scale**, in accordance with the Business Plan. The new Office365 platform went live to all staff in April, introducing new Intranets and a variety of collaboration tools, including Yammer. These have been widely adopted and are underpinning new Agile working practices being developed with People Services and PPC.
- Staff email accounts were migrated to Office365/Hybrid servers prior to end of June and Skype for Business was deployed to all staff in late June 2016. Finalisation of Office365 mail migrations and implementation of further new tools will be completed in Quarter 2/Quarter 3.
- City Hall refurbishment and other enabling projects are progressing well.
- The core BAU service is performing in accordance with KPIs, however the volume of major incidents over the quarter has been high.
- The IT target operating model phase 2 is being progressed through council governance.



Legal

- Since the establishment of a shared legal service across the three boroughs significant strides have been made towards achieving its key deliverables and target operating model which will deliver significant benefits and savings to the council including:
 - Reduced duplication of advice for clients and a single point of contact for clients to obtain legal advice.
 - Settled co-location of the service to a single site and embedded new teams, reporting lines and operational practices.
 - Continued in-source work to assist in delivering savings.
 - Continuing to work with external clients to build further income for the service with exciting potential.
 - Continuing to achieve high levels of client satisfaction and developing a new recording and reporting mechanism to ensure this continues as the service matures.

Service pressures and challenges

Procurement

- Staff changes, including challenges in recruiting appropriately qualified resources, has placed some pressures on the organisation. Plans are in place to mitigate these and new appointments have been made.

People Services

- The continuing issues with MSP and the Agresso system (such as data accuracy, availability of reports, lack of communication and ease of use) continues to affect business user confidence in the system, impacting on People Services' reputation in the business. Work continues to improve issues with payroll, particularly in the recent pay award and pensions auto enrolment.
- The MTP saving target for People Services is at risk of not being met due to the challenging goals and large and ambitious agenda of projects we are undertaking.
- Issues with the availability of reporting in Agresso continue to impact on our ability to provide updates and impact on People Services ability to highlight people performance issues within the business.
- TAC numbers, costs and tenure have seen only small improvements. Work is underway via business partners to target TAC usage with a view to reducing it especially long tenure TACs.

Information Services



- The scale of change to IT services in the past quarter has caused 10 major incidents in June (only 1 in May, average 2) and this caused significant user disruption. Steps were taken in June to bolster the service desk and floor-walking staff to preserve business efficiency.
- IT Savings for 2017/18 onwards are being reviewed with the Director of Corporate Services.
- Queries regarding LBHF relationship with the shared IT service may impact timescales for Phase 2 reorganisation of IT staff to form a shared IT service. And other delivery priorities due to governance delays.
- FOI performance is down and requires further analysis.

Legal

- Progress has been made in simplifying and standardising back office processes (business support, financial processes and reporting, etc). The Managed Services Programme (MSP) has helped negotiate a single method of practice across the three finance teams, however the ongoing problems create significant additional workload to our business support team.
- We are closer to finalising our new systems and processes to ensure our back office dovetails into MSP. However, delayed responses to requests cause problems, delays and anxiety. Examples include getting permissions for managers to use the system adequately, recruitment and the failure to roll out 'no purchase order, no pay'. Obtaining correct and timely financial data from the MSP has made it challenging to properly measure and track the savings which the service is expected to deliver.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators failing to meet targets. Please note figures reported are for April to June 2016, unless indicated. As this covers the first quarter, there are some indicators where a clear picture of performance is yet to emerge.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators flagged for attention:					
People Services					
Increase number of internal apprenticeships	46	50 (Q1 Target: 46)	41	Off Track	Deteriorating on last year
Total number of agency contractors (per month)	278	250 (Q1 Target: 180)	263 -(5.2% off target)	Off Track	Improving on last year
25% of total TACs employed for over 12 months	33%	25% (Q1 Target: 33%)	33%	Off Track	Stable, same as last year
Reason for underperformance and mitigation: TAC numbers, costs and tenure have seen only small improvements. Work is underway via business partners to target TAC usage with a view to reducing it especially long tenure TACs					
Procurement					
Percentage of contracts awarded that include the benefits of Responsible Procurement	New Indicator	60%	9% (2/23)	Off Track	N/A
Service commentary: KPIs are also on track, with the exception of the KPI for the Percentage of contracts awarded that have Responsible Procurement outcomes, in reality this is to do with accessing the relevant data and we expect to see this back on track in Q2.					
Information Services					
Freedom of information compliance	89%	90%	80% Jan-Feb 16 (100% in Q3)	Off Track	Deteriorating on last year
Service commentary: Performance down due to staff absence, FYE pressures and high volume of requests					
IT Service resilience (as measured in Priority 1 incidents per month)	New Indicator	2	1	Off Track	N/A
Service commentary: May had 1 Major Incident. June data is still being finalised but likely to be 10 incidents, reflecting scale of changes made					

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators on track or achieved at year-end:					
Information Services					
Shared IT Service expenditure variance from Westminster IT budgets	New Indicator	<£10k	Nil	On Track	N/A
End user satisfaction with IT service (as measured in helpdesk survey)	91% (6.4 out of 7 rating in Jan and Feb 16)	79% (5.5 out of 7 rating in Jan and Feb 16)	88% (6.16 out of 7 rating in May 16)	On Track	Stable, same as last year
Service commentary: May figure provided, this predates major IT upgrades					
Extent of IT enabled collaboration (as measured in # WCC Yammer feeds per month)	New Indicator	500 per calendar month	1,825	On Track	N/A
Extent of IT enabled mobile working (measured in terms of # Airwatch mobile users)	New Indicator	500	423	On Track	N/A
Service commentary: Expected to rise over the year but note Airwatch may no longer be the only measure - to be reviewed during Q2					
Procurement					
In-year savings made for procurement with a contract start date in the measurement period.	£1.283m	£1.3m	£1.9m (146%)	On Track	Improving on last year
Total savings made for procurement with a contract start date in the measurement period over the life of the contract.	£5.15m	£5.2m	£6.4m (124%)	On Track	Improving on last year
Number of Waivers of the Procurement Code	New Indicator	100 (Q1 Target: 25)	21	On Track	N/A
People Services					
Total cost of agency contractors (£m)	£14.25m	£12.0m	£3.0m	On Track	Improving on last year
Increase total number of apprenticeships (internal and external)	103	110 (Q1 Target: 100)	99	On Track	Improving on last year
Legal Service					
Planning: Subject to receipt of full instructions ensure that 90% of draft s106 agreements are sent to Planning within 15 working days.	92%	90%	90%	On Track	Stable, same as last year
Planning: Subject to the receipt of full instructions to clear 90% WCC enforcement reports within 10 working days of receipt of full instructions	New Indicator	90%	100%	On Track	N/A
Litigation: Percentage summons issued for illegal street trading within 10 working days of receiving full instructions.	100%	100%	100%	On Track	Stable, same as last year

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators on track or achieved at year-end:					
Information Services					
Commercial Property: Right to Buy – In 90% of cases the document pack to be sent to the lessee or solicitors within 10 working days of receipt of full instructions	New Indicator	90%	100%	On Track	N/A
Commercial Property: Property management - (licenses for alterations/assignment DMS additional shares) In 80% of cases draft document to be sent to the lessee or solicitors within 14 working days of receipt of full instructions	New Indicator	80%	84%	On Track	N/A
Contracts: To prepare a first draft of contract terms within 10 working days of receiving full instructions from our client.	100%	100%	100% (No such instructions)	On Track	Stable, same as last year
Contracts: To provide written legal advice on procurement strategy for a case and options within 5 working days of receiving instructions from client.	100%	100%	100%	On Track	Stable, same as last year
Employment: To win or settle 85% of the cases that are heard in tribunal.	85%	85%	No Employment cases heard in tribunal in Q1	On Track	Stable, same as last year
Lease extensions - In 80% of cases the draft lease to be sent to the lessee or solicitors within 10 working days of receipt of full instructions.	New Indicator	80%	91.7%	On Track	N/A
Temporary Accommodation acquisitions - In 80% of cases to send draft documentation to the solicitors within 10 working days of receipt of full instructions	81%	80%	100%	On Track	Improving on last year
Social Care: Subject to receiving full instructions and the required documents ensure 95% of all new care cases are issued within 5 working days	New Indicator	95%	100%	On Track	N/A
Housing Litigation: Acknowledge 95% of all instructions within 3 days.	New Indicator	95%	99%	On Track	N/A
Housing Litigation: In 85% of cases issue possession claims within 10 working days of receiving full instructions and the required documents	New Indicator	85%	92%	On track	N/A

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position*	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators where data for Quarter 1 is unavailable.					
Legal Services					
Social Care: To win or settle 80% of judicial review case	New Indicator	80%	No cases heard in Q1	N/A	N/A
People Services					
Reduce staff turnover to 12.5%	no baseline as unable to obtain figures since March 2015	12.5%	Data currently not available	N/A	N/A
Reduce average number of sickness days per FTE	no baseline as unable to obtain figures since March 2015	5.75 days	Data currently not available	N/A	N/A
Reduce number of sickness absences due to mental health issues	no baseline as unable to obtain figures since March 2015	5% reduction	Data currently not available	N/A	N/A
Offer 'supported employment' places (for people with learning disabilities and health)	New Indicator	30	Data currently not available	N/A	N/A
Increase completion rate of 'Your Voice' survey	72%	77%	Data currently not available	N/A	N/A
Increase engagement index (on staff survey)	68%	70%	Data currently not available	N/A	N/A
% women in top 5% highest paid jobs (permanent staff)	Baseline to be confirmed	Awaiting target from service	Data currently not available	N/A	N/A
% BAME individuals in 5% highest paid jobs (permanent staff)	Baseline to be confirmed	Awaiting target from service	Data currently not available	N/A	N/A
Information Services					
Shared IT Service value for money - performance as measured in SOCITM Benchmark of London Councils	New Indicator	Top 30%	Data currently not available	N/A	N/A
Service commentary: Report findings are published at end of calendar year					
Service commentary: Report findings are published at end of calendar year	New Indicator	30%/70%	Data currently not available	N/A	N/A
Service commentary: Portfolio analysis due to take place Q2					

3.6 CITY TREASURERS' OFFICE

Notable areas of achievement, delivery and opportunities



- The Council's Statement of Accounts was delivered in a record of nine days after the year end.



- The department is implementing a series of improvement plans covering 10 key themes to support continuous improvement:
 1. Budget planning / Monitoring, Reporting Control
 2. Final Accounts including Simplified set of accounts
 3. 10 Year Financial Planning
 4. Business Planning / Team Development
 5. Training
 6. Capital Accounting
 7. Financial Processes/Control
 8. Debtors / Creditors / Leases / Grants
 9. Financial Flow and Control Analysis
 10. Organisational Structure within Agresso and its implications for our business

The department recently held an all staff strategy day to explore how to better deliver the strategic ask of the organisation and also act as the industry leader. This session has had a major impact on the department's performance in the delivery of the Business Plan, especially in helping to deliver one of the key objectives for the service, namely investing in its staff.

- Overall, sundry debt at the end of period 3 was £18.83m. This is a decrease of 21.9% when compared to the closing position at 2015/16 of £24.10m. This is due to significant efforts to manage debt within services and by the finance team.
- The Medium Term Planning (MTP) process has the aim of achieving an estimated £117m of net savings over the period from 2016/17 to 2018/19. Net savings of £33m have been identified for 2016/17 and were set out in the Council Tax Report which was approved on 2nd March earlier this year.



- The revenue outturn at period 3 for the Council shows an underspend of £2.847m against a budget of £183.12m.
- The Capital programme is showing an underspend of £94.65m against a net budget of £252.73m. This is within the Growth, Planning and Housing executive directorate.
- The investment balance as at 30 June 2016 stood at £816.50m. The weighted average return in period 3 was 0.61%. This compared to an average investment balance of £848.00m in 2015/16, which generated an average return of 0.59%. The three year annualised return after fees of 7.7% exceeded the benchmark by 0.6%. All the fund managers either matched or exceeded their benchmarks.
- As at the end of period 3, 38.9% of Council Tax had been collected. This means we are currently on track to collect 96.6% of Council Tax, exceeding our target of 96.5%. At the corresponding period last year we had collected 38.0% of Council Tax.
- As at the end of period 3, 34.0% of Business Rates had been collected. This means we are currently on track to collect 98.5% of Business Rates, meeting our target. At the corresponding period last year we had collected 34.2% of Business Rates. The fall in percentage of Business rates collected from this period last year could be the effect of more businesses moving from annual billing rather than ten monthly.

- City Treasurers is instigating three initiatives to embed and improve financial management across the Council.
 - **Debt Managed** - the Council has taken the decision to take the lead in its debt recovery process for the remainder of 2016/17, supported by BT. The timetable for implementation of recovery action will commence with preparation and planning during July 2016 to include finalising the recovery notices; supporting the service areas to review and prioritise their debtors for recovery; agree batch schedules with BT; arrange relevant system access and training with BT. Go-live is planned for August. Management information will be generated to track progress on debt recovery. A detailed plan is in preparation including resource allocation and key milestones.
 - **Procurement Cards** - the Procurement Card Policy and compliance regime is being updated to ensure procurement card usage reflects good practice and that the volume and nature / value of spend is in alignment with current financial controls
 - **No PO, No Pay** – implementation and operation of No PO, No Pay will start from September and will bring enhanced control to the financial management of the council, improved efficiency and financial savings as appropriate financial discipline is exercised.

Service pressures and challenges

- Generally the risks facing the department are relating to funding levels or additional cost pressures (be that increases in expenditure or loss of income).



- The EU referendum outcome places an additional level of uncertainty on the authority and the department will continue to work with strategic leaders to understand and navigate the potential challenges this may present, particularly around those activities and projects dependent on EU funding.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators failing to meet targets. Please note figures reported are for April to June 2016, unless indicated. As this covers the first quarter, there are some indicators where a clear picture of performance is yet to emerge.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position	Target Status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>On/Off Track</i>	<i>Perf vs. last year</i>

Performance Indicators on track to achieve targets or have achieved targets by year -end:					
Variance between budget and actual spend	Underspend of £5.54m	£2.85m underspend	£2.85 underspend	On Track	Stable, same as last year
Projected general fund reserves to date	£41.575m	£44.425m	£44.425m	On Track	Stable, same as last year
Percentage of Council Tax collected	96.5%	96.5%	38.9%	On Track	Improving on last year
Percentage of business rates collected	98.5%	98.5%	34.0%	On Track	Stable, same as last year
2016/17 accounts to be the best ever performance by a public sector body and better than 94% of the FTSE 100 (95% in 2017/18)	New Indicator	No material errors	No material errors	On Track	Improving on last year
Train additional Lean Review Facilitators	New Indicator	4	0	On Track	Improving on last year
Provision of formal work based opportunities leading to a qualification	New Indicator	5	4	On Track	Improving on last year
Provision of formal study opportunities for staff to study professional qualifications	New Indicator	4	4	On Track	Improving on last year
Provision of work experience/placements during the year	New Indicator	6	4	On Track	Improving on last year
Rotation Policy Fully Operating	New Indicator	20% staff/functions rotated	10%	On Track	Improving on last year
Performance Indicators where data for Quarter 1 is unavailable.					
All relevant projects >£5m to have approved business case, with financial support	New Indicator	100% with approved business case	Data currently not available	N/A	N/A

3.7 POLICY, PERFORMANCE AND COMMUNICATIONS (PPC)

Notable areas of achievement, delivery and opportunities

'City for All'



- **Launch on the Community Cohesion Commission** 13 June – The commission has been set up to better understand cohesion in Westminster and how to address the possible root causes of radicalisation and other related issues.



- **Revision to Westminster's City Plan** – The Basement and Mixed Use revisions underwent independent examination by the planning inspector. Westminster's City Plan (July 2016), incorporating the revised Basement and Mixed Use policies, was adopted on 13th July.
- Worked in partnership with Zipcar to launch **42 plug-in hybrid electric cars** across Westminster, providing zero-emission driving in London – the largest fleet in London.

Heritage

- Successfully promoted the council's stewardship of the **Carlton Tavern's inquiry** and raised our profile as being on the side of residents and local businesses.
- Worked with the Archives' Centre to engage armed forces' personnel across Westminster as part of **WW1 commemoration**. Delivered high profile activities including the community covenant day, Westminster cathedral school children re-enacting the life of WW1 soldiers and a play at Lord's cricket ground to celebrate the life of Major Booth.
- A draft **Walking Strategy** has been completed and consultation opened. The strategy aims to provide a coherent vision so that its streets, public realm and open spaces can be a key facilitator in helping people improve their health and reduce air pollution.
- **Neighbourhood Forum's local plans** – PPC prepared a number of datasets specific to each designated neighbourhood area, including analysis of the Inter-Departmental Business Register. PPC have liaised with the ONS to agree an acceptable output.
- **Development Opportunity Framework** for Woodfield Road and Harrow Road – PPC have prepared detailed plans, including land ownership, land use, housing tenure, planning consents, heritage assets and strategic and local views.

Aspiration




- **#SpeakSense**: a campaign that raises awareness among young people of abusive relationships, equips them with sound advice to give their friends, and provides them with information on local services – launched at the Curzon Cinema on 27th April. The campaign was entirely youth-led with YouTube star Hannah Witton as its ambassador.
- **Young Westminster website** – Following a survey that showed that 97% would use an online resource to support their journey to sustained employment, education or training. The site was built to provide an online 'one stop shop' for young residents, covering areas such as health and wellbeing, housing options and support for parents. The site has received 18,000 views since its launch on 22nd April 2016.
- Agreed the **West End Partnership's annual corporate communication plan** delivering key highlights this quarter, including the development and promotion of WEP's first annual report, its first e-newsletter and supported the WEP's stakeholder reception.
- **Real Change campaign** addressed begging and on-street giving that sustains lives on the streets and stops them from engaging with services. This included working with the London Central Mosque and Gulf State Embassies to reach Middle Eastern visitors to warn of "Ramadan beggars." A second approach reached other visitors and businesses by thanking them for their generosity, using real case studies to demonstrate the impact of donating to charities and encouraging them to continue to make real change via text donations.

Choice

- A **Rough Sleeping Strategy** is in development and is due for public consultation in Autumn 2016. Although there is no statutory requirement to have a strategy, the issue has a particularly high profile in Westminster, given the numbers of rough sleepers here.
- Working with the Armed Services to support improvements in **Mental Health among ex-personnel** and their families.
- Organised and delivered the **Westminster Community Awards**, attended by 120 volunteers and representative from the voluntary and community sector at the Victory Services Club. Awards were presented to winners across six categories.

Service pressures and challenges

- **New Mayor of London:** PPC is central to responding to the new policy context, ensuring that the Council builds a strong working relationship with the new Mayor and deputies that ensures they recognise the importance of Westminster to the capital and the nation's future prosperity. Key to this should be securing a greater share of London's net contribution to UK PLC so that it can be invested to retain the capital's global pre-eminence and to boost growth nationally.
- **Devolution of Business Rates.** The current scheme does not offer the required financial incentives to further facilitate growth and results in a perverse anomaly whereby Westminster, which collects more business rates than any other local authority in the country (8% of the national total), has been within the scheme's Safety Net since the scheme's inception in 2013. This has resulted in the council receiving £6m less per annum than the government's own assessment of our required baseline funding level and causing the Safety Net pot to overspend at a national level. The government has also indicated that the devolution of business rates should be fiscally neutral, i.e. any additional funding a council receives from business rate retentions will also include additional responsibility for public service delivery. The risk is that Westminster City Council will not retain enough of the business rates it collects to fund local services and invest in growth across the City.
- **There has been a 50% increase in hate crimes being reported across London**, possibly as a reaction to the EU Referendum campaign - the council is undertaking further work to understand this within Westminster.
-  **The impact of the EU referendum result is creating political and financial uncertainty across the city** – the Council is actively monitoring and reviewing the position as it develops to understand the impact of a possible economic downturn and postponement of large infrastructure projects that would benefit the City.
- **Start of the Night Tube.** Clear communication to ensure resident expectation of the council's abilities to resolve any issues.
- **Mid-Year Population Estimates 2015 - 2014 to 2015** has seen the second largest increase in population, 3.86%, since 2001 (with 2005 seeing the largest percentage increase when population grew by 3.99% due to accession of Eastern European states). This is a rise beyond expectations. The migration figures in particular are being considered and an initial analysis is available, with a detailed demographic report currently being prepared.

Key Service Performance Indicators

The table provides an assessment of the Key Service Performance Indicators. Detail has been provided for all indicators failing to meet targets. Please note figures reported are for April to June 2016, unless indicated. As this covers the first quarter, there are some indicators where a clear picture of performance is yet to emerge.

Performance Indicator	2015/16 Performance	2016/17 Target	Quarter 1 position	Target status	Direction of Travel
	<i>Last year's position</i>	<i>Service targets</i>	<i>Apr 16 - Jun 16</i>	<i>Off/On Track</i>	<i>Perf vs. last year</i>
Performance Indicators flagged for attention:					
Customer Service					
Total customer calls answered in 60 seconds by the council (contract agreement)	95.5%	95%	93.59%	Target not Achieved	Deteriorating on last year
Performance Indicators on track to achieve targets :					
Customer Service					
Total customer calls answered in 20 seconds by the Council	87.5%	80%	86.44%	Target Achieved	Deteriorating on last year
Less than 4% of calls abandoned	New indicator	TBC	1.26%	TBC	N/A
Children and Young People					
Young Westminster website number of page views	Officially launched 22 nd April '16	4,000 page views within first 3 months	13,857 unique page views	On Track (347% of target)	N/A (first quarter)
Performance Indicators where data for Quarter 1 is unavailable.					
City Survey results					
<p>Service commentary: City Survey takes place annually, with the most recent results published at the beginning of the 2016. Field work for the next City Survey will begin in September 2016.</p>					



City of Westminster

Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	6 September 2016
Classification:	For General Release
Title:	Internal Audit 2015/16 – Progress Report (April to July 2016)
Wards Affected:	All
Financial Summary:	The Council's budget
Report of:	Steven Mair, City Treasurer (Section 151 Officer)
Report author:	Moira Mackie, Senior Manager; email: moira.mackie@rbkc.gov.uk Tel: 020 7854 5922

1. Executive Summary

- 1.1 The work carried out by the Council's Internal Audit Service in the reporting period found that, in the areas audited, internal control systems were generally effective although five limited assurance audits have been issued.
- 1.2 Follow up reviews completed in the period confirmed that the implementation of medium and high priority recommendations has been consistently effective.
- 1.3 The Appendices to this report provide the following information:
 - **Appendix 1** Audit reports finalised in the year to date, showing the assurance opinion and RAG status;
 - **Appendix 2** - Additional information on the audited areas;
 - **Appendix 3** - Performance Indicators.

2. Recommendation

That the Committee consider and comment on the results of the internal audit work carried out during the period.

3. Background, including Policy Context

With effect from 1 April 2015, the Council's internal audit service has been provided by the Tri-borough Internal Audit Team which is managed by the Tri-borough Director for Audit, Fraud, Risk and Insurance. Audits are undertaken by the in house audit team or by the external contractor to the service. Reports on the outcomes of audit work are presented each month to the Council's Section 151 Officer and to Members of the Audit & Performance Committee. The Audit & Performance Committee are provided with updates at each meeting on all limited and no assurance audits issued in the period.

4. Internal Audit Opinion

4.1 As the provider of the internal audit service to Westminster City Council, the Tri-borough Director for Audit, Fraud, Risk and Insurance is required to provide the Section 151 Officer and the Audit & Performance Committee with an opinion on the adequacy and effectiveness of the Council's governance, risk management and control arrangements. In giving this opinion it should be noted that assurance can never be absolute. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.

4.2 The results of the audit reviews undertaken in the reporting period concluded that generally systems operating throughout the Council are satisfactory. Five limited assurance reports have been issued:

- Tri-borough – Schools Health & Safety;
- Tri-borough – Public Health, School Nurse Service, Contract Management;
- Corporate Services, Internet Monitoring/ use of Social Media;
- Growth, Planning & Housing, Tavistock Co-op (TMO);
- Growth, Planning & Housing, Torridon Co-op (TMO).

The details of these audits are contained in paragraphs 5.1.1 to 5.1.4 below.

5. Audit Outcomes (April to July 2016)

- 5.1 Since the last report to Members nineteen audits have been completed, fourteen of which did not identify any key areas of concern:

Audit	Assurance	RAG
Adult Social Care – Tri-b - Transition Young People to Adults*	Satisfactory	Green
Adult Social Care – Walkthrough of Referrals*	Satisfactory	Green
Corporate Services – Tri-b – Internet Monitoring/ Use of Social Media	Limited	Amber
Corporate Services – Tri-b - Legal Services, Governance*	Substantial	Green
Corporate Services – Tri-b - Managed Services, Interfaces*	Satisfactory	Green
Corporate Services – Governance Review*	Satisfactory	Green
Corporate Services – Procurement - Governance*	Satisfactory	Green
Growth, Planning & Housing – Tavistock Co-op (TMO)	Limited	Amber
Growth, Planning & Housing – Torricon Co-op (TMO)	Limited	Amber
Growth, Planning & Housing – Property Investment Portfolio*	Satisfactory	Green
City Management & Communities – Parking Services, People & Resources, Contract Management*	Satisfactory	Green
Public Health – Tri-b – School Nurse Service, Contract Management	Limited	Amber
Public Health – Tri-b - Substance Misuse Services, Contract Management*	Satisfactory	Green
Public Health – Tri-b - Sexual Health Services, Contract Management*	Satisfactory	Green
City Management & Communities – Waste Collection, Recycling, Street Cleansing & Ancillary Services, Contract Management*	Substantial	Green
City Management & Communities – Commercial Waste Service*	Satisfactory	Green
Children’s Services – Tri-b – Schools Health & Safety	Limited	Amber
Children’s Services – Barrow Hill Primary School	Substantial	Green
Children’s Services – St Luke’s CE Primary School	Satisfactory	Green

*Further information on these audits is contained in Appendix 2.

The findings from the limited and no assurance audits are summarised in paragraphs 5.1.1 to 5.1.4 below:

5.1.1 Tri-borough Schools Health & Safety (Amber)

Under Health and Safety legislation, employers have overall responsibility for ensuring the health and safety of its employees. For community schools, special community schools, maintained nursery and pupil referral units (PRUs), the Local Education Authority [LEA] as the employer is responsible for compliance with the Health and Safety (H&S) legislation. Thus the LEA has a duty to ensure as far as practically possible:

- The safety and welfare of teachers and education staff working in schools;
- The health and safety of in-school pupils; and
- The health and safety of visitors to schools and volunteers.

In practice, the LEA as employer delegates the task of ensuring compliance with health and safety regulations to the most senior council employee in a school which is usually the Head-teacher. Despite the delegation, the LEA however retains overall responsibility to ensure that all checks relating to H&S compliance are at the appropriate intervals and there is evidence supporting the checks undertaken. Each Council has a history of periodically reviewing all community schools within their borough to ensure full H&S compliance against the requirements of a range of H&S related legislation.

Amey, the shared services facilities management [FM] contractor, undertook to carry out compliance visits to all community schools across the three councils during 2015. The visits assessed the compliance levels against a property related audit programme devised by the Royal Borough of Kensington & Chelsea's (RBKC's) Bi-Borough Health and Safety Manager and Westminster Council's Health and Safety Manager.

The audit concluded that the Councils' management and monitoring of statutory health and safety compliance within community schools is not working to the levels expected. The inspections completed by Amey indicate a varying degree of H&S compliance across community schools ranging from very good to poor and the levels of non-compliance raise concerns given the councils' statutory obligations as employers to ensure health and safety compliance within their community schools.

Four high, three medium and one low priority recommendations have been made to address the weaknesses identified including the need to have a tri-borough Schools H&S compliance strategy to formalise the roles of the various departments and schools and to provide an over-arching authority to ensure that the regularity of schools H&S inspections by corporate H&S officers is maintained as part of the councils' statutory obligations.

The recommendations have been accepted by management and progress on implementing the recommendations will be followed up later this year.

5.1.2 Tri-borough - Public Health, School Nurse Service, Contract Management (Amber)

The school health service is a screening, education and support service which assists in the early detection and management of poor health as well as development of a child's wellbeing. The current School Nurse Service contract arrangements were inherited from the NHS and the service is currently provided by the Central London Community Healthcare NHS Trust [CLCH] across all three boroughs. Each council has a separate contract with CLCH for the School Nurse Services which commenced in January 2014 until 31 March 2016. CLCH has a standard contract with each of the tri-borough councils covering service delivery. The contract conditions are the same in each contract, the only difference is the cost of the service to each Council.

The contract with CLCH was further extended, outside of the terms of the contract, by a year under a Direct Award approved by the respective Cabinet Members on behalf of each of the three councils. The contract with CLCH will now end in March 2017. The contract extension included a negotiated 10% reduction in the contract values for the additional year. The direct award period has enabled the Public Health team to undertake a compliant competitive procurement exercise for a new Schools Health Service due to commence in April 2017.

The audit review highlighted that the contractor was experiencing on-going difficulties in providing contractual Key Performance Information (KPI). In addition, the contractor's poor data management and cleansing processes had reduced the quality of information provided to the Contract Manager. As a result, the Contract Manager has agreed a five point "Data Quality Improvement Plan" devised by CLCH to improve data collection and performance reporting. At the time of the audit, the contractor had only fully completed two of the five actions and were progressing the remaining three.

One high, four medium and one low priority recommendations were made to address the control weaknesses identified during the audit which are summarised below:

- A number of key contract conditions had never been subject to periodic review by the councils;
- No formal procurement notes and guidance exist for the management of this contract;
- The achievement of relevant key service objectives in respect of the School Nurse Service was not reflected in the Public Health Business Plan;
- Service user feedback was provided by the contractor and was not considered to be sufficiently complete or accurate;

- A monitoring template which enables a systematic assessment of a contractor performance against key areas of the contract was not being used;
- The complaints process for the service was not clearly defined in the contract.

The recommendations have been accepted by management and will be implemented, where appropriate, during the remainder of the existing contracts and included in the requirements of the service currently being re-procured.

5.1.3 Corporate Services, Internet Monitoring/ Use of Social Media (Amber)

All Council employees are provided with access to the internet as part of their network user account set up. The internet is considered to be a useful information and knowledge source which can enable Council employees to carry out their jobs more effectively and efficiently. However, this has to be balanced against the use of the internet for non-work purposes which can have a detrimental effect on the productivity of employees if users abuse this privilege. In addition, appropriate protocols and guidance need to be in place governing the use of social media to prevent any inappropriate messages, views or content being posted that could result in reputational damage to the organisation.

The review identified that:

- Internet activity reports are not produced for WCC (and RBKC) on a regular basis by to enable managers to monitor usage by staff;
- Analysis of activity reports identified instances where excessive use was noted which warranted further investigation by line managers;
- Filters and blocks applied to the network are not tested for any 'work arounds' or weakness that can be exploited which can potentially allow access to inappropriate internet sites;
- General guidance and protocols on use of social media tools have not been circulated to staff; and
- All three councils have their own internet usage and social media policies which are not aligned and are updated at different times.

One high and three medium priority of recommendations have been made which have been accepted by the Head of Information Services.

5.1.4 Growth, Planning & Housing – Tenant Management Organisations (TMOs)

Audit reviews have been completed at two TMOs which were identified for review by the CWH TMO Manager and the Council's HRA Strategy Manager. The initial findings from these audit reviews were reported to the Director of Housing in June 2016 and are summarised below.

The findings from each of the audit reviews have been combined with housing management monitoring information provided by CityWest Homes and a formal 'Five Year Review' Report was issued to each of the TMOs by the Executive Director for Growth, Planning and Housing in July 2016.

As required by their Management Agreement, each of the TMOs has two months to consider the contents of their 'Five Year Review' and both TMOs are expected to report back to the Executive Director for Growth, Planning and Housing by the end of September 2016, on their acceptance or disagreement with the recommendations made and the proposed implementation timeframes. The TMO Manager and the Resident Engagement & Opportunities Manager from CWH are due to attend the next Committee meetings at both Tavistock Co-op and Torridon Co-op to discuss the contents of the 'Five Year Review'.

(a) Tavistock Co-op (TMO) (Amber)

The Tavistock TMO is a Co-operative and membership open to tenants and leaseholders of the estate and is responsible for managing 104 properties. The Council provided the Co-op with a Management allowance of £102,678 in 2016/2017. An audit of the processes in place at the TMO identified that the Co-op has an established set of values and clear standards which are contained in the Code of Governance and Code of Practice and the number of Co-op Members on the Committee was good. However, a number of control weaknesses were identified as follows:

- The timely notification of Committee Meetings and items for discussion could not be verified;
- Decisions and actions were recorded in the Committee Meeting minutes but they contained little detail on agenda item discussions;
- The Co-op has no Register of Interests although Members are requested to declare any conflicts of interest at Committee Meetings and this is noted in the Meeting minutes;
- Utilisation of the training budget could not be verified as there is not costed training plan in place which has been agreed by the Management Committee for its Members or staff;
- The Co-op uses various consultation techniques when engaging with the residents although Membership is low and there is no target or strategy to increase the numbers;
- An annual survey had not been undertaken at the time of the audit;

- The Co-op has deposit accounts with the bank which it is not longer using whilst retaining surpluses in non-interest bearing accounts;
- Although controls over procurement, payments, budget management and bank reconciliations were adequate, the processes for estimating the cost of works and verifying works completed was not sufficiently robust;
- The controls around the petty cash system were inadequate;
- There are no procedures for identifying, recording and managing risk;
- The system in place for out-of-hours reporting of repairs and the monitoring the quality of service provided is not sufficiently robust;
- The Public Liability insurance is not at the limit stated in the Management Agreement;
- There is no record of assets purchased by the Co-op;
- There was no evidence of any tendering process for the one contract managed by the Co-op which had not been formally extended or re-tendered since it expired over a year ago;
- No formal performance appraisal is undertaken on staff and the Co-op doesn't have an established workplace pension in place;
- Not all housing management issues were being recorded on the Housing Management system.

Five high, fifteen medium and three low priority recommendations have been made which are being considered by the TMO Board. Under the terms of the Management Agreement, the Board is expected to respond in writing to the review within two months of the report being issued. Therefore, a response to the report is expected by mid-September 2016.

(b) Torridon Co-op (TMO) (Amber)

The Torridon TMO is a Co-operative and is responsible for managing 98 properties. The Council provided the Co-op with a Management allowance of £100,144 in 2016/2017. An audit of the processes in place at the TMO identified that a number of control weaknesses as follows:

- The TMO has established a 'Code of Governance' which must be signed by the Committee showing their acceptance of abiding by the Code, although this requirement was not fully complied with;
- The TMO has no Register of Interests although Members are requested to declare any conflicts of interest at Committee Meetings and this is noted in the Meeting minutes;
- The timely notification of Committee Meetings and items for discussion could not be verified;
- Decisions and actions were recorded in the Committee Meeting minutes but they contained little detail on agenda item discussions;
- The maintenance of records by the TMO was considered to be poor and hindered the audit review;

- The training element of the Committee Administration budget is not being utilised by the TMO;
- The TMO held an asset register but it was not considered to be sufficiently detailed;
- A number of policies and procedures were out of date, insufficiently detailed or did not exist;
- Financial management controls over purchasing, payments and petty cash expenditure were considered to be inadequate;
- There was insufficient evidence that anomalies identified by the TMO's Accountant in the quarterly accounts, had been addressed;
- There was no evidence that the TMO's contracts had been subject to an annual review process and the tendering process was not consistently used;
- The system in place for out-of-hours repairs and monitoring of service quality was not considered to be sufficiently robust;
- The TMO hasn't developed a financial business plan even though they have underspent their annual allowance for several years;
- The TMO do not hold a risk register but has identified a number of risks in their Business Plan. However, the TMO has not developed any procedures for identifying, recording and managing risks;
- The Co-op uses various consultation techniques however, membership is low and there is no strategy to increase numbers. In addition, it was noted that responses to the annual survey were low (5 at the time of the audit);
- There is no established agreement to provide office cover when the Manager is absent;

Six high and twelve medium priority recommendations have been made which are being considered by the TMO Board. Under the terms of the Management Agreement, the Board is expected to respond in writing to the review within two months of the report being issued. Therefore, a response to the report is expected by mid-September 2016

5.2 Implementation of Audit Recommendations

Six follow up audits were undertaken in the period (April to July 2016):

Audit	No of Recs Made	No of Recs Implemented	No of Recs In Progress	No of Recs not yet actioned
Management of TMOs	12	5	7	0
Asset Management & Valuations	7	3	4	0
Contracts Register	8	6	2	0
St James' & St John's Primary School	14	8	5	1 (low)
St Vincent de Paul Primary School	19	16	2	1 (medium)
St George's Primary School	14	11	2	1 (low)
	74	49	22	3

Of the seventy-four recommendations followed up, 96% were either implemented or good progress was being made to implement them. A small number of recommendations had not been progressed at the time of the follow up but are expected to be implemented as agreed in the management action plan.

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

Moyra McGarvey or Moira Mackie on 020 7854 5922,

Email: moyra.mcgarvey@rbkc.gov.uk or moira.mackie@rbkc.gov.uk

BACKGROUND PAPERS

Internal Audit Reports;
Monthly monitoring reports.

Audits Completed Year to Date - 2016/17

Plan Area	Auditable Area	RAG Status	Assurance level given	No of Priority 1 Recs	No of Priority 2 Recs	No of Priority 3 Recs	Reported to Committee
Adult Social Care	Tri-b – Transition, Young People to Adults (Cfwd from 2015/16)	Green	SATISFACTORY	0	5	1	Sep-16
Adult Social Care	Tri-b – Walkthrough (referrals) (Cfwd from 2015/16)	Green	SATISFACTORY	0	2	2	Sep-16
Children's Services	Tri-b – Schools Health & Safety (cfwd from 2015/16)	Amber	LIMITED	4	3	1	Sep-16
Corporate Services	Tri-b – Legal Services, Governance (cfwd from 2015/16)	Green	SUBSTANTIAL	0	0	1	Sep-16
Corporate Services	Tri-b – Managed Services Interfaces (Cfwd from 2015/16)	Green	SATISFACTORY	0	4	1	Sep-16
Corporate Services	Governance Review (Cfwd from 2015/16)	Green	SATISFACTORY	0	1	3	Sep-16
Corporate Services	Procurement - Governance	Green	SATISFACTORY	0	3	0	Sep-16
Corporate Services	Tri-b – Internet Monitoring/ Use of Social Media (cfwd from 2015/16)	Amber	LIMITED	1	3	0	Sep-16
Growth, Property & Housing	Property Investment Portfolio (cfwd from 2015/16)	Green	SATISFACTORY	0	2	1	Sep-16
Growth, Property & Housing	Tavistock Co-op (TMO)	Amber	LIMITED	5	15	3	Sep-16
Growth, Property & Housing	Torridon Co-op (TMO)	Amber	LIMITED	6	12	0	Sep-16
Public Health	Tri-b – Substance Misuse Contract Management (cfwd from 2015/16)	Green	SATISFACTORY	0	2	1	Sep-16
Public Health	Tri-b – Sexual Health Contract Management (cfwd from 2015/16)	Green	SATISFACTORY	0	1	3	Sep-16
Public Health	Tri-b – School Nurse Contract Management (Cfwd 2015/16)	Amber	LIMITED	1	5	1	Sep-16

Audits Completed Year to Date - 2016/17

Plan Area	Auditable Area	RAG Status	Assurance level given	No of Priority 1 Recs	No of Priority 2 Recs	No of Priority 3 Recs	Reported to Committee
City Management & Communities	Parking – People & Resources Contract Management	Green	SATISFACTORY	0	3	2	Sep-16
City Management & Communities	Waste Collection, Recycling & Street Cleansing Contract Management	Green	SUBSTANTIAL	0	1	1	Sep-16
City Management & Communities	Commercial Waste	Green	SATISFACTORY	2	1	1	Sep-16
Schools	Barrow Hill Primary School	Green	SUBSTANTIAL	0	2	1	Sep-16
Schools	St Luke's Primary School	Green	SATISFACTORY	0	3	5	Sep-16

Additional Information on Audits (Main report – Paragraph 5.1)

Adult Social Care:

1. Tri-b – Transition, Young People to Adults (main report paragraph 5.1)

Many young people with complex needs receive services from a variety of sources, including children's services, children's health, social care and the criminal justice services. Young people with mental health difficulties may be receiving a service from the Child and Adolescent mental health services (CAMHS), or be children looked after in care. The eligibility criteria in Children's and Adults' services are different and this may result in young people no longer being eligible for aspects of their support when they become adults or alternatively being eligible for certain adult services and support they were not receiving as a child. It is important to ensure young people receiving children's services have information about what to expect when they become an adult.

The Children and Families Act introduced new legislation for supporting children and young people with complex special educational needs. The 'statement' (statement of special educational needs) has been replaced by an Education Health and Care Plan (EHCP). Following the implementation of the Children and Families Act, some young people aged 19-25 will be eligible for statutory support to access education and training via an Education, Health and Care Plan. Young people who no longer need to remain in formal education or training will not require special educational provision to be made for them through an EHC plan. In these cases, the responsibility on local authorities is to ensure a smooth transition to other services which will support the young person.

The audit included reviewing:

- Policies and Procedures;
- The process for identifying young people requiring Transition Plans;
- The assessment of requirements;
- The development of Transition Plans;
- The provision of continuing education, where appropriate; and
- The monitoring and review processes in place.

The controls in place were considered to be satisfactory with five medium and one low priority recommendations made to address the control weaknesses identified.

2. Tri-b – Walkthrough of Referrals (main report paragraph 5.1)

The three councils have different initial contact points (Contact Centres) for those wishing to enquire about Adult Social Care services. One case management system (Frameworki) is used across all three contact points to hold key demographic data on service users including name, address, and date of birth. Frameworki also holds a complete episode history for a person. In addition, warnings and safeguarding alerts about individuals can be recorded on Frameworki where appropriate. The type of care required will depend on the individual's circumstances and this audit reviewed the processes followed for a small sample of cases from the first contact with the Council through to the effective delivery of care and support services, including monitoring of outcomes.

Two medium and two low priority recommendations were made for improvements in the following areas:

- Prompt closure of cases relating to deceased persons;
- Undertaking financial assessments within target days following referral and ensuring all details including reasons for delays are recorded on the system;
- Potential for aligning the panel review process across the three councils;
- Undertaking appropriate testing of any updates to the Frameworki system.

Corporate Services:

3. Tri-b – Legal Services, Governance (main report paragraph 5.1)

An Executive Decision Report covering the creation of a single shared legal service, was agreed by Westminster City Council (WCC), the Royal Borough of Kensington & Chelsea (RBKC) and the London Borough of Hammersmith & Fulham (LBHF) in December 2014. The three Councils have entered into a Section 113 agreement which has been agreed by all three Chief Executives and the Shared Legal Services went 'live' in May 2015 and is led by the Director of Law, formerly the Bi-borough Director of Law. Legal Services, as a Corporate Service, is now a large enough legal service to cover almost all areas of law that client services need advice on, and means that services across the three Councils can now go to one source for all the legal advice and representation they need. Combining the legal services of all three boroughs means that the service will have the resilience and the ability to specialise more. There are specialist teams in the following areas – contract & employment, housing, litigation, planning, licensing & highways, property and social care. These teams are aided by a business support team, which enables the lawyers to work more efficiently and reduce overall costs to clients.

The audit of the shared Legal Services governance arrangements identified one low priority recommendation to improve the evaluation of customer satisfaction, which has been accepted by management.

4. Tri-b – Managed Services Interfaces (main report paragraph 5.1)

The effective operation of the BT operated Agresso Enterprise Resource Planning system requires multiple interface processing activities from Line of Business (LoB) application systems such as the social care system or the production of Agresso output files such as payroll files to interface into BACs. The following areas were considered in this audit:

- All interfaces have been identified and that documentation is being maintained to describe the interface processing steps and dependencies;
- Control totals and checks are in use to help minimise error;
- Whether interfaces operate accurately, completely and at the expected frequency or are quickly identified for root cause analysis and prompt resolution;
- Whether interfaces have defined stage development life spans and permanent solution delivery dates which are monitored for achievement.

Four medium and one low priority recommendations have been made to improve controls in this area which have been accepted by management.

5. Governance Review (NB still draft waiting for management response) (main report paragraph 5.1)

This audit evaluated the Council's governance arrangements against current relevant standards, primarily the CIPFA / SOLACE "Delivering Good Governance in Local Government Framework" and 'Good Governance Standard for Public Services' by the Independent Commission for Good Governance in Public Services. The principles of good governance set out in these publications were used as the main control areas for review in this audit and testing mechanisms recommended by the guidance were applied.

The audit identified that generally the Council's governance arrangements were satisfactory with one medium and two low priority recommendations made to address weaknesses identified in the following areas:

- A clear policy on the types of issues that the Council will meaningful consult on or engage with the public and service users could not be identified in the Council's guidance relating to consultations;
- It could not be confirmed that an annual report is issued on the Council's scrutiny functions;
- The 'transparency' data published on the Council's website was not up to date.

6. Procurement – Governance (main report paragraph 5.1)

The Council operates a devolved approach towards procurement where the Procurement Services Team performs a strategic role focusing on setting standards, strategies, procedures and policies, provision of advice, guidance and training. Departments lead primarily on letting, control, monitoring and management of contracts. The capitalSourcing system is utilised by the Council to maintain a record of contracts in place. The system is mandatory for all contracts over £25,000 at Westminster City Council and optional for contracts below this value. This system has various functionalities and Contract Managers must complete a number of mandatory fields on the system for each of their contracts. Compliance with the completion of these mandatory fields is monitored by Procurement Services in its monthly dashboard.

Procurement Services is principally a Westminster service, however they do operate across Tri-Borough. The team has worked on a number of Tri-Borough procurements, taking the lead on initiatives including ICT, Passenger Transport and Public Health, and advising on initiatives including Homecare and School Meals.

The governance arrangements in place in respect of procurement were considered to be satisfactory with three medium priority recommendations made in the following areas:

- Monitoring of spend across the council has not been possible since April 2015 when Agresso was implemented. Although some data has since been provided it was not sufficiently detailed to enable the data to be used effectively;
- Ensuring that sufficient time is built into the process for appropriate exit planning prior to contracts expiring and to enable appropriate forward planning on future procurements;
- Contracts were not being appropriately 'categorised' prior to the start of the contract to ensure that appropriate contract management arrangements were in place.

Procurement Services are taking action to ensure that the weaknesses identified are effectively addressed.

Growth, Planning & Housing:

7. Property Investment Portfolio (main report paragraph 5.1)

Corporate Property looks after the Council's Investment Real Estate and is responsible for investment and asset management of the investment portfolio. The primary function of the Investment Portfolio is income generation, which is achieved via commercial lettings and developments. The Council's Investment Portfolio includes over 400 assets and this covers all of the Council's general fund stock and housing revenue account commercial stock. The Investment Portfolio generates revenue for the Council of approximately £24 million per annum and the Investment team actively manages this portfolio and by applying an appropriate asset management strategy seeks to ensure the Council is maximising its return from this investment. Operational property (that which is used to deliver a council service) that is declared surplus to requirements is transferred to the Investment Portfolio for income generation.

From 1st May 2014 GVA Grimley became the new managing agents for the Investment Portfolio and undertake the day-to-day property management activities including managing the portfolio's lease renewals, rent reviews, letting of vacant accommodation and rent collection. A small clientside management team at the Council is responsible for:

- Determining objectives and strategy for all property interests;
- Appointing the managing agent to support the Council in the management of its property portfolio;
- The management and monitoring of the managing agent; and
- The interface between the Council and its delivery services, and the supplier where appropriate.

This audit reviewed the arrangements in place for rent collection and debt management with respect to the Council's Investment Property Portfolio and the contract management arrangements in place for performance by GVA Grimley.

Two medium and one low priority recommendations were made to address the weaknesses identified below:

- Delays had been experienced in the completion of rent reviews and lease renewals by GVA which had resulted in a backlog of work;
- Documents were not always available to support actions taken by GVA;
- Although there is an Investment Strategy and an Asset Management Strategy in place, there are no up to date documented procedures on Corporate Property's role in managing the investment portfolio.

Public Health:

8. Tri-b - Substance Misuse Services, Contract Management (main report paragraph 5.1)

The Shared Services Councils established a single public health team, hosted by Westminster City Council and headed by a Director of Public Health. The Substance Misuse team form part of the Public Health team and their key objective is to improve the health and wellbeing of individuals with substance misuse issues and their families. This is achieved by ensuring those people in need of services have access to a full range of treatment and recovery opportunities, while ensuring families and society are protected from the harm caused by alcohol and drug misuse and/or associated criminality. At the time of the audit, the service was delivered by a range of providers across the three boroughs as inherited from the NHS at the time of service transfer,

In order to meet the changing needs of the service users and to streamline the service, a procurement exercise was undertaken during 2015. The procurement required the market to submit competitive tenders for the new SM service as two Lots. The new service commenced in April 2016 for a period of three years with an option to extend for another two years if required.

The review identified that the team of officers tasked with ensuring the Public Health service objectives in relation to the substance misuse service are achieved are suitable experienced to undertake this role. Some minor weakness in the procedural support within the section were identified while the problematic introduction of Agresso has required the extensive use of manual procedures by finance officers to ensure financial information is readily available to the team.

Two medium and one low priority recommendations were made to enhance the existing process.

9. Tri-b - Sexual Health Services, Contract Management (main report paragraph 5.1)

A key objective of the Sexual Health Team is to improve the sexual health and wellbeing of residents across the three boroughs by delivering an efficient and effective sexual and reproductive health service. The Sexual Health Service team within Public Health has been commissioning and monitoring the provision of sexual health services since the service transferred from the NHS in April 2013.

The tri-borough councils, along with 19 other local authorities in London are part of the London Sexual Health Services Transformation Project, aiming to deliver a new collaborative commissioning model across the participating councils for sexual health services in London. Westminster Council will act as the lead Council in the commissioning and procurement of a new mandatory Genito-Urinary Medicine (GUM) provision to be implemented from 1st April 2017. A separate local redesign and re-procurement of community based Sexual and Reproductive Health (SRH) services is being progressed during 2016/17 to be fully implemented by April 2017. Some existing contractual arrangements have been extended by 12 months to 31 March 2017, through a direct award arrangement, to accommodate the necessary procurement activities for the new services.

The review identified that the controls over the management of the sexual health services administered by the Public Health Team are being applied to the levels expected. The team of are suitably experienced to ensure that both the mandatory and community based services are provided in accordance with accepted

processes and procedures. Some weaknesses in the control process were identified with one medium and three low priority recommendations made.

City Management & Communities:

10. Parking Services – People & Resources, Contract Management (main report paragraph 5.1)

The contract, People & Resources (Kerbside Management), was awarded to NSL limited for period of four years from 1st July 2014 to 31st June 2018 with a possibility of another two years' extension to the contract. The contract will provide a flexible pool of skilled resources for deployment on street; these resources will be directed and managed by the Council. The contract includes the marshalling concept, which has been rolled out across the City. Previous Civil Enforcement Officers have been retrained as Marshals and will provide a more customer focused service, assisting motorists to park legally, with enforcement as a last resort if other measures fail.

The audit review focussed on the following:

- The objectives of the service are clearly defined and adequate contractual documentation held to support the arrangements in place;
- A performance management framework has been established which is based on the key components of the contract;
- Performance is subject to regular monitoring, action and reporting;
- Management information is accurate, timely and relevant;
- Appropriate remedies have been identified and applied where performance is not achieved.

The audit identified that the contract management arrangements were generally satisfactory with three medium and two low priority recommendations made to address some minor areas of control weakness.

11. Waste Collection, Recycling, Street Cleansing & Ancillary Services, Contract Management (main report paragraph 5.1)

The Waste Collection, Recycling, Street Cleansing and Ancillary Services contract was awarded to Veolia Environmental Services UK Ltd ('Veolia'), commencing on the 16 September 2010 and expiring on the 15 September 2017. The contract is valued at £245 Million with a current annual value of £39 million. The contract includes the provision of services such as residential and commercial waste and recycling collections, street sweeping, street flushing, litter bin emptying, bin supply and maintenance, winter maintenance services, graffiti and fly-posting removal.

The audit review focussed on the following:

- The objectives of the service are clearly defined and adequate contractual documentation held to support the arrangements in place;
- A performance management framework has been established which is based on the key components of the contract;
- Performance is subject to regular monitoring, action and reporting;
- Management information is accurate, timely and relevant;
- Appropriate remedies have been identified and applied where performance is not achieved.

The audit identified that the contract management arrangements were good and well established with one medium and one low priority recommendations made which have been accepted by management.

12. Commercial Waste Service (main report paragraph 5.1)

Approximately half the waste collected in Westminster is commercial, with 1 million collections a week collecting over 94,000 tonnes per annum. The Council's commercial waste service is a £16 million business with 10,000 – 12,000 account holders. Although the collection of Commercial Waste is a highly competitive market with approximately 40 competitors; the Council currently have a 40% market share and are

considered to be performing well. Commercial premises have a Duty of Care (DOC) and legal responsibility in ensuring that they dispose of their business' waste without harming the environment by using a licenced waste carrier.

The audit identified that the Commercial Waste Team has a good understanding of the service objectives and there is a good level of communication within the team and with the council's client officers. The controls over the management of the commercial waste operations are working to the level expected. However, the transfer to the Agresso financial system in April 2015, had resulted in a number of problems for the service in respect of identifying income to allocate to the commercial waste customer accounts and the collection of direct debit payments. Interim solutions to these problems have been put in place whilst the service liaises with corporate services on implementing improvements to the systems. Two medium and one low priority recommendations have been made which have been accepted by management

Performance Indicators 2016/17

Internal audit performance is summarised below against a range of performance indicators:

Performance Indicators	Target	Actual	Comments
Delivery			
Percentage of audit plan completed YTD (Month 4) Full year target = 90%	25%	32%	
Percentage of draft reports issued within 10 working days of fieldwork being completed	90%	100%	
Percentage of audits finalised within 10 days of a satisfactory response	95%	100%	
Percentage of jobs with positive feedback from client satisfaction surveys	90%	100%	8 received YTD, average score of 4.5 (positive score).
Percentage of High & Medium priority recommendations implemented or in progress	95%	96%	71 out of 74 recommendations implemented or in progress (96%)

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City of Westminster

Audit and Performance Committee Report

Meeting:	Audit and Performance Committee
Date:	6 September 2016
Classification:	For General Release
Title:	Tenant Management Organisations – Internal Audit Reviews
Wards Affected:	All
Financial Summary:	Westminster Council provided an allowance of £1.6m to TMOs in 2016/17.
Report of:	Moyra McGarvey – Tri-borough Director for Audit, Fraud, Risk and Insurance
Report author:	Moira Mackie, Senior Manager; email: moira.mackie@rbkc.gov.uk Tel: 020 7854 5922

1. Executive Summary

- 1.1 This report contains details of the work undertaken by the Internal Audit Service in respect of Tenant Management Organisations (TMOs) for the period 2014/15 to date and includes the outcomes of follow up reviews where the effectiveness of implementing the audit recommendations is assessed.

2. Recommendation

- 2.1 That the Committee note the contents of this report.

3. Background, including Policy Context

- 3.1 CityWest Homes (CWH) currently manages approximately 21,000 homes for the Council, with some aspects of housing management delegated to 10 Tenant Management Organisations (TMOs) or Co-operatives.
- 3.2 Residents of a block or estate can review their options for taking over services through a Government funded tenant empowerment programme. Before a TMO can consider taking over the management responsibilities they must have at least 25 properties occupied by secure council tenants within the area they would like to manage. A TMO cannot start to run the services until the resident group (collectively and individually) has been judged to be competent by an independent agency. A secret ballot is also required where the majority of the residents and

secure tenants need to agree the formation of the TMO. The existing rights of the tenant or leaseholder of the Council are protected. The only change is that the TMO will carry out certain landlord responsibilities which varies in each TMO. TMOs are set up as legal bodies, with the protection of limited liability for members. They are run by an elected management committee made up of tenants and leaseholders, all of whom are volunteers. The management committee represents residents and sets priorities. TMOs have their own local office and employ their own staff to provide professional housing services.

- 3.3 The relationship between the Council and the TMO, including the services that the TMO will manage and those to be retained by the Council, is set out in a modular management agreement (MMA). The MMA must be approved by the Secretary of State. Once a TMO is up and running it will be supported and monitored by CWH to ensure that the services it provides to tenants and leaseholders are of a high standard.
- 3.4 The TMO will receive an allowance (grant) from the Council based on what it would have cost the Council to provide the service. TMOs are usually able to carry out repairs more quickly than the Council. They are also able to make savings on their allowance by spending efficiently and making best use of the resources available to them locally.
- 3.5 The TMOs are either registered as a Limited Company or as a Cooperative and Community Benefit Society (2014 Act).
- 3.6 During 2014/15, the then Executive Director of Growth, Planning & Housing requested internal audit to undertake an advisory review of the governance arrangements in place at Millbank Estate Management Office (MEMO). This review identified a number of concerns which were contained in a report issued in September 2014 with a follow up audit review undertaken in August 2015 (see paragraph 4.1).
- 3.7 In order to ensure the success of a TMO, CWH provide assistance to the TMOs including:
 - Arranging training for committee members and staff;
 - Utilising specialist workers to provide advice and support;
 - Informing TMOs of their current performance, and
 - Organising forums for TMO managers and committee members.
- 3.8 During 2015/16 an audit of the Management of TMOs' was undertaken with a report issued in August 2015 which was followed up in April 2016 (see paragraph 4.2).
- 3.9 The internal audit plan for 2016/17 included reviews for two TMOs which were undertaken in June 2016 with final reports issued in August 2016 (see paragraph 4.3). Internal audit has subsequently been requested by the Director of Housing to undertake full reviews of all of the TMOs and these are now being programmed into the internal audit plan and will be undertaken between October 2016 and February 2017 (see paragraph 4.3.5).

4. Summary of Internal Audit Work

4.1 Millbank Estate Management Office

4.1.1 During 2014/15, concerns were raised about the operation of one of the Council's TMOs, Millbank Estate Management Organisation (MEMO). An advisory review of MEMO was undertaken by Internal Audit and a number of weaknesses identified which were impacting on the effectiveness of the Board and in turn the estate office. As a result of these, ten high, fifteen medium and three low priority recommendations were made to improve the governance arrangements in place.

4.1.2 The audit review noted that whilst Board Members were familiar with the term 'governance', what this means on a practical level and how this impacts on the effectiveness of the Board was not clear to everyone consulted as part of this review. In addition, a number of independent reviews of MEMO had been undertaken in the previous few years and the Board needed to allow itself the opportunity to consider these and take the necessary action to ensure that the agreed recommendations were implemented. The audit recommended that to achieve greater focus, an action plan should be produced, incorporating all of the recommendations, which should be presented to the Board for approval. The action plan should then be reviewed and updated at every Board meeting until the recommendations/actions were fully implemented. The Board agreed to work with the Council to comply with their Management Agreement and the Rules of MEMO.

4.1.3 A follow up audit review was undertaken in August 2015 which identified that 71% of the recommendations had been implemented and the full implementation of the remaining recommendations was in progress:

	High	Medium	Low	Total
Number of Recommendations Made:	10	15	3	28
Number Implemented:	6 (60%)	12 (80%)	2 (67%)	20 (71%)
Number Partially Implemented/In Progress:	4 (40%)	3 (20%)	1 (33%)	8 (29%)

4.1.4 Since the audit, CityWest Homes (CWH) have been working closely with MEMO to ensure that the recommendations are fully implemented. A recent review by CWH identified that of the eight recommendations not fully implemented at the time of the Internal Audit follow up review, four have now been fully implemented with the remaining four recommendations expected to be implemented by October 2016.

4.1.5 A Five Year Review of MEMO is planned for February 2017 (see paragraph 4.3).

4.2 Management of TMOs

4.2.1 Following the review of MEMO, an audit was identified for inclusion in the 2015/16 internal audit plan to review the level of oversight provided by CWH of TMOs and the mechanisms in place for ensuring that both CWH and the Council were aware of any concerns in respect of a TMO and the appropriate action to take.

4.2.2 A limited assurance report was issued in August 2015 which contained one high, seven medium and four low priority recommendations to address the weaknesses identified including:

- The lack of a clear process for the escalation of issues relating to TMOs;
- Gaps in the data provided to the Council by CWH in their monthly dashboard reports;
- Not all financial accounts were submitted by TMOs in a timely manner on a quarterly and annual basis;
- Data and comments on the service provided by CWH to the TMOs were not collated in a timely manner;
- No independent monitoring of customer feedback on the service provided by CWH was undertaken by the Council;
- The meetings between the TMO Manager (CWH) and the HRA Contracts Manager (WCC) were informal with no agenda, minutes, reports or action trackers produced.

4.2.3 A follow up audit review was undertaken in April 2016 which identified that 42% of the recommendations had been implemented and the full implementation of the remaining recommendations was in progress:

	High	Medium	Low	Total
Number of Recommendations Made:	1	7	4	12
Number Implemented:	0 (0%)	3 (43%)	2 (50%)	5 (42%)
Number Partially Implemented/In Progress:	1 (100%)	4 (57%)	2 (50%)	7 (58%)

4.2.4 The recommendations that were not fully implemented at the time of the follow up audit are expected to be implemented by the end of September 2016.

4.2.5 Whilst it is acknowledged that there are risks associated with resident controlled organisations, CityWest Homes are looking to reduce the potential impact of these risks by:

- Improving the monitoring regime;
- Improving governance, accountability and performance of the TMOs;
- Improving relationships between CityWest Homes and the TMOs and reinforcing the contractual obligations contained within the Management Agreements.

4.2.6 Since the audit was completed, regular meetings now take place between the CWH TMO Manager and the Council's HRA Contract and Performance Manager. This forum is used by the CWH TMO Manager to update the Council on any new or emerging issues in relation to tenant management. Council staff take responsibility for the service of any formal action under the terms of the Agreement e.g. improvement notices and breach notices as these are not delegated to CWH.

4.3 Audit Plan 2016/17

4.3.1 The initial audit plan for 2016/17, included resources to undertake audit reviews at two TMOs. The TMOs to be audited (Tavistock Co-op and Torridon Co-op) were identified by the CWH TMO Manager and agreed with the Council's HRA Strategy Manager.

4.3.2 The initial findings from these audit reviews were reported to the Director of Housing and Regeneration in June 2016. A number of control weaknesses were identified at both TMOs and in Internal Audit's opinion only limited assurance could be given that the controls in place at the time of the audit were suitably designed, consistently applied and effective in their application by the TMO. Recommendations for improvement were made in the areas of:

	Number of Recommendations Made					
	Tavistock Co-op			Torridon Co-op		
	High	Medium	Low	High	Medium	Low
Governance	0	4	1	1	4	0
Policy & Procedures	0	2	1	1	2	0
Financial Management	3	6	0	2	2	0
Tenancy Management	1	2	0	0	3	0
Performance Management Reviewing Standards	1	1	1	2	1	0
Total	5	15	3	6	12	0

- 4.3.3 The findings from each of the audit reviews have been combined with housing management monitoring information provided by CityWest Homes and a formal 'Five Year Review' Report was issued to each of the TMOs by the Executive Director for Growth, Planning and Housing in July 2016.
- 4.3.4 As required by their Management Agreement, each of the TMOs has two months to consider the contents of their 'Five Year Review' and both TMOs are expected to report back to the Director of Housing and Regeneration by the end of September 2016, on their acceptance or disagreement with the recommendations made and the proposed implementation timeframes. The TMO Manager and the Resident Engagement & Opportunities Manager from CWH are due to attend the next Committee meetings at both Tavistock Co-op and Torridon Co-op to discuss the contents of the 'Five Year Review'.
- 4.3.5 The Director of Housing and Regeneration has requested that audit reviews are undertaken in conjunction with CWH as part of a programme of 'five yearly reviews' of all of the remaining TMOs (up to 8 reviews*) during the current financial year and resources have been made available to undertake these. Provisional dates for the reviews have been discussed with CityWest Homes and the Council and they are expected to take place between October 2016 and February 2017.

*the exact number of TMOs will be confirmed as two may be merging.

4.4 Other TMO Related Work 2016/17

- 4.4.1 During 2014/15, an investigation was carried out by the fraud team at Scottish Towers TMO. This identified serious financial mismanagement and governance irregularities. This resulted in the Council taking action under the MMA and ending its agreement with Scottish Towers TMO. Housing management is now carried out by Pinnacle as part of CWH's contract with them.

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

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BACKGROUND PAPERS
Internal Audit Reports
Internal Audit Plan 2016/17

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