



City of Westminster

Council Agenda

Title: **Council Meeting**

Meeting Date: **Wednesday 7th November, 2018**

Time: **7.00 pm**

Venue: **Westminster Council House, 97-113 Marylebone Road,
London, NW1 5PT**

Members: **All Councillors are hereby summoned to attend the Meeting
for the transaction of the business set out.**

Admission to the public gallery is available from 6.30pm.

**Please telephone if you are attending the meeting in a
wheelchair or have difficulty walking up steps. There is
wheelchair access via the Sammy Ofer Centre.**



**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, Acting Reuben Segal, Head of Committee and
Governance Services.**

**Email: rsegal@westminster.gov.uk Tel: 020 7641 3160
Corporate Website: www.westminster.gov.uk**

1. APPOINTMENT OF RELIEF CHAIRMAN

To appoint a relief Chairman.

2. MINUTES

To sign the Minutes of the Meetings (Ordinary and Extraordinary) of the full Council held on 11 July 2018.

3. RESIGNATION OF COUNCILLOR ROBERT DAVIS, MBE, DL

To note that Councillor Robert Davis, MBE, DL (Lancaster Gate Ward) resigned on the 10th October 2018. A by-election for the vacancy will be held on Thursday 22 November 2018.

4. LORD MAYOR'S COMMUNICATIONS

- (i) The Lord Mayor to report that, on 18 July, she attended a dedication of a memorial to Nelson Mandela at Westminster Abbey.
- (ii) The Lord Mayor to report that, on 19 July, she attended a reception in Buckingham Palace to mark the Prince and Patron Exhibition.
- (iii) The Lord Mayor to report that, on 31 July, she met with the Singaporean High Commissioner in her Parlour at 5 Strand.
- (iv) The Lord Mayor to report that, on 3 September, she attended the official opening of the Garden of Remembrance at Westminster Coroner's Court.
- (v) The Lord Mayor to report that, on 3 September, she visited the RNLI Lifeboat station at Victoria Embankment.
- (vi) The Lord Mayor to report that, on 12 September, she met with Don Tripp, City Manager Westminster, Colorado in her Parlour 5 Strand.
- (vii) The Lord Mayor to report that, on 16 September, she attended the Battle of Britain Sunday Thanksgiving and Rededication at Westminster Abbey.
- (viii) The Lord Mayor to report that, on 19 September, she hosted a reception for the Lily Foundation in the Lord Mayor's Parlour.

(Pages 7 - 16)

- (ix) The Lord Mayor to report that, on 27 September, she attended a National Reception to celebrate the Centenary of the foundation of Czechoslovakia, at the Czech and Slovak Embassies.
- (x) The Lord Mayor to report that, on 3 October, she visited HMS Westminster at HMNB Portsmouth.
- (xi) The Lord Mayor to report that, on 5 and 7 October, she took part in Westminster's programme of Silver Sunday events around the City.
- (xii) The Lord Mayor to report that, on 14 October, she attended the London Mayors' Association Civic Service at Westminster Abbey.
- (xiii) The Lord Mayor to report that, on 21 October, she attended the Trafalgar Day Parade in Trafalgar Square.
- (xiv) The Lord Mayor to report that, on 23 October, she took part in the State Visit (arrival, visit to Westminster Abbey and State Banquet) by the King and Queen of the Netherlands.
- (xv) The Lord Mayor to report that, on 30 October, she helped launch the Paddington Works Enterprise Space.

5. DECLARATIONS OF INTEREST

6. PETITIONS AND DEPUTATIONS, IF ANY

7. COMMITTEE REPORT

To receive, consider and debate, if chosen, the following reports which contain a recommendation to the Council for decision:

COMMITTEE

DATE OF MEETING

General Purposes
 Constitution Review (to follow)
 (Appendix 6)

31 October 2018

<https://committees.westminster.gov.uk/documents/s29577/Report%20Re%20Review%20of%20Constitution.pdf>

8. QUESTIONS

Standing Order 9 limits the questions to matters relevant to the general work or procedure of the Council.

Note by the Head of Committee and Governance Services:

If Members of the Council agree to adopt the recommendations of the General Purposes Committee in respect of changes to the Constitution, as reported under the previous item 7, the Lord Mayor will call Members who indicate that they wish to ask a question after the Leader of the Opposition has asked his questions.

9. COUNCILLOR ISSUES

- (a) Councillor Murad Gassanly: Estate Regeneration and Infill Programme in Churchill Ward
- (b) Councillor David Boothroyd: "Home Truths"

10. STATEMENT ON URGENT MATTERS

With the approval of the Chairman of the meeting, the Leader of the Council may make a statement on an urgent matter and the Leader of the Opposition will have an equivalent right of reply.

11. FUTURE POLICY PLAN

To consider items chosen for debate from the attached Future Policy Plan.

(Pages 17 - 22)

12. CABINET/CABINET MEMBER/COMMITTEE REPORTS

To receive, consider and debate, if chosen, the following reports which contain a recommendation to the Council for decision:

Cabinet/Cabinet Member/ Committees	Date of Meeting or Decision
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Reports of the Cabinet Meeting	15 October 2018
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(Paragraph 1 – 2019-2020 Budget Proposals – Appendix 1)

<https://committees.westminster.gov.uk/documents/s29419/Revenue%20Budget%20Proposals%20Report.pdf>

(Pages 23 - 32)

(Paragraph 2 – Capital Strategy Report 2019-2020 to 2023 – 2024, Forecast Position for 2018-2019 and Future Years Forecasts Summarised up to 2022-2033 Appendix 2)

<https://committees.westminster.gov.uk/documents/s29423/Capital%20Strategy%20Report.pdf>

<https://committees.westminster.gov.uk/documents/s29424/2%20-%20Appendix%20A%20i%20ELT.pdf>

<https://committees.westminster.gov.uk/documents/s29425/2%20-%20Appendix%20A%20ii%20Cabinet.pdf>

(Paragraph 3 – Housing Investment Strategy and Housing Revenue Account Business Plan 2019-2020 – Appendix 3)

<https://committees.westminster.gov.uk/documents/s29426/Housing%20Investment%20Strategy%20and%20HRA%20Business%20Plan%202019-20%20FINAL.pdf>

(Paragraph 4 – Treasury Management Strategy Statement for 2019-2020 – Appendix 4)

<https://committees.westminster.gov.uk/documents/s29427/TMSS%202019-20%20to%202023-24.pdf>

(Paragraph 5 – Integrated Investment Framework – Appendix 5)

<https://committees.westminster.gov.uk/documents/s29436/Integrated%20Investment%20Framework%20Report.pdf>

General Purposes Urgency Sub-Committee 23 October 2018
Appointment of Independent Person

<https://committees.westminster.gov.uk/ieListDocuments.aspx?CategoryId=172&MId=4796&Ver=4>

Cabinet Member for Public Protection and Licensing:

Gambling Policy Review (to follow) (Appendix 7)

<https://committees.westminster.gov.uk/ieDecisionDetails.aspx?ID=954>

13. NOTICE OF MOTION

To be moved by Councillor Barraclough and seconded by Councillor Carman:

“The Council notes the continued pressures on our residential neighbourhoods caused by the uncontrolled expansion of short-lettings.

The Council notes the concerns of local residents that many properties are being let out by professional landlords as permanent short-let accommodation.

The Council believes that it is important to protect the flexibility and freedoms of residents who want to rent out their home or rooms for short periods, but that illegal short-lets are damaging many of our communities.

The Council believes that the current legal framework for short-lets created by the 2015 Deregulation Act does not enable local authorities in major urban areas such as Westminster to respond to the needs of our communities.

The Council resolves to lobby the government for rules that better reflect the short-let challenges Westminster faces and that empowers the Council to take suitable action.

The Council resolves to further improve its policies and enforcement, including exploring new sources of funding where available, to help crackdown on illegal short-lets.”

**5 Strand
London, WC2 5HR
30 October 2018**

Chief Executive

CITY OF WESTMINSTER

MINUTES OF PROCEEDINGS

At the Meeting of the Council of the City of Westminster held at 7.00 pm on Wednesday 11th July, 2018 at Westminster Council House, 97-113 Marylebone Road, London, NW1 5PT.

PRESENT

The Lord Mayor, Councillor Lindsey Hall

COUNCILLORS

Heather Acton	Elizabeth Hitchcock
Ian Adams	Adam Hug
Nickie Aiken	Louise Hyams
Barbara Arzymanow	Aicha Less
Timothy Barnes	Pancho Lewis
Geoff Barraclough	Andrea Mann
Richard Beddoe	Patricia McAllister
Rita Begum	Guthrie McKie
David Boothroyd	Tim Mitchell
Susie Burbridge	Gotz Mohindra
Ruth Bush	Eoghain Murphy
Nafsika Butler-Thalassis	Matt Noble
Melvyn Caplan	Emily Payne
Maggie Carman	Robert Rigby
Antonia Cox	Rachael Robathan
Robert Davis, MBE, DL	Tim Roca
Lorraine Dean	Ian Rowley
Tony Devenish	Karen Scarborough
Richard Elcho	Mark Shearer
Christabel Flight	Selina Short
Peter Freeman	Andrew Smith
Murad Gassanly	James Spencer
Jonathan Glanz	Paul Swaddle
Jim Glen	Shamim Talukder
Matthew Green	Hamza Taouzzale
Angela Harvey	Judith Warner
David Harvey	Jacqui Wilkinson

1 APPOINTMENT OF RELIEF CHAIRMAN

1.1 Motion, moved by the Lord Mayor and seconded by Councillor Tim Mitchell, that Councillor Judith Warner be elected as Relief Chairman.

1.2 Motion put, and on a show of hands, declared **CARRIED**.

2 MINUTES

- 2.1 The minutes of the proceedings at the Council meeting held on Wednesday 16th May 2018 were, with the assent of the Members present, signed by the Lord Mayor as a true record of the proceedings.

3 LORD MAYOR'S COMMUNICATIONS

- 3.1 The Lord Mayor advised that these were as set out on the agenda.

4 DECLARATIONS OF INTEREST

- 4.1 There were none.

Adjournment of Meeting

At this point the Lord Mayor adjourned the meeting to enable the Extraordinary Council Meeting to be held.

5 PETITIONS AND DEPUTATIONS, IF ANY

- 5.1 There were no petitions submitted.

6 QUESTIONS

6.1 Procedural Motion

Moved by Councillor Tim Mitchell and seconded by Councillor Guthrie McKie and

Resolved:

That Standing Order 9 be suspended to the extent only to allow that rather than Members, entitled to do so, being selected by draw to ask Questions the Lord Mayor call Members entitled to ask a question who indicate when asked by the Lord Mayor by show of hands at the meeting a wish to do so. The Lord Mayor, when calling Members, may have regard to the proportionality of the political groups on the Council. The Leader of the Opposition shall still be entitled to ask up to 3 questions during question time which shall be for a maximum of 45 minutes.

- 6.2 The questions, supplementary questions and replies are included on the Council's website.

7 COUNCILLOR ISSUES

- 7.1 With the consent of the Chief Whips of both parties this item was deferred.

8 STATEMENT ON URGENT MATTERS

- 8.1 There was no statement on urgent matters.

9 FUTURE POLICY PLAN

- 9.1 The meeting debated the first item chosen for debate from the Future Policy Plan by the Majority Party.

The Council's Strategic Direction

The Majority Party had selected item number 118 on the Future Policy Plan, the Council's Strategic Direction.

10 NOTICES OF MOTION

- 10.1 The Majority Party had selected for its second debate the first Notice of Motion (Adoption of the International Holocaust Remembrance Alliance Definition of Anti-semitism and Action on Hate Crime) as set out on the agenda. The Notice of Motion was moved by Councillor Nickie Aiken and seconded by Councillor Adam Hug.
- 10.2 Following debate, to which Councillor Ian Adams replied, the Lord Mayor put the Notice of Motion moved by Councillor Aiken and seconded by Councillor Adam Hug to the vote and on a show of hands declared the Notice of Motion

CARRIED.

RESOLVED:

That Council expresses alarm at the rise in antisemitism in recent years across the UK and welcomes the Government's decision to formally adopt the internationally recognised International Holocaust Remembrance Alliance (IHRA) guidelines on antisemitism, which defines antisemitism as:

“a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities”.

The guidelines highlight manifestations of antisemitism as including:

The targeting of the state of Israel, conceived as a Jewish collectivity. However, criticism of Israel similar to that levelled against any other country cannot be regarded as anti-semitic. Anti-semitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.

Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.

- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavour.
- Applying double standards by requiring of it behaviour not expected or demanded of any other democratic nation.
- Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.
- Holding Jews collectively responsible for actions of the state of Israel.
- Anti-semitic acts are criminal when they are so defined by law (for example, denial of the Holocaust or distribution of anti-semitic materials in some countries).
- Criminal acts are anti-semitic when the targets of attacks, whether they are people or property – such as buildings, schools, places of worship and cemeteries – are selected because they are, or are perceived to be, Jewish or linked to Jews.
- Antisemitic discrimination is the denial to Jews of opportunities or services available to others and is illegal in many countries.

This Council welcomes cross-party support within the Council for combating antisemitism in all its manifestations.

This includes incidents when criticism of Israel has been expressed using anti-semitic tropes. This Council is mindful that criticism of Israel can be legitimate, and the Council reaffirms its commitment to act in accordance with its legal obligations under Article 10 (Freedom of expression) Article 14 (Prohibition of discrimination) and Article 17 (Prohibition of abuse of rights) of the European Convention for the Protection of Human Rights and Fundamental Freedoms. However, criticism of Israel is not considered legitimate if it employs the tropes and imagery of antisemitism.

This Council resolves to adopt the definition of antisemitism as set out by the International Holocaust Remembrance Alliance and commits to tackle this form of racism and religious hatred in our City.

Hateful incidents against Jews do not exist in a vacuum however. We are seeing a rise in Islamophobia, homophobia, transphobia and misogyny in our community, and we saw a spike in xenophobia following the Brexit vote. This Council condemns all forms of racism, religious hatred, homophobia, transphobia, sexism and any form of hatred towards an individual or group for who they are, and we commit to fighting against them.

Hateful narratives and behaviours promote intolerance and can fragment and divide our community. This Council therefore pledges to better understand the manifestations of Hate Crime and its impact in our City, and will request the Cabinet or Cabinet Member to develop a comprehensive strategy to combat this pernicious crime and support the cohesion of our community. The implementation of this motion and the adoption of a Hate Crime strategy would be taken forward by the Cabinet Member for Public Protection and Licensing with the backing of the Council.

- 10.3 The Minority Party had selected for debate the Notice of Motion (CityWest Homes) as set out on the agenda. The Notice of Motion was moved by Councillor Pancho Lewis and seconded by Councillor Matt Noble.
- 10.4 Following debate, to which Councillor Pancho Lewis replied, the Lord Mayor put the Notice of Motion moved by Councillor Lewis and seconded by Councillor Matt Noble to the vote and on a show of hands declared the Notice of Motion **LOST**.

11 CABINET MEMBER/COMMITTEE REPORTS

- 11.1 The Lord Mayor then put the recommendation of the General Purposes Committee to the vote and on a show of hands declared the recommendation **ADOPTED**.
- 11.2 **RESOLVED:** That the Members Allowances Scheme (amendment) be adopted as set out in the report attached as Appendix A to the General Purposes Committee report.

11.3 The Council noted the Annual Accounts as set out in the report attached as Appendix B to the Cabinet report.

The Meeting ended at 10.18 pm

CHAIRMAN: _____

DATE _____

CITY OF WESTMINSTER

MINUTES OF PROCEEDINGS

At the Meeting of the Council of the City of Westminster held at 7.01 pm on Wednesday 11th July, 2018 at Westminster Council House, 97-113 Marylebone Road, London, NW1 5PT.

PRESENT

The Lord Mayor, Councillor Lindsey Hall

COUNCILLORS

Heather Acton	David Harvey
Ian Adams	Elizabeth Hitchcock
Nickie Aiken	Adam Hug
Barbara Arzymanow	Louise Hyams
Timothy Barnes	Aicha Less
Geoff Barraclough	Pancho Lewis
Richard Beddoe	Andrea Mann
Rita Begum	Patricia McAllister
David Boothroyd	Guthrie McKie
Susie Burbridge	Tim Mitchell
Ruth Bush	Gotz Mohindra
Nafsika Butler-Thalassis	Eoghain Murphy
Melvyn Caplan	Matt Noble
Maggie Carman	Emily Payne
Danny Chalkley	Robert Rigby
Antonia Cox	Rachael Robathan
Robert Davis	Tim Roca
Lorraine Dean	Ian Rowley
Tony Devenish	Karen Scarborough
Richard Elcho	Mark Shearer
Christabel Flight	Selina Short
Peter Freeman	Andrew Smith
Murad Gassanly	James Spencer
Jonathan Glanz	Paul Swaddle
Jim Glen	Shamim Talukder
Matthew Green	Hamza Taouzzale
Lindsey Hall	Judith Warner
Angela Harvey	Jacqui Wilkinson

1 NOTICE OF MOTION - HONORARY ALDERMAN: MR BARRIE TAYLOR; MRS BARBARA GRAHAME AND MRS JAN PRENDERGAST

- 1.1 Motion moved by Councillor Nickie Aiken and seconded by Councillor Adam Hug that the Council confer the title of Honorary Alderman on Mr Barrie Taylor, Mrs Barbara Grahame and Mrs Jan Prendergast.

1.2 Motion put and on a show of hands declared **CARRIED**.

RESOLVED:

- (i) That the Council confer the title of Honorary Alderman on:
 - (a) Mr Barrie Taylor who was first elected as a Westminster City Councillor on 8 May 1986 and who retired in May 2018 served as a Councillor in total for 28 years. He represented the Queen's Park ward from 1986 except for the period from 1990 to 1994. Mr Taylor served on many Committees but mainly in the area of Social Services, where his many years experience working with Community Health Councils came to the fore.
 - (b) Mrs Barbara Grahame served as a member for the Church Street ward from May 1994 until May 2018, a total of 24 years service. Mrs Grahame served for the most part on Committees relating to Education, a subject for which she was deeply passionate.
 - (c) Mrs Jan Prendergast served as a member for the Maida Vale ward from May 1994 until May 2018, a total of 24 years. She was passionate about services for the young and elderly. Mrs Prendergast served as Lord Mayor in 2003-2004.

Over the years they have contributed so much to the work of the Council through their caring personality, wisdom, knowledge and vast experience between them undertaking the various roles of Members of numerous committees. They have served the Council and people of Westminster and in particular their constituents with enormous dedication and the Council is asked to agree that they each be honoured by the conferring of the title of Honorary Alderman.

- (ii) That the Council instruct the Chief Executive to make the necessary arrangements for the preparation and presentation of an address to the Honorary Alderman and authorise that the minor necessary expenditure be met from existing budgets.

The Meeting ended at 7.20pm

CHAIRMAN: _____

DATE _____

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Agenda Item 11

City of Westminster

Council Meeting – Agenda Item 11

Wednesday 7 November 2018

Future Policy Plan

No.	Subject	Cabinet Member Portfolios	Lead Officer
1	Addressing dementia	Family Services & Public Health	Bernie Flaherty
2	Adult Education	Economic Development, Education and Community	Barbara Brownlee
3	Affordable business space	Economic Development, Education and Community	Barbara Brownlee
4	Affordable Childcare	Family Services & Public Health	Melissa Caslake
5	Affordable Housing	Housing and Customer Services Place Shaping and Planning	Barbara Brownlee
6	Air Quality	Environment and City Management Family Services and Public Health	Julia Corkey
7	Alternative Education	Economic Development, Education and Community	Melissa Caslake
8	Anti-social behaviour	Public Protection and Licensing	Richard Barker
9	Apprenticeships	Economic Development, Education and Community	Barbara Brownlee
10	Assets of Community Value	Economic Development, Education and Community	Julia Corkey
11	Benefits administration	Finance, Property and Regeneration	Steve Muldoon David Hodgkinson
12	BIDS	Economic Development, Education and Community	Julia Corkey Barbara Brownlee Richard Barker
13	Business Rates	Leader of the Council Finance, Property and Regeneration Economic Development, Education and Community	Stuart Love Steve Mair Barbara Brownlee
14	Businesses in Westminster	Economic Development, Education and Community	Barbara Brownlee
15	Capital Programme	Finance, Property and Regeneration	Steve Muldoon David Hodgkinson
16	Care Act	Family Services & Public Health	Bernie Flaherty
17	CCTV	Environment and City Management Public Protection and Licensing	Richard Barker

No.	Subject	Cabinet Member Portfolios	Lead Officer
18	Child poverty	Family Services & Public Health	Melissa Caslake Bernie Flaherty
19	Child Protection	Family Services & Public Health	Melissa Caslake
20	Childhood Obesity	Family Services & Public Health	Melissa Caslake Bernie Flaherty
21	City for All	Leader of the Council	Julia Corkey Stuart Love
22	City Inspectors	Environment and City Management	Richard Barker
23	CityWest Homes	Housing and Customer Services	Barbara Brownlee
24	Clinical Commissioning Groups	Family Services & Public Health	Bernie Flaherty
25	Commercial Opportunities	Leader of the Council Finance, Property and Regeneration	Julia Corkey
26	Community Cohesion	Leader of the Council	Richard Barker
27	Community Engagement	Economic Development, Education and Community	Julia Corkey
28	Community Infrastructure Levy	Place Shaping and Planning	Julia Corkey Barbara Brownlee
29	Corporate Parenting	Family Services and Public Health	Melissa Caslake
30	Corporate Services	Leader of the Council Housing and Customer Services Finance, Property and Regeneration	Stuart Love
31	Council Budget & Financial Management	Finance, Property and Regeneration	Stuart Love Steve Muldoon David Hodgkinson
32	Council Management	Leader of the Council	Stuart Love
33	Council Tax	Finance, Property and Regeneration	Stuart Love Steve Muldoon David Hodgkinson
34	Counter-terrorism	Leader of the Council	Richard Barker
35	Crossrail 1 and 2	Place Shaping and Planning	Barbara Brownlee
36	Customer Services	Housing and Customer Services	Julia Corkey
37	Cycling	Environment and City Management	Julia Corkey Barbara Brownlee

No.	Subject	Cabinet Member Portfolios	Lead Officer
38	Debt Management	Finance, Property and Regeneration	Steve Muldoon David Hodgkinson
39	Devolution	Leader of the Council	Stuart Love
40	Encouraging social enterprise	Economic Development, Education and Community	Barbara Brownlee
41	EU Nationals	Leader of the Council	Stuart Love
42	Equalities	Leader of the Council	Julia Corkey
43	Family Recovery / Troubled Families	Family Services and Public Health	Melissa Caslake
44	Fire Station Reforms	Leader of the Council	Richard Barker
45	Fostering and Adoption	Family Services and Public Health	Melissa Caslake
46	Education	Economic Development, Education and Community	Melissa Caslake
47	Freedom Pass	Leader of the Council Family Services and Public Health Environment and City Management	Bernie Flaherty
48	Gangs & Youth Violence	Family Services and Public Health Public Protection and Licensing	Melissa Caslake Richard Barker
49	GP Quality & Performance	Family Services and Public Health	Bernie Flaherty
50	Green Spaces & Parks	Environment and City Management	Richard Barker
51	Greener City Action Plan	Environment and City Management	Julia Corkey Barbara Brownlee
52	Growth and Economic Development	Economic Development, Education and Community	Barbara Brownlee
53	Public Health	Family Services and Public Health	Bernie Flaherty
54	Healthwatch Westminster	Family Services and Public Health	Bernie Flaherty
55	High Speed 2	Place Shaping and Planning	Barbara Brownlee
56	Home Meals Services	Family Services & Public Health	Bernie Flaherty
57	Homelessness / Rough Sleeping	Public Protection and Licensing Housing and Customer Services	Bernie Flaherty Barbara Brownlee
58	Housing Revenue Account	Housing and Customer Services	Barbara Brownlee
59	Housing Strategy & Housing Renewal	Housing and Customer Services Finance, Property and Regeneration	Barbara Brownlee

No.	Subject	Cabinet Member Portfolios	Lead Officer
60	Health & Wellbeing Strategy and the Sustainability and Transformation Plan (STP)	Family Services and Public Health	Stuart Love Bernie Flaherty
61	Digital Strategy	Housing and Customer Services	Ben Goward
62	Information Technology Strategy	Housing and Customer Services	Ben Goward
63	Legal Services	Finance, Property and Regeneration	Stuart Love
64	Libraries	Economic Development, Education and Community	Richard Barker
65	Licensing	Public Protection and Licensing	Richard Barker
66	Local Government Finance	Finance, Property and Regeneration	Steve Muldoon David Hodgkinson
67	London Plan	Place Shaping and Planning	Julia Corkey
68	Managed Services Programme	Finance, Property and Regeneration	Dave Hodgkinson
69	Protests & demonstrations	Leader Public Protection and Licensing	Richard Barker
70	Managing the public realm	Place Shaping and Planning Environment and City Management	Barbara Brownlee Richard Barker
71	Utility Companies	Environment and City Management	Richard Barker
72	Mayor of London & London Governance	Leader of the Council	Stuart Love
73	Military Covenant	Housing and Customer Services	Julia Corkey
74	My Westminster Programme	Leader of the Council	Stuart Love
75	Natural Environment	Environment and City Management	Richard Barker Barbara Brownlee Julia Corkey
76	Neighbourhood Forums	Economic Development, Education and Community Place Shaping and Planning	Julia Corkey
77	Ward budgets	Economic Development, Education and Community	Julia Corkey
78	Overcrowding (Housing)	Housing and Customer Services	Barbara Brownlee
79	Parenting	Family Services and Public Health	Melissa Caslake Bernie Flaherty

No.	Subject	Cabinet Member Portfolios	Lead Officer
80	Parking services and enforcement	Environment and City Management	Richard Barker
81	Pedicabs	Environment and City Management	Richard Barker Barbara Brownlee
82	Development Planning services	Place Shaping and Planning	Barbara Brownlee
83	Policing	Public Protection and Licensing	Richard Barker
84	Policy and Scrutiny	Leader of the Council	Julia Corkey
85	Preventing Re-offending	Family Services and Public Health Public Protection and Licensing	Melissa Caslake Richard Barker
86	Procurement	Finance, Property and Regeneration	Kevin Goad
87	Corporate Property	Finance, Property and Regeneration	Barbara Brownlee
88	Property Tenancy Agreements	Housing and Customer Services	Barbara Brownlee
89	Public Conveniences	Environment and City Management	Richard Barker
90	Public Health	Family Services and Public Health	Bernie Flaherty
91	Queens Park Community Council	Economic Development, Education and Community	Stuart Love Julia Corkey
92	Royal Parks	Leader of the Council	Richard Barker Barbara Brownlee
93	School Meals	Economic Development, Education and Community	Melissa Caslake
94	School Nursing	Family Services and Public Health Economic Development, Education and Community	Bernie Flaherty Melissa Caslake
95	Sexual Health	Family Services and Public Health	Bernie Flaherty
96	Short Term Lets	Place Shaping and Planning	Barbara Brownlee
97	Special Events	The Leader of the Council	Julia Corkey
98	Special Needs Provision	Family Services and Public Health	Melissa Caslake
99	Specialist Housing Strategy	Housing and Customer Services	Bernie Flaherty
100	Sports & leisure services	Economic Development, Education and Community	Richard Barker
101	Staffing	The Leader of the Council	Stuart Love

No.	Subject	Cabinet Member Portfolios	Lead Officer
102	Street entertainment	Environment and City Management Public Protection and Licensing	Richard Barker Barbara Brownlee
103	Street Management	Environment and City Management	Richard Barker
104	Substance misuse	Family Services and Public Health	Bernie Flaherty Richard Barker
105	Support for small businesses	Economic Development, Education and Community	Barbara Brownlee
106	Supporting carers	Family Services and Public Health	Melissa Caslake Bernie Flaherty
107	The City Plan	Place Shaping and Public Realm	Julia Corkey
108	Transport for London	Environment and City Management	Barbara Brownlee
109	Tri-borough	Leader of the Council	Stuart Love
110	Violence Against Women & Girls	Family Services and Public Health	Melissa Caslake
111	Voluntary sector and community support	Economic Development, Education and Community	Julia Corkey
112	Walking Strategy	Environment and City Management	Julia Corkey
113	Waste and recycling	Environment and City Management	Richard Barker
114	Welfare Reform & Universal Credit	Leader of the Council	Julia Corkey
115	West End Partnership	Leader of the Council	Stuart Love
116	Worklessness	Economic Development, Education and Community	Barbara Brownlee
117	World War I Centenary Commemorations	Housing and Customer Services	Julia Corkey
118	The City Council's Strategic Direction	Leader of the Council	Stuart Love

Report of the Cabinet meeting held on Monday 15 October 2018

Present: Councillors Nickie Aiken (Chairman), Heather Acton, Ian Adams, Richard Beddoe, David Harvey, Tim Mitchell, Rachael Robathan and Andrew Smith

Also Present: Councillors Melvyn Caplan, Angela Harvey and Gotz Mohindra

1. 2019-2020 Budget Proposals

- (a) We have considered the detailed report from the City Treasurer which sets out proposals for the 2019-2020 Budget. The report we considered which is attached as Appendix A, sets out the financial savings proposals of £35.848 million as currently estimated to be required in 2019-2020. We have again carefully considered these proposals earlier than in previous years in order to allow additional time for those impacted to be able to plan any necessary changes arising and for the full year effect of savings to be realised. The budget reductions are detailed in Schedule 4 of the report (Appendix A) we considered and are part of an ongoing programme. The financial challenges faced since 2010 remain unchanged and are as fully detailed in the City Treasurer's report.
- (b) As previously reported the Council accepted the Government's offer of a four year funding allocation which allowed for some level of certainty but in the context of continuing financial pressure. The budget for 2019-2020 is set to be the final year with this certainty of the multi-year offer. Some of the most significant changes over the next 18 months which will directly impact Local Government funding are: Fair Funding Review; Green Paper on Adult Social Care Funding; Brexit; Government Spending Review and Business Rates Retention; London Pooling Arrangement for Business Rates. The impact on the Council is also fully detailed in the City Treasurer's report.
- (c) The ongoing pressures relating to Adult Social Care are detailed in the report which also explains that for financial modelling purposes it has been assumed that the Council will again apply the precept for Adult Social Care of 2% on Council Tax bills. We have noted that this will not be formally approved by the Council until March 2019 following consideration of a further detailed report at our February meeting.
- (d) The details of the Adult Social Care Precept, the Improved Better Care Fund (iBCF), Housing Services, Family Services – Legislative Changes and Greater Understanding of Rights, Unaccompanied Asylum Seeking Children Demographic Demand, Discretionary Housing Payments, Universal Credit and Oxford Street District, the impact of Brexit, Business Rates, the Pension Fund, the West End Partnership and Developing Mayoral Policy are also set out in the report.

- (e) We noted that at period 4 the projected year end underspend was £2.194m and that this would continue to be carefully monitored.
- (f) We have endorsed the financial strategy and recommend this to Council. Details of the revenue funding gap which requires gross savings of £35.848m are shown in Schedule 4 of the report we considered as were the reasons for the accelerated process to that undertaken in previous years. In considering the savings and the whole budget we have had regard to the Equality Impact Assessments, published with the City Treasurer's report. We have also considered the views of the Budget and Performance Task Group and in doing so heard from its Chairman, Councillor Melvyn Caplan. In making our budget recommendations to the Council we confirm that every area of operation has been examined to identify opportunities to reduce costs and generate additional income. In submitting the budget at this stage we have agreed that a further report will be submitted to our meeting on 18 February 2019. This will include any updates as a result of the outstanding consultations and the precepts which will be received from February. The formal Council Tax resolution will also be submitted by us to full Council for adoption on 6 March 2019.

Note by the Head of Committee and Governance Services: The EIAs are available online at <https://committees.westminster.gov.uk/documents/g4535/Public%20reports%20pack%2015th-Oct-2018%2019.00%20Cabinet.pdf?T=10>
Or upon request from Reuben Segal, 020 7641 3160.

We recommend:

1. That having considered and had regard to the Equality Impact Assessments (EIA) in Annex B to the report and considered the views of the Budget and Performance Task Group set out in Annex A to the report, that the Cabinet recommend to Full Council the following:
 - the budget proposals, set out in Annexes B and C of the report attached as Appendix 1 for the 2019/20 budget where relevant external consultations have been completed (remaining consultations are on savings items outlined in 19.1) and as reviewed by the Budget and Performance Task Group as detailed in Annex A of Appendix 1;
 - in principle, the budget proposals for the 2019/20 budget where relevant external consultations have not been completed as separately listed in Section 19 of the report attached as Appendix 1 are approved. Such proposals will be further considered, by Full Council on 6 March 2019, once all consultations and EIAs (Equality Impact Assessments) have been completed.
 - the financial regulations noted in Section 19.6 and set out at Annex D of the report attached as Appendix 1 .

2. **Capital Strategy Report 2019-2020 to 2023-2024, Forecast Position for 2018-2019 and Future Years Forecasts Summarised up to 2032-2033**

- (a) We have considered a report which outlines the capital strategy and expenditure and income budgets from 2019-2020 going forward. This is detailed in the report of the City Treasurer which is attached as Appendix B. The strategy continues the ambitious capital programme which is directly linked to the aims and objectives of the City for All and PACE. This report effectively updates that position. As with the Budget proposals this report has been brought forward for early review and endorsement. This will facilitate early planning of the programme before its submission to Council on 6 March 2019.
- (b) The strategic sections of the report provide details of the policy context within which the programme is constructed and the aims and objectives it is designed to deliver. Also set out are the governance processes which establish the principles to be followed in agreeing how to invest capital resources and achieve value for money for the Council. Governance processes have continued to evolve over the year to date particularly with the development of the programme management functions and initiatives which are monitored and reviewed by the Capital Review Group.
- (c) The Council has a significant capital programme across both the General Fund and the Housing Revenue Account (HRA). This supports the strategic aims of the Council, as defined in its *City for All* programme, with its vision for a city of choice, aspiration and heritage. Capital proposals are considered within the Council's overall medium to long term priorities and the preparation of the capital programme is an integral part of the financial planning process. This includes taking full account of the revenue implications of the projects in the revenue budget setting process.
- (d) The General Fund Capital Programme covers five areas of expenditure, as follows:
- Development (£0.954bn) – these schemes will help the Council achieve strategic aims and generate income.
 - Investment (£0.072bn) – schemes within this category will increase the diversification of the Council's property portfolio and will be self-funding, by creating income, and generating efficiency savings.
 - Efficiency (£0.036bn) – these schemes are funded in accordance with the Government's "Flexible use of Capital Receipts" (FCR) initiative and to qualify, the schemes must be designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.

- Major Strategic Acquisitions (£0.135bn) – these expenditure budgets are to allow the Council to acquire properties to enable the development of key strategic sites for future regeneration and investment opportunities.
 - Operational (£1.324bn) – these schemes are related to day-to-day activities that will ensure the Council meets its statutory requirements.
- (e) The Housing Revenue Account (HRA) capital programme has a value of £662m over the next five years (2019-2020 to 2023-2024). It is important to note that HRA resources can only be applied for HRA purposes and that HRA capital receipts are restricted to fund affordable housing, regeneration or debt redemption only.
- (f) Some projects have been re-profiled for a variety of reasons including delays in the tender process, completion of acquisition/land assembly stages, obtaining planning permission and starting on-site construction.
- (g) The proposed budget is fully funded after Council borrowing, but this does depend on the schemes being delivered on time and within budget. The impact of potential changes in cost and timescale are fully explored in the financial implications of the report. Any increases in expenditure or reduction in income will need to be managed by the service areas and either contained within the project or funded from elsewhere within the relevant service.

We recommend:

- (i) That the Council approve the capital strategy as set out in the report attached as Appendix 2;
- (ii) Approve the capital expenditure of the General Fund as set out in the report attached as Appendix A to Appendix 2 for 2019-2020 to 2023-2024 and future years to 2032-2033;
- (iii) Approve the capital expenditure forecasts for the General Fund as set out in Appendix A of Appendix 2 for 2018-2019 (Period 4);
- (iv) Approve the expenditure forecast for 2018-2019 (Period 4) for the HRA as set out in Appendix B of the report attached as Appendix 2 ;
- (v) Approve that in the event that any additional expenditure is required by a capital scheme over and above the approved programme the revenue consequences of this will be financed by revenue savings or income generation from relevant service areas;
- (vi) Approve that all development and investment projects, along with any significant projects follow the previously approved business case governance process as set out in paragraphs 5.1 and 6.5 to 6.14 of the report attached as Appendix B;

- (vii) Approve that no financing sources, unless stipulated in regulations or necessary arrangements, are ring fenced;
- (iix) Approve that contingencies in respect of major projects are held corporately, with bids for access to those contingencies to be monitored by the Capital Review Group (CRG) in the event that they are required to fund capital project costs, as detailed in Sections 12.11 to 12.14 of the report attached as Appendix 2;
- (ix) Approve the Council plans to continue its use of capital receipts to fund the revenue costs of eligible proposals (subject to full business cases for each project). This comes under the MHCLG Guidance on the Flexible Use of Capital Receipts (FCR), if considered beneficial to the Council's finances by the City Treasurer at year-end. (The Council's strategy for flexible use of capital receipts is outlined in Section 11 of Appendix 2);
- (x) Approve the use of a further £7.193m of flexible use capital receipts to fund revenue costs associated with City Hall, Network and Telephony Transformation and Technology Refresh projects as detailed in section 11.9 and 11.14 to 11.24 of the report attached as Appendix 2 ;
- (xi) Approve the Council's proposal to make use of £400m of forward borrowing to finance the capital programme and subsequently reduce the longer-term revenue impact;
- (xii) Approve the financing of the capital programme and revenue implications as set out in paragraphs 14.1 to 14.33 of the report attached as Appendix 2 ;
- (xiii) Approve the financing of the capital programme being delegated to the City Treasurer at the year end and to provide sufficient flexibility to allow for the most effective use of Council resources.

3. Housing Investment Strategy and Housing Revenue Account Business Plan (2019-2020)

- (a) We have considered the Housing Investment Strategy which updates the 30 year Housing Revenue Account Business Plan agreed last year. This continues the ambitious programme and aims at delivering a range of lasting benefits for the City, its residents and the Council. They will allow the Council to realise much of its "City for All" ambitions. Since last year the 30 year plan for capital investment in the Council's existing stock and regeneration schemes has decreased from approximately £1.08bn over 30 years to about £1.72bn as outlined in the report we considered which is attached as Appendix C.
- (b) The Council is asked to note the indicative HRA Capital Programme budgets and the Affordable Housing Fund to new supply programmes.
- (c) The plans outlined will enable the Council to continue to invest in maintaining and improving the existing stock of homes and neighbourhoods within its

management while also delivering wider benefits to the City's residents and businesses. The financial plans will ensure the housing stock continues to meet the housing needs with which the City is faced and ensures that the HRA remains sustainable and viable over the long term.

We recommend: That the report we considered (Appendix3) be noted.

4. Treasury Management Strategy Statement for 2019-2020 to 2023-2024

- (a) The Local Government Act 2003 requires the Council to "have regard to" the Prudential Code for Capital Finance in Local Authorities and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. These are contained within the report we considered which is attached as Appendix4.
- (b) The Act also requires the Council to set out a statement of its treasury management strategy for borrowing and to prepare an Annual Investment Strategy. This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments. The Treasury Management Strategy Statement and Annual Investment Strategy must both have regard to guidance issued by MHCLG and must be agreed by the full Council.
- (c) The report we considered (Appendix4) included the Council's proposed Treasury Management Statement (TMSS) for the period 2019-2020 to 2023-2024 and Annual Investment Strategy (AIS) for the year ended 31 March 2020, together with supporting information. These are submitted for the Council's approval.

We recommend:

That the Council approve:

- (i) The Treasury Management Strategy Statement attached as Appendix 4;
- (ii) The Prudential Indicators set out in section 8 of the report attached as Appendix D;
- (iii) The overall borrowing strategy and borrowing limits for 2019-2020 to 2023-2024 as detailed in sections 5 to 7 of the report attached as Appendix 4;
- (iv) Investment strategy and approved investments set out in Appendix 1 of the report attached as Appendix 4;
- (v) The Minimum Revenue Provision Policy set out in Appendix 2 of the report attached as Appendix 4.

5. Integrated Investment Framework

- (a) We have received a report which advised us that the Council maintains a comprehensive strategic framework for bringing together and managing all of its investments.
- (b) The Council holds £1.1bn of short term cash based investments, managed under the Treasury Management Strategy, which passes through Scrutiny, Cabinet and Full Council on an annual basis. The Council also owns a significant number of investment properties currently valued at £385m which are considered as part of the Capital Programme, and holds longer term investments, mostly Government Bonds and equity shareholdings. In addition, the Council is responsible for managing the Pension Fund which has net assets of £1.4bn and operates under the Investment Strategy set by the Pension Fund Committee.
- (c) In summary, the Council holds £1.1bn of treasury investments in high grade but very liquid investments generating a forecast return of 0.85% and £385m in much longer term liquid property investments generating around 3.1%. Compared to the current inflation rate as measured by CPI of 2.5% (as at July 2018) treasury investments are depreciating in value. The £1.1bn is diversified with a wide ranging list of counterparties and the property portfolio is concentrated within the borough.
- (d) The report we considered, which is attached as Appendix 5, sets out:
- The Council's strategic objectives in respect of risk management and its attitude towards investment risk;
 - Current levels of investment activity;
 - An updated Integrated Investment Framework for the Council going forward which seek to diversify the risk and thus future-proof the Council against possible future economic downturns;
 - Actions to be taken in connection with implementing this framework, if agreed.

We therefore recommend:

That the Council:

- (i) Approve and implement the Integrated Investment Framework set out in the report as attached Appendix 5 (to be reviewed on an annual basis).
- (ii) Approve that the target for the overall return on Council investments should aspire to match inflation.

- (iii) Approve that the benefits of investing in the Pension Fund should be used as a benchmark when evaluating other investments.
- (iv) Adopt the asset allocation percentages set out in the Framework and work towards achieving this.
- (v) Approve that the overarching objective of this Framework is to achieve an overall return on Council investments aspiring to match inflation, or to reduce costs and liabilities at an equivalent rate whilst maintaining adequate cash balances for operational purposes and not exposing the capital value of investments to unnecessary risk.
- (vi) Approve that investments allocated to out-of-borough property developments should be considered individually and should outweigh the benefits of investing in-borough (which can have a number of non-commercial benefits, e.g., place making) and in a diversified property fund. Individual decisions should be subject to Cabinet Member approval.
- (vii) Approve that the property and alternative asset allocation should focus on in-borough, with out of borough options being explored as and when they arise and subject to Cabinet Member approval.
- (viii) Approve that the Investment Executive implement, monitor and report on the investment strategy.

Nickie Aiken, Leader of the Council

Local Government Act 1972

Background Papers: Reports and Minutes: Cabinet: 15 October 2018

REPORT OF THE GENERAL PURPOSES URGENCY SUB-COMMITTEE HELD ON 23 OCTOBER 2018

Present: Councillors Tim Mitchell (Chairman), David Boothroyd and Paul Swaddle

1. Appointment of Independent Person

- (a) As a result of an expansion to the role of the Independent Person it is considered appropriate to appoint an additional Independent Person.
- (b) Following interview the Urgency Sub-Committee has agreed to recommend Mr Asif Iqbal as the Independent Person.

Recommendation: That the Council appoint Mr Asif Iqbal, MBE, as an Independent Person.

Tim Mitchell, Chairman

Background Documents

Report to the General Purposes Urgency Sub-Committee (23.10.18)

Note by the Head of Committee and Governance Services: A copy of the CV of Mr Iqbal is available upon request from Mick Steward, Tel: 020 7641 3134. This document is exempt from public disclosure.

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