



City of Westminster

Council Agenda

Title: **Council Meeting**

Meeting Date: **Wednesday 1st May, 2019**

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, Reuben Segal, Acting 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 Meeting of the Council meeting held on 6 March 2019.

3. LORD MAYOR'S COMMUNICATIONS

1. The Lord Mayor to report that, on 28 February, she hosted an afternoon tea for the Mini Mayor of Soho in her Parlour.
2. The Lord Mayor to report that, on 1 March, she attended Westminster Abbey for the visit of Their Majesties The King and Queen of Jordan.
3. The Lord Mayor to report that, on 1 March, she attended the World Day of Prayer service at Westminster Abbey.
4. The Lord Mayor to report that, on 4 March, she welcomed His Royal Highness The Prince of Wales to Westminster, to plant a commemorative tree.
5. The Lord Mayor to report that, on 4 March, she attended the Daffodil Day Celebration at Methodist Central Hall.
6. The Lord Mayor to report that, on 6 March, she welcomed His Royal Highness The Prince of Wales to Westminster, on the occasion of his visit to the Royal College of Music.
7. The Lord Mayor to report that, on 7 March, she hosted a reception to mark International Women's Day in her Parlour.
8. The Lord Mayor to report that, on 11 March, she laid a wreath during a Commonwealth Memorial Ceremony at the Commonwealth Memorial Gates in Westminster.
9. The Lord Mayor to report that, on 11 March, she spoke at a forum to mark International Women's Day, held at the London Rotary Club.
10. The Lord Mayor to report that, on 11 March, she attended the Commonwealth Day Service at Westminster Abbey, in the presence of Her Majesty The Queen and other members of the Royal Family.

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11. The Lord Mayor to report that, on 19 March, she attended the opening of Bush House and welcomed Her Majesty The Queen and Her Royal Highness the Duchess of Cambridge to the engagement.
12. The Lord Mayor to report that, on 21 March, she visited the National Gallery to attend an Open Doors schools session.
13. The Lord Mayor to report that, on 21 March, she attended the Oranges and Lemons festival at St Clement Danes Church.
14. The Lord Mayor to report that, on 24 March, she started the London Landmarks Half Marathon and gave out medals to the finishers.
15. The Lord Mayor to report that, on 25 March, she attended and handed out awards at the Westminster Care Awards at City Hall.
16. The Lord Mayor to report that, on 2 April, she hosted a reception for the Diplomatic Community in her Parlour.

4. DECLARATIONS OF INTEREST

5. 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.

6. VOTE OF THANKS TO THE LORD MAYOR

7. PETITIONS AND DEPUTATIONS, IF ANY

8. QUESTIONS

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 Margot Bright: "Rubbish-- what have we learnt from the SWAT team so far?"
- (b) Councillor Patricia McAllister: Exclusions (School)

10. FUTURE POLICY PLAN

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

11. NOTICE OF MOTION

To be moved by Councillor Pancho Lewis and seconded by Councillor Paul Dimoldenberg:

“This Council believes the right to decent housing is a basic human right. Far from guaranteeing such a right, existing UK law seems designed to deny it. Section 21 of the Housing Act 1988 is a particularly vicious demonstration of the point. It allows a landlord to evict a tenant without any requirement to specify or prove a reasonable ground for repossession. This unilateral and unrestrained power creates insecurity and a real risk of homelessness for tenants who dare to complain about unacceptable living conditions or unfair rent rises. To achieve fairness and security for the thousands of tenants living in private rented accommodation, the balance of power needs to shift. This Council supports the stated objective of the Government to abolish section 21 of the Housing Act 1988 and will submit a response to the consultation process in favour of abolition. The council urges the Government to move swiftly to enact this vital change and continue to improve conditions for those in the private rented sector.”

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**64 Victoria Street
London, SW1E 6QP
18 April 2019**

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 6th March, 2019 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
Iain Bott	Gotz Mohindra
Margot Bright	Eoghain Murphy
Susie Burbridge	Matt Noble
Ruth Bush	Emily Payne
Nafsika Butler-Thalassis	Papya Qureshi
Melvyn Caplan	Robert Rigby
Maggie Carman	Rachael Robathan
Danny Chalkley	Tim Roca
Tony Devenish	Ian Rowley
Paul Dimoldenberg	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 It was moved by the Lord Mayor and seconded by Councillor Tim Mitchell that Councillor Angela Harvey be elected as Relief Chairman.
- 1.2 Motion put, and on a show of hands, declared **CARRIED**.

2 MINUTES

- 2.1 **RESOLVED:** The minutes of the proceedings at the Council meeting on Wednesday 23 January 2019 were, with the assent of the Members present, signed by the Lord Mayor as a true record of the proceedings.

3 STATEMENT ON URGENT MATTERS

- 3.1 There were no Statement on Urgent Matters.

4 LORD MAYOR'S COMMUNICATIONS

- 4.1 The Lord Mayor referred to these as set out on the Agenda.

5 DECLARATIONS OF INTEREST

- 5.1 Councillor Murad Gassanly declared in respect of Item 11 – Parking Enforcement on Westminster's Council Estates that he is one of the Ward Councillors for Churchill which includes the Churchill Gardens Estate.

6 PETITIONS AND DEPUTATIONS, IF ANY

- 6.1 There were no petitions or deputations.

7 QUESTIONS

- 7.1 The questions, supplementary questions and replies are included as an audio recording on the Council's website.

8 COUNCILLOR ISSUES

(a) Homelessness and Rough Sleeping

Councillor Richard Elcho spoke and Councillor Ian Adams replied.

(b) Air Pollution in Westminster and Westminster's Initiatives to Tackle it

Councillor Emily Payne spoke and Councillor Tim Mitchell replied.

9 FUTURE POLICY PLAN

- 9.1 There were no items selected for debate from the Future Policy Plan.

10 REPORT OF THE CABINET - 25 FEBRUARY 2019

- 10.1 The report of the Cabinet on 25th February 2019 was submitted. Paragraphs 1 to 6 were considered together.
- 10.2 Councillor Rachael Robathan spoke in favour of the recommendations set out in the Cabinet report and Councillor Adam Hug made the first Opposition

Speech and in doing so moved the amendment in his name as set out on the Order Paper which was seconded by Councillor David Boothroyd.

- 10.3 Following debate to which Councillor Aiken replied, the Lord Mayor put the Amendment to the recommendations in paragraph 1 of the Cabinet report moved by Councillor Adam Hug and seconded by Councillor David Boothroyd and on a roll call vote undertaken by the Chief Executive, there voted:

For amendment one: Councillors Barraclough, Begum, Boothroyd, Bush, Butler-Thalassis, Carman, Dimoldenberg, Hug, Less, Lewis, Mann, McKie, Noble, Qureshi, Roca, Talukder and Taouzzale.

Against amendment one: Councillors Acton, Aiken, Adams, Arzymanow, Barnes, Beddoe, Bott, Bright, Burbridge, Caplan, Chalkley, Devenish, Elcho, Flight, Freeman, Gassanly, Glanz, Glenn, Green, Angela Harvey, David Harvey, Hitchcock, Hyams, Mitchell, Mohindra, Murphy, Payne, Rigby, Robathan, Rowley, Scarborough, Shearer, Short, Smith, Swaddle, Warner and Wilkinson.

Absence or not voting: The Lord Mayor, and Councillors Cox, Dean, McAllister and Toki.

- 10.4 The Lord Mayor declared Amendment one to be **LOST**.

- 10.5 The Lord Mayor advised that the voting was on the unamended recommendations of the Cabinet in paragraph 1 of the Cabinet report – 2019-2020 Budget. The Lord Mayor put the recommendations of the Cabinet in paragraph 1 to the vote and on a roll call vote undertaken by the Chief Executive there voted:

For the recommendations: Councillors Acton, Aiken, Adams, Arzymanow, Barnes, Beddoe, Bott, Bright, Burbridge, Caplan, Chalkley, Devenish, Elcho, Flight, Freeman, Gassanly, Glanz, Glenn, Green, Angela Harvey, David Harvey, Hitchcock, Hyams, Mitchell, Mohindra, Murphy, Payne, Rigby, Robathan, Rowley, Scarborough, Shearer, Short, Smith, Spencer, Swaddle, Warner and Wilkinson.

Against the recommendations: Councillors Barraclough, Begum, Boothroyd, Bush, Butler-Thalassis, Carman, Dimoldenberg, Hug, Less, Lewis, Mann, McKie, Noble, Qureshi, Roca, Talukder and Taouzzale.

Absence or not voting: The Lord Mayor, Councillors Cox, Dean, McAllister and Toki.

- 10.6 The Lord Mayor declared the recommendations in paragraph 1 of the Cabinet report **ADOPTED**.

RESOLVED:

That full Council:

1. Approved that the local element of Council Tax for 2019/20 is increased by 2.1% (CPI inflation as at December 2018) for a Band D equivalent household;
2. Approved the 2019/20 budget, as set out in Appendix 1 to the report and the Tax levels as set out in the Council Tax resolution at Annex C to the report;
3. Approved that the local element of Council Tax is increased by 2% in respect of the Adult Social Care Precept as permitted by Government and anticipated in their Core Spending Power assumptions;
4. Approved that as a consequence of the 2.1% change in Council Tax and the 2% increase in the Adult Social Care precept, the local element for Band D properties be confirmed for 2019/20 as £433.34;
5. Approved that subject to their consideration of the previous recommendation, the Council Tax for the City of Westminster, excluding the Montpelier Square area and Queen's Park Community Council, for the year ending 31 March 2020, be as specified in the Council Tax Resolution in Annex C to the Cabinet report. That the Precepts and Special Expenses be as also specified in Annex C for properties in the Montpelier Square and Queen's Park Community Council;
6. Approved that the Council Tax be levied accordingly and that officers be authorised to alter the Council Tax Resolution as necessary following the final announcement of the Greater London Authority precept;
7. Noted the budget proposals presented to Council on 7 November 2018 which were approved in principle pending the completion of relevant external consultations as outlined in Paragraph 10.17 of Appendix 1 to the report;
8. Considered the views of the Budget and Performance Task Group set out in Annex A of Appendix 1 to the report;
9. Noted that the draft cash limited budgets for each General Fund service with overall net expenditure for 2019/20 of £180.436m (as set out in Schedule 3 of Appendix 1 to the report);
10. Approved that the Section 151 officer be required to submit regular reports as necessary on the implementation of the savings proposals and on the realisation of pressures and mitigations as part of the regular budget monitoring reports;
11. Approved that the Section 151 officer be delegated responsibility for any technical adjustments required to be made to the budget (in line with the Council's Financial Regulations);

12. Approved that the cost of inflation, pressures and contingency be issued to service budgets if and when the need materialises, to the limits as contained within Schedule 4d signed off by the Section 151 officer;
13. Noted the views of consultees and the consultation approach, as set out in section 10 of Appendix 1 to the report;
14. Approved the Council continues as previously agreed to make recurrent additional £4m contributions as part of the on-going annual contributions as set out in paragraph 7.6 of Appendix 1 to the report;
15. Approved that the previously approved use of new capital receipts be used under the freedoms of the Flexible Capital Receipts regulations be used to fund revenue expenditure on City Hall, Digital Programme and Pension Deficit Recovery programmes which lead to future ongoing savings (and subject to review at year end to determine the actual costs, savings and financing by the Section 151 officer);
16. Approved that the proposed use of new capital receipts be used under the freedoms of the Flexible Capital Receipts regulations to finance future revenue expenditure on other relevant and applicable programmes which arise in the future during the duration of the regulations and which lead to ongoing savings (and subject to review at year end to determine the actual costs, savings and financing by the Section 151 officer);
17. Approved that the Section 151 officer be delegated responsibility to transfer any potential surplus Business Rates revenue into a reserve to mitigate the potential impact of business rates volatility and to support future years' revenue budgets;
18. Approved that to the extent that the Council is unable to mitigate the CCG funding reductions through novating contracts across to the NHS, through service contracts coming to the end of their natural term, or through allocation from the social care support grant or business rates levy grant, then Council reserves may be used in 2019/20 to offset the pressure and balance the Council's budget;
19. Approved the Council continues the Westminster Community Contribution to allow the most expensive (Band H) properties in the city to voluntarily contribute towards supporting discretionary services that support the three priorities of youth services, helping rough sleepers off the streets and helping people who are lonely and isolated;
20. Received and noted the Equality Impact Assessments included in Annex B to Appendix 1 to the report to inform the consideration of the budget after approval.

- 10.7 The Lord Mayor put the recommendations in paragraph 2 of the Cabinet report, Capital Strategy 2019-2020 to 2023-2024, Forecast Position for 2018-2019 and Future Years Forecasts summarised up to 2032-2033 to the vote and there voted on a roll call vote undertaken by the Chief Executive.

For the recommendations: Councillors Acton, Aiken, Adams, Arzymanow, Barnes, Barraclough, Begum, Beddoe, Bott, Boothroyd, Bright, Burbridge, Bush, Butler-Thalassis, Carman, Caplan, Chalkley, Devenish, Dimoldenberg, Elcho, Flight, Freeman, Gassanly, Glanz, Glenn, Green, Angela Harvey, David Harvey, Hitchcock, Hyams, Hug, Less, Lewis, Mitchell, Mohindra, Murphy, Mann, McKie, Noble, Payne, Rigby, Robathan, Roca, Rowley, Scarborough, Shearer, Short, Smith, Spencer, Swaddle, Warner and Wilkinson, Qureshi, Talukder and Taouzzale.

Against the recommendations: None.

Absence or not voting: The Lord Mayor, Councillors Cox, Dean and McAllister.

- 10.8 The Lord Mayor declared the recommendations in paragraph 2 of the Cabinet report **ADOPTED**.

RESOLVED:

That full Council:

1. Approved the capital strategy as set out in the report attached as Appendix 2.
2. Approved the capital expenditure for the General Fund as set out in Appendix A to the report attached as Appendix 2 for 2019/20 to 2023/24 and future years to 2032/33.
3. Approved the capital expenditure forecasts for the General Fund as set out in Appendix A to the report attached as Appendix 2 for 2018/19 (Period 8).
4. Approved the expenditure forecast for 2018/19 (Period 8) for the HRA as set out in Appendix B to the report marked as Appendix 2.
5. Approved the capital expenditure for the HRA for 2019/20 to 2023/24 as in accordance with the 30 year HRA Business Plan and as included in Appendix B to the report attached as Appendix 2.
6. Approved the financial implications of the HRA capital programme including the references to the debt cap and the level of reserves as detailed in Section 8 to the report attached as Appendix 2.
7. Approved that in the event that any additional expenditure is required by a capital scheme over and above this approved programme the revenue consequences of this will be financed by revenue savings or income generation from relevant service areas.

8. Approved that all development and investment projects, along with all significant projects follow the previously approved business case governance process as set out in paragraphs 5.1 and 6.5 to 6.14 to the report attached as Appendix 2.
9. Approved that no financing sources, unless stipulated in regulations or necessary agreements, are ring fenced.
10. Approved that contingencies in respect of major projects are held corporately, with bids for access to those contingencies to be approved 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 to the report attached as Appendix 2.
11. Approved 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 to the report attached as Appendix 2).
12. Noted the continued use of flexible use capital receipts (as approved at November Council) 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 11.28 to the report attached as Appendix 2.
13. Noted 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, as approved by Full Council in November 2018.
14. Approved the financing of the capital programme and revenue implications as set out in paragraphs 14.1 to 14.30 to the report attached as Appendix 2.
15. Approved 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.
- 10.9 The Lord Mayor put the recommendations in paragraph 3 of the Cabinet report – Housing Investment Strategy and Housing Revenue Account Business Plan 2019-2020 to the vote and on a show of hands declared the recommendations **ADOPTED**.

RESOLVED:

That the full Council:

1. Approved HRA capital programme budgets for 2019/20 to 2023/24 as attached in Appendix B to the report attached as Appendix 3.

2. Approved the HRA revenue budget for 2019/20 as detailed in Sections 8,11 and Appendix C) to the report attached as Appendix 3.
3. Approved the adjustment of HRA capital budgets in 2018/19 to match the assumptions within this Business Plan as detailed in Appendix B to the report attached as Appendix 3.

10.10 The Lord Mayor then put the recommendations in paragraph 4 of the Cabinet report – Treasury Management Strategy Statement for 2019-2020 to 2023-2024 to the vote and on a show of hands declared the recommendations **ADOPTED**.

RESOLVED:

That the Council:

1. Approved the Treasury Management Strategy Statement;
2. Approved the borrowing strategy and borrowing limits for 2019/20 to 2023/24 set out in sections 5 to 7 to the report attached as Appendix 4;
3. Approved the prudential Indicators set out in section 8 to the report attached as Appendix 4;
4. Approved the Annual Investment strategy and approved investments set out in Appendix 1 to the report attached as Appendix 4;
5. Approved the Minimum Revenue Provision Policy set out in Appendix 2 to the report attached as Appendix 4.

10.11 The Lord Mayor then put the recommendations in paragraph 5 of the Cabinet report – Integrated Investment 2019-2020 to the vote and on a show of hands declared the recommendations **ADOPTED**.

RESOLVED:

That the Council:

- a) Approved and implements the Integrated Investment Framework set out in the report attached as Appendix 5;
- b) Approved that the target for the overall return on Council investments should aspire to match inflation;
- c) approved that the benefits of investing in the Pension Fund should be used as a benchmark when evaluating other investments;
- d) adopted the asset allocation percentages set out in the Framework and work towards achieving these;
- e) agreed that the overarching objective of this Framework is to achieve an overall return on Council investments aspiring to match inflation and

to reduce costs and liabilities, whilst maintaining adequate cash balances for operational purposes, and not exposing the capital value of investments to unnecessary risk;

- f) approved 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 portfolio (acquisitions will be made out of borough only on an exceptional basis). Individual decisions should be subject to Cabinet Member approval;
- g) Approved that the property and alternative asset allocation should focus on in-borough, with out of borough options being explored on an exceptional basis and subject to Cabinet Member approval;
- h) Approved the Investment Executive to implement, monitor and report on the investment strategy.

10.12 The Lord Mayor then put the recommendations in paragraph 6 of the Cabinet report – Pay Policy 2019-2020 to the vote and on a show of hands declared the recommendations **ADOPTED**.

RESOLVED:

- 1. The Pay Policy for 2019/20, attached as Appendix A to the report attached as Appendix 6.

11 NOTICE OF MOTION

11.1 The Minority Party had selected for debate the Notice of Motion as set out on the agenda.

11.2 The Majority Party had submitted an amendment to the Notice of Motion as set out on the Order Paper.

13.3 The Lord Mayor put the amendment to the vote and on a show of hands declared the amendment **CARRIED**.

13.4 The Lord Mayor then put the substantive motion to the vote and on a show of hands declared the substantive motion **CARRIED**.

RESOLVED:

The council noted the continuing lack of parking enforcement on Westminster's council estates following the changes imposed on local authorities by the Department of Transport.

The Council noted the continuing process of resident engagement and design to establish Traffic Management Orders (TMO) on the City's Housing Estates.

Noted that the variation of parking restrictions across the city's housing estates with some estates having allocated bays and some unallocated, some having physical barriers and some not.

Noted the extensive resident engagement which has been undertaken ahead of the TMOs being introduced

Noted the efforts of the Council and CityWest Homes to improve compliance in the period before the TMOs are implemented

It noted that the first of the housing estate TMOs will be implemented on the Churchill Gardens Estate next month and the short payment holiday which has been given to residents as a recognition of the extent of the problems with unauthorised parking on the estate.

The Meeting ended at 9.43 pm

CHAIRMAN: _____

DATE _____

Agenda Item 10

City of Westminster

Council Meeting – Agenda Item 10

Wednesday 1 May 2019

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 Skills	Barbara Brownlee
3	Affordable business space	Economic Development, Education and Skills	Barbara Brownlee
4	Affordable Childcare	Family Services & Public Health	Melissa Caslake
5	Affordable Housing	Housing 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 Skills	Melissa Caslake
8	Anti-social behaviour	Public Protection and Licensing	Sara Sutton
9	Apprenticeships	Economic Development, Education and Skills	Barbara Brownlee
10	Assets of Community Value	Economic Development, Education and Skills	Julia Corkey
11	Benefits administration	Finance, Property and Regeneration	Gerald Almeroth
12	BIDS	Economic Development, Education and Skills	Julia Corkey Barbara Brownlee Sara Sutton
13	Business Rates	Leader of the Council Finance, Property and Regeneration Economic Development, Education and Skills	Stuart Love Gerald Almeroth Barbara Brownlee
14	Businesses in Westminster	Economic Development, Education and Skills	Barbara Brownlee
15	Capital Programme	Finance, Property and Regeneration	Gerald Almeroth
16	Care Act	Family Services & Public Health	Bernie Flaherty
17	CCTV	Environment and City Management Public Protection and Licensing	Sara Sutton

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	Sara Sutton
23	CityWest Homes	Housing	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	Sara Sutton
27	Community Engagement	Sports, Culture 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 Finance, Property and Regeneration	Stuart Love
31	Council Budget & Financial Management	Finance, Property and Regeneration	Stuart Love Gerald Almeroth
32	Council Management	Leader of the Council	Stuart Love
33	Council Tax	Finance, Property and Regeneration	Stuart Love Gerald Almeroth
34	Counter-terrorism	Leader of the Council	Richard Barker/ Sara Sutton
35	Crossrail 1 and 2	Place Shaping and Planning	Barbara Brownlee
36	Customer Services	Digital and Customer Services	Julia Corkey Gerald Almeroth

No.	Subject	Cabinet Member Portfolios	Lead Officer
37	Cycling	Environment and City Management	Julia Corkey Barbara Brownlee
38	Debt Management	Finance, Property and Regeneration	Gerald Almeroth
39	Devolution	Leader of the Council	Stuart Love
40	Encouraging social enterprise	Economic Development, Education and Skills	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	Sara Sutton
45	Fostering and Adoption	Family Services and Public Health	Melissa Caslake
46	Education	Economic Development, Education and Skills	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 Sara Sutton
49	GP Quality & Performance	Family Services and Public Health	Bernie Flaherty
50	Green Spaces & Parks	Environment and City Management	Sara Sutton
51	Greener City Action Plan	Environment and City Management	Julia Corkey Barbara Brownlee
52	Growth and Economic Development	Economic Development, Education and Skills	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	Bernie Flaherty Barbara Brownlee

No.	Subject	Cabinet Member Portfolios	Lead Officer
58	Housing Revenue Account	Housing	Barbara Brownlee
59	Housing Strategy & Housing Renewal	Housing Finance, Property and Regeneration	Barbara Brownlee
60	Health & Wellbeing Strategy and the Sustainability and Transformation Plan (STP)	Family Services and Public Health	Stuart Love Bernie Flaherty
61	Digital Strategy	Digital and Customer Services	Gerald Almeroth
62	Information Technology Strategy	Digital and Customer Services	Gerald Almeroth
63	Legal Services	Finance, Property and Regeneration	Stuart Love
64	Libraries	Economic Development, Education and Skills	Sara Sutton
65	Licensing	Public Protection and Licensing	Sara Sutton
66	Local Government Finance	Finance, Property and Regeneration	Gerald Almeroth
67	London Plan	Place Shaping and Planning	Julia Corkey
68	Managed Services Programme	Finance, Property and Regeneration	Gerald Almeroth
69	Protests & demonstrations	Leader Public Protection and Licensing	Sara Sutton
70	Managing the public realm	Place Shaping and Planning Environment and City Management	Barbara Brownlee Sara Sutton
71	Utility Companies	Environment and City Management	Sara Sutton
72	Mayor of London & London Governance	Leader of the Council	Stuart Love
73	Military Covenant	Housing	Julia Corkey
74	My Westminster Programme	Leader of the Council	Stuart Love
75	Natural Environment	Environment and City Management	Sara Sutton Barbara Brownlee Julia Corkey
76	Neighbourhood Forums	Economic Development, Education and Skills Place Shaping and Planning	Julia Corkey
77	Ward budgets	Sports, Culture and Community	Julia Corkey

No.	Subject	Cabinet Member Portfolios	Lead Officer
78	Overcrowding (Housing)	Housing	Barbara Brownlee
79	Parenting	Family Services and Public Health	Melissa Caslake Bernie Flaherty
80	Parking services and enforcement	Environment and City Management	Sara Sutton
81	Pedicabs	Environment and City Management	Sara Sutton Barbara Brownlee
82	Development Planning services	Place Shaping and Planning	Barbara Brownlee
83	Policing	Public Protection and Licensing	Sara Sutton
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 Sara Sutton
86	Procurement	Finance, Property and Regeneration	Gerald Almeroth
87	Corporate Property	Finance, Property and Regeneration	Barbara Brownlee
88	Property Tenancy Agreements	Housing	Barbara Brownlee
89	Public Conveniences	Environment and City Management	Sara Sutton
90	Public Health	Family Services and Public Health	Bernie Flaherty
91	Queens Park Community Council	Economic Development, Education and Skills	Stuart Love Julia Corkey
92	Royal Parks	Leader of the Council	Sara Sutton Barbara Brownlee
93	School Meals	Economic Development, Education and Skills	Melissa Caslake
94	School Nursing	Family Services and Public Health Economic Development, Education and Skills	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

No.	Subject	Cabinet Member Portfolios	Lead Officer
99	Specialist Housing Strategy	Housing	Bernie Flaherty
100	Sports & leisure services	Sports, Culture and Community	Sara Sutton
101	Staffing	The Leader of the Council	Stuart Love
102	Street entertainment	Environment and City Management Public Protection and Licensing	Sara Sutton Barbara Brownlee
103	Street Management	Environment and City Management	Sara Sutton
104	Substance misuse	Family Services and Public Health	Bernie Flaherty Sara Sutton
105	Support for small businesses	Economic Development, Education and Skills	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	Bi-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	Sports, Culture and Community	Julia Corkey
112	Walking Strategy	Environment and City Management	Julia Corkey
113	Waste and recycling	Environment and City Management	Sara Sutton
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 Skills	Barbara Brownlee
117	World War I Centenary Commemorations	Housing	Julia Corkey
118	The City Council's Strategic Direction	Leader of the Council	Stuart Love
119	Oxford Street District	Place Shaping and Planning	Barbara Brownlee