



City of Westminster

# Committee Agenda

Title: **Cabinet**

Meeting Date: **Monday 13th December, 2021**

Time: **6.30 pm**

Venue: **Room 18.02, 18th Floor, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**

Rachael Robathan (Chairman)	David Harvey
Heather Acton	Tim Mitchell
Timothy Barnes	James Spencer
Matthew Green	Paul Swaddle



**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. 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 Daniella Bonfanti, Cabinet Manager.**

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

## **AGENDA**

### **PART 1 (IN PUBLIC)**

**1. WELCOME**

**2. DECLARATIONS OF INTEREST**

To receive declarations by Members and Officers of the existence and nature of any pecuniary interests or any other significant interest in matters on this agenda.

**3. MINUTES**

To approve the minutes of the meeting held on 20 September 2021.

**(Pages 5 - 6)**

**4. ANNUAL REPORT OF THE SAFEGUARDING ADULTS EXECUTIVE BOARD**

Report of the Bi-Borough Executive Director of Adult Social Care and Health Services.

**(Pages 7 - 44)**

**5. CHURCH STREET REGENERATION (SITE A) IN PRINCIPLE COMPULSORY PURCHASE ORDER RESOLUTION**

Report of the Executive Director for Growth, Planning and Housing.

**(Pages 45 - 60)**

**6. EBURY BRIDGE REGENERATION COMPULSORY PURCHASE ORDER RESOLUTION**

Report of the Executive Director for Growth, Planning and Housing.

**(Pages 61 - 186)**

**7. RESPONSIBLE PROCUREMENT AND COMMISSIONING STRATEGY**

Report of the Executive Director for Finance and Resources.

**(Pages 187 - 216)**

**8. COUNCIL TAX TAXBASE AND DISCOUNTS REPORT**

Report of the Executive Director for Finance and Resources.

**(Pages 217 - 232)**

**9. 2021/22 CAPITAL BUDGET RE-PROFILING REPORT**

**(Pages 233 -  
248)**

Report of the Executive Director for Finance and Resources.

**10. FEES AND CHARGES REVIEW**

**(Pages 249 -  
296)**

Report of the Executive Director for Finance and Resources.

**Stuart Love  
Chief Executive  
3 December 2021**

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## Cabinet

### MINUTES OF PROCEEDINGS

Minutes of a virtual meeting of the Cabinet held on Monday 20 September 2021

Members Present: Councillors Rachael Robathan (Chairman), Timothy Barnes, , Matthew Green, David Harvey, Tim Mitchell and Paul Swaddle, OBE

#### 1 MEMBERSHIP

1.1 It was noted that there was one change to the membership, with Councillor James Spencer replacing Councillor Melvyn Caplan as Cabinet Member for City Management. Apologies were received from Councillor Heather Acton.

#### 2 DECLARATIONS OF INTEREST

2.1 There were no Declarations of Interest.

#### 3 MINUTES

3.1 **RESOLVED:** The Leader, with the consent of the Members present, signed the minutes of the meeting held on 12 July 2021 as a true and correct record of the proceedings.

#### 4 FUTURE OF THE IT SERVICE

4.1 Councillor Paul Swaddle introduced the report as forming part of a review of all Council shared services and that this emerged following officers identifying different needs across the current Bi-borough model with Royal Borough of Kensington and Chelsea. He advised that following a report from PwC, the recommended decision is to disaggregate the two services, jointly agreed by both Councils and the paper sets out the approach. He added that this is one part of the review and does not reflect on other bi-borough services that run very well.

4.2 Gerald Almeroth, Executive Director for Finance and Resource, noted that the second part of the report details the three options, and that the different strategic agendas of each council mean disaggregation is the strongest option. He added that the delivery of Smart City as part of a City for All requires the the Council to have an IT service that is responsive and works at pace. He noted the importance of managing a safe transition and that key risks have already been identified, and that a comprehensive due diligence process will follow.

4.3 Councillor Tim Mitchell asked for assurance that the Bi-borough service in his portfolio, Adult Social Care and Public Health, will not have frontline service delivery impacted as a result of the transition. Mr Almeroth advised that the IT service serves frontline services in different ways and many services have joined up IT services functions, and as part of the transition those will be reviewed on a case by case basis to determine if they should remain, with a medium to long term plan to ensure they remain beneficial to the Council.

4.4 Councillor Green noted the importance of Licensing and Planning online portals for residents and sought assurance that those portals would not be impacted by the changes either. Mr Almeroth advised that continuity of services for the frontline is critical and IT is an important support function. He noted that such risks will be managed and are the forefront of planning moving forward.

4.5 Cllr Robathan noted that Bi-borough work has significant benefits for residents including efficiencies and improvement of service by working across boroughs in Adult's and Children's Services, indicating that the Bi-borough process is strong but does not need to be a blanket approach and that some areas are benefited by disaggregating.

**RESOLVED:** Cabinet agreed that, in mutual agreement with RBKC, notice be given to terminate the deemed Section 113 Shared ICT Agreement, and delegated authority to the Chief Executive to take all actions and decisions such as necessary or prudent to manage the transition to a sovereign IT service following consultation with the Cabinet Member for Finance and Smart City.

The meeting concluded at 6.41pm.

# Safeguarding Adults Executive Board

# ANNUAL REPORT

# 2020/21

Safeguarding is  
everyone's business



City of Westminster



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA



**SAFEGUARDING ADULTS  
EXECUTIVE BOARD**

# Michael's lockdown story

Hello, my name is Michael.



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I am a Safeguarding Ambassador and member of both the Local Account Group and the Safeguarding Adult Reference Group. This is my family story of how we are keeping ourselves busy and safe during the pandemic.

Over the lockdown period I enjoyed making facemasks and have now mastered the art. I have been sewing masks in different materials, sizes, and designs.

All my masks are made of cotton fabric and are washable. I have learnt the secret that keeps the mask in place over the nose and to ensure that it fits well. Masks are essential at this time, and apart from making masks for myself and my immediate family, I have made masks for close friends and neighbours as well.

My brother, who is in strict isolation and a non-gardener, has decided to tend and nurture his lawn. He spends many serious hours on this task.

My daughter lives in a village near Blackpool; she does large and small shopping trips for isolated neighbours. She also does zumba and yoga via YouTube and challenges her niece and grand-nephew in the Irish Republic to competitions via Skype. She also spends time rearranging and nurturing a rock garden in her front garden area and ensures that her husband's hair is kept well-trimmed. Her husband is learning to play guitar with the help of YouTube and also spending numerous hours on a variety of subjects to hone his abilities with quiz nights and Mastermind.

We want to hear your stories of how you keep busy, safe and help one another during this time, so please email us at: [makingsafeguardingpersonal@rbkc.gov.uk](mailto:makingsafeguardingpersonal@rbkc.gov.uk)

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Did you know?

During the pandemic, safeguarding remained a statutory duty under The Coronavirus Act 2020. The Board and its partners continued to work to prevent and reduce the risk of harm to people with care and support needs. The Care Act Easements guidance continues to put emphasis on co-production and service user involvement.



# Foreword



I'm very pleased to introduce the 2020/21 Bi-Borough Adult Safeguarding annual report.

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This covers the period from April 2020 to March 2021 when the COVID pandemic was having its greatest impact; not only on public services themselves but on the lives of all residents and their families.

Keeping residents safe and free from harm and abuse was as important during the demands of tackling COVID 19 as at any other time. During this pandemic period, this raised new challenges for all those working in the public and voluntary sector and continues to do so. It was often much more difficult for agencies to identify when support was needed when so often residents were facing new pressures and anxieties behind their own closed doors for so many months. Agencies had to find new ways of reaching out and responding to local communities. There was support in this from local residents. We saw a steep climb in the number of families and neighbours who raised concerns about their relatives or those living close by to them which helped to identify some of the key safeguarding issues. Our local account group and service user representatives are from all

walks of life and backgrounds, bringing with them different skills, abilities and experiences. They remain committed to promoting safeguarding and adapted admirably from their usual face to face work. A very big thank you to them for their continued support. They continued partnership work with the police, trading standards and fire brigade to ensure that local residents were given information on avoiding scams, home fire safety and how to access support during lockdown.

The safeguarding board continued to meet during the pandemic and sought reassurance from those settings giving rise to the greatest concern. We were impressed by the collaborative working for example between public health, social care and other health colleagues in supporting and protecting care homes.

Despite the difficulties, the pandemic also brought new opportunities. The Bi-Borough has always benefited from the role of the voluntary sector and volunteers in delivering services and supporting vulnerable residents.

During the pandemic this work blossomed even further. Many new volunteers came forward to help other residents and they were supported and trained by the voluntary sector and continue to be involved. National safeguarding week gave us the opportunity to meet with some of them and encourage them to become safeguarding champions.

This annual report contains many examples of the teamwork and strengths of true partnership working that became such a feature of tackling the pandemic. The level of commitment to working together to protect and keep resident's safe was outstanding. All agencies played their part in maintaining quality services as well as responding to new challenges and demands and I would like to thank all those who contributed so well to the work you will see reflected in this report.

**Aileen Buckton**

**Chair Bi-Borough Safeguarding Adults Executive Board**



The clap for our National Health Service, keyworkers and carers' tribute was a weekly event that encouraged everyone in the UK to applaud the NHS and key workers from their doorsteps, windows or balconies.

As the world continued to fight the biggest health pandemic in living memory, residents across the Bi-Borough pulled together, making each other smile, cheer, and show their appreciation in heart-warming style with bells, pots, pans, spoons and fork!

# What does the Safeguarding Adults Executive Board do?

## Our Vision

The strategic objectives and work of the board are based on the following vision:

People in the Royal Borough of Kensington and Chelsea and Westminster City Council have the right to live a life free from harm, where communities:

- have a culture that does not tolerate abuse.
- work together to prevent abuse.
- know what to do when abuse happens.

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## Roles and duties

The board is responsible for overseeing and leading on the protection and promotion of an adult's right to live an independent life, in safety, free from abuse and neglect across Kensington and Chelsea and Westminster City Councils. The Bi-Borough Safeguarding Adults Executive Board (SAEB) is a partnership of organisations working together to prevent abuse and neglect, and when someone experiences abuse or neglect, responds in a way that supports their choices and promotes their well-being. Safeguarding during COVID-19 brought its own challenges, least of all getting used to running the partnership response in a virtual world.

The Coronavirus Act 2020 does not affect the safeguarding adults' protections in the Care Act 2014, so it is vital that Local Authorities and the SAEB continue to offer the same level of safeguarding oversight to assure itself that local safeguarding arrangements and partner agencies act to help and protect adults in its area. Safeguarding is everyone's business, so

it is important to the SAEB that all partners remain alert to possible abuse or neglect.

The board's main objective is to ensure that local safeguarding arrangements and partner organisations act to help and protect people aged 18 and over in the area who:

- have needs for care and support; and
- are experiencing, or at risk of, abuse or neglect; and
- (as a result of their care and support needs) are unable to protect themselves from either the risk of, or experience of, abuse or neglect regardless of if the council are funding care or not.

## The Board is bigger than the sum of its parts.

### Our Values and behaviours

The board believes that adult safeguarding takes **courage** to acknowledge that abuse or neglect is occurring and to overcome our natural reluctance to face the consequences for all concerned by shining a light on it.

The board promotes **compassion** in our dealings with people who have experienced abuse and neglect, and in our dealings with one another, especially when we make mistakes. The board promotes a culture of learning rather than blame.

At the same time, as members of the board, we are clear that we are **accountable** to each other, and to the people we serve in the two boroughs.

The board recognised that safeguarding concerns and risks may increase during the pandemic, with more people raising concerns and support needs changing. Safeguarding is everyone's business, so it is important that all partners remain alert to possible abuse or neglect. Local Authorities,

social care providers, the health sector, volunteers, and our communities continued work to prevent and reduce the risk of harm to people with care and support needs, including those affected by COVID-19.

### The following section provides highlights of what data was telling us about safeguarding activity during the pandemic...



Action Disability Kensington and Chelsea. Disability Connections Project staff members



# Safeguarding insights

## Activity during COVID-19

The board wanted to understand what safeguarding activity was like in a pandemic to inform future activity to mitigate risk, inform policy and guidance as well as to learn lessons for future outbreaks. This section is informed by the work led on by the Local Government Association and the Association of Directors of Adult Social Services called The Insight Project, which was developed to create a national picture regarding safeguarding adults' activity during the COVID-19 pandemic.

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Safeguarding insights across the Bi-Borough indicated an overall rate of safeguarding concerns declining sharply in March and April 2020 (the first lock down), only to increase steeply in May, June and July, where they remained at a high level before decreasing towards December 2020.

### What does this mean

There was an increase in emergency services safeguarding referrals. For example, police referrals doubled making up 20% of safeguarding referrals (238). Worried families, neighbours, and volunteers made referrals with a reduction from health and social care professionals.

Family and friends expressed concerns about being unable to visit their relatives or friends in care homes; worries grew when they were unable to visit for long periods and people wanted to know about the correct use of personal protection equipment (PPE). These concerns

### Key messages

- Changes in patterns of safeguarding concerns saw an increase in referrals in the Bi-Borough.
- The May to July 2020 upsurge among 18–64-year-olds was even steeper than that for all adults, increasing the rate of safeguarding concerns to around 47 per 100,000 adults. The rate remained stable and now represents return to normal pre-COVID-19.
- So many more concerns were received in 2020-21 but proportionately fewer were assessed as meeting the threshold of a Section 42 enquiry.
- The rate of concerns for the age group 65+ has fluctuated during the pandemic at the point of each lock down but now remains stable and represents a small decrease to normal pre-COVID-19.

Key messages were similar at a local and national level.

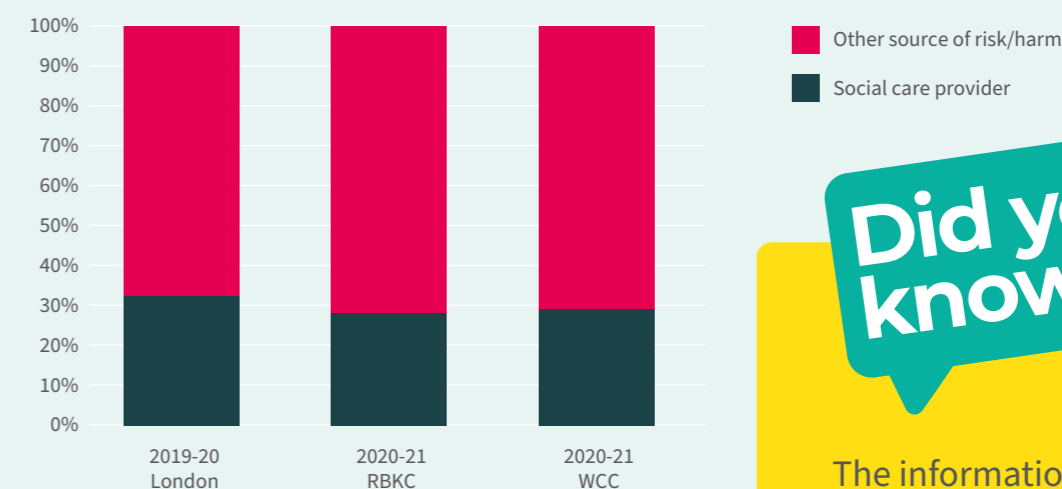
made up a large number of referrals. The chart below shows that despite the increase, these concerns did not demonstrate an increase in abuse and neglect but demonstrated the anxiety many families were experiencing by not being able to visit relatives in care homes.

The chart below shows a reduction on referrals from social care providers in 2020-21 compared with London as a whole from the previous year.

### Whether the person or agency responsible for causing harm was a provider of social care or another source.

The majority of concerns raised during the last year appear to be adults without care and support needs or required signposting and/or preventative support instead. They did not meet Section 42 criteria for safeguarding enquiries and were supported without going down a safeguarding pathway e.g. Merlins for mental health and welfare checks.

Whether the person or agency responsible for was a provider of social care or another source, for s42 enquiries concluded in the year



Did you know?

The information from the police is held on Scotland Yard's Merlin database, which was originally designed to record children 'coming to notice' but later expanded to include vulnerable adults, allowing officers to flag up individuals at risk by completing a Merlin Vulnerable Adults report.

These Merlin's come through as a report into Adult Social Care to follow up.

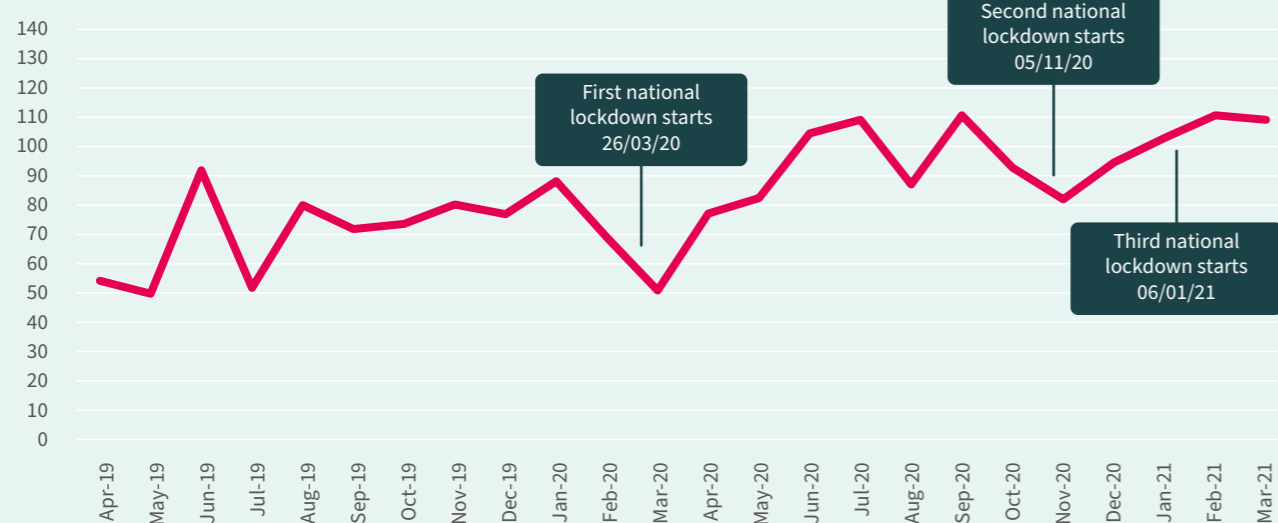
### Let's now look at the individual Safeguarding activity in Kensington and Chelsea and Westminster for 2020-21...



# Safeguarding Insights

## Kensington and Chelsea 2020-2021

Number of safeguarding concerns received each month, April 2019 to March 2021



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The chart shows an increase in safeguarding concerns started in the period after the start of the first national COVID-19 lockdown in March 2020

This year Kensington and Chelsea has seen a notable increase in safeguarding activity.

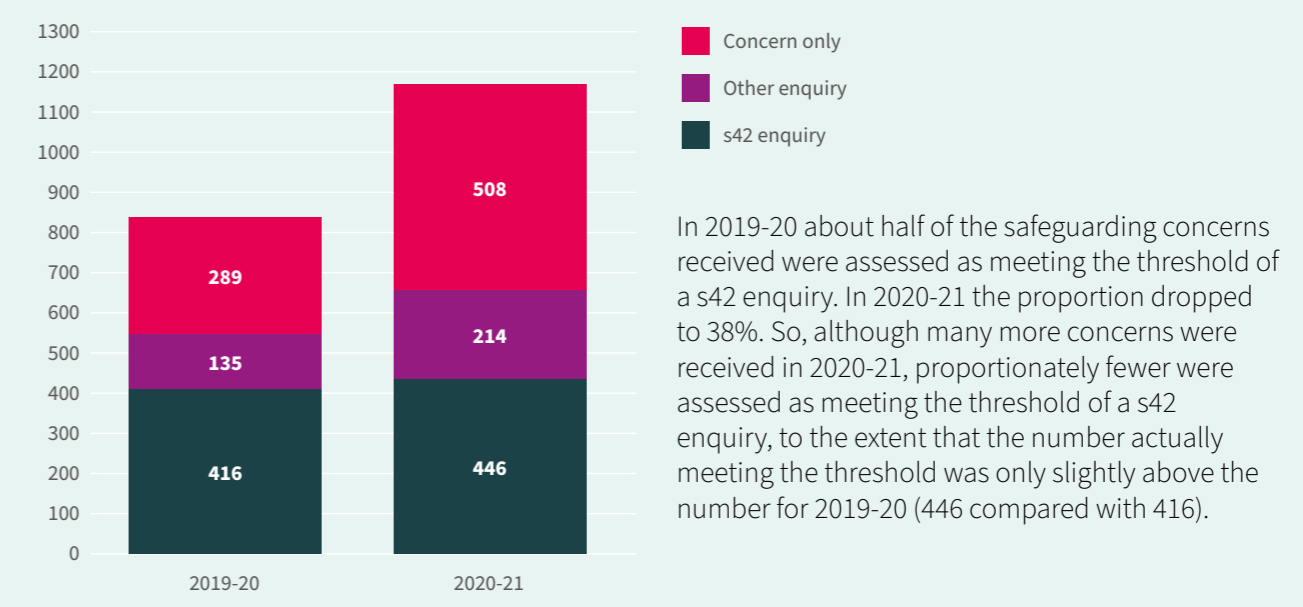
- There has been an increase of **39%** safeguarding concerns from the previous year of **840 to 1,168**
- this means that there were on average **22 referrals per week** compared to 16 in 2019-20

There were two areas where, proportionately, the differences between the two years were most marked.

- people aged 18-64 (39% compared with 35%)
- people with a primary support reason of mental health support (19% compared with 13%)

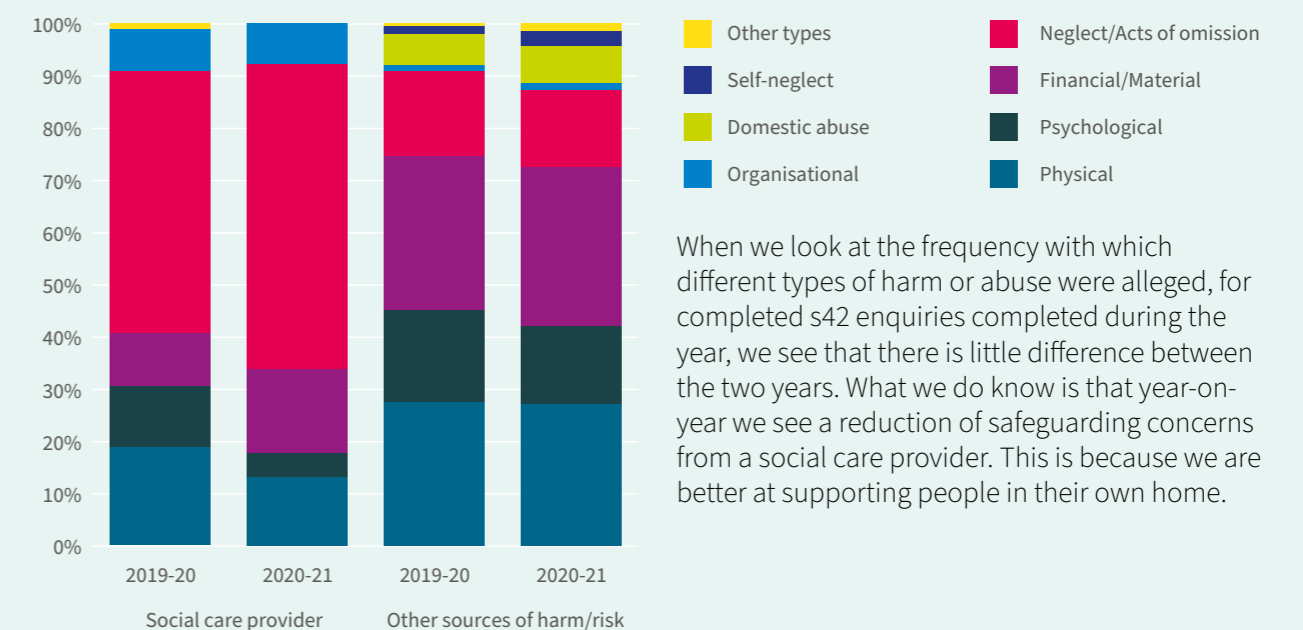
### Did this increase reflect an increase in actual safeguarding incidents?

How the safeguarding concern was assessed at the first stage in the safeguarding pathway - Kensington & Chelsea



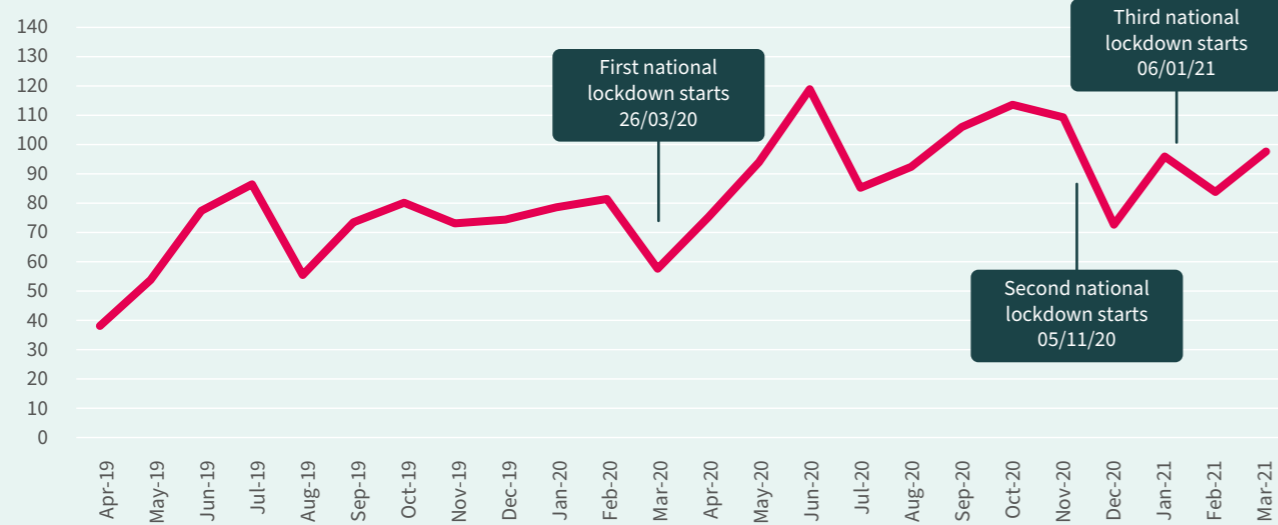
### Was there significant change in the types of abuse and neglect reported during the pandemic?

The frequency with which different types of harm or abuse were alleged, according to source of risk, for s42 enquiries completed in the year



# Safeguarding Insights Westminster 2020-2021

Number of safeguarding concerns received each month, April 2019 to March 2021



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The chart shows an increase in safeguarding concerns started in the period after the start of the first national COVID-19 lockdown in March 2020.

This year Westminster has seen a notable increase in safeguarding activity.

- In 2020-21 Westminster received a **total of 1,164** safeguarding concerns. This compares with 847 in 2019-20, an increase of **37%**, or some 317 concerns
- This is equivalent to an **average of 22** concerns per week, compared with **16** in 2019-20

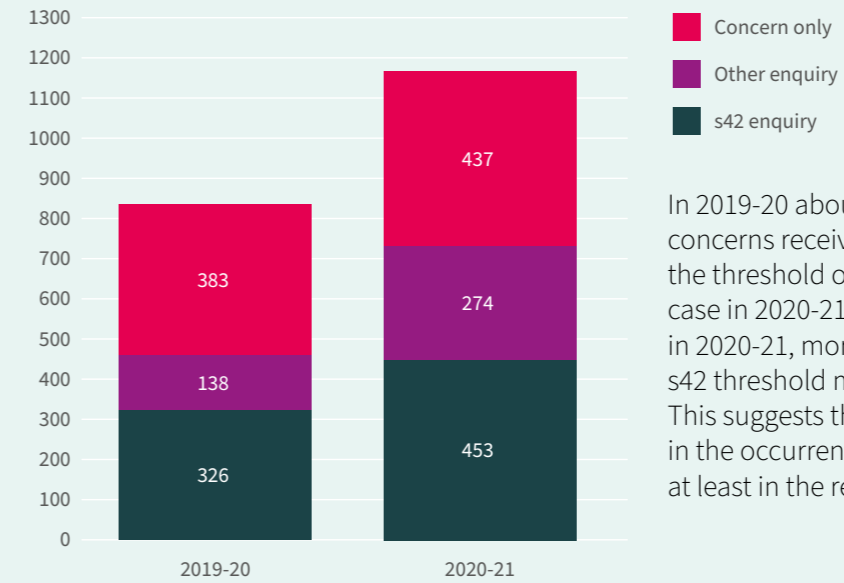
## What was this increase due to?

The increase was evident across age groups, and care groups.

- People aged 18-64 (50% compared with 42%)
- People with no primary support reason (20% compared with 11%) suggesting that they were likely not to be known to adult social care

## Did this increase reflect an increase in actual safeguarding incidents?

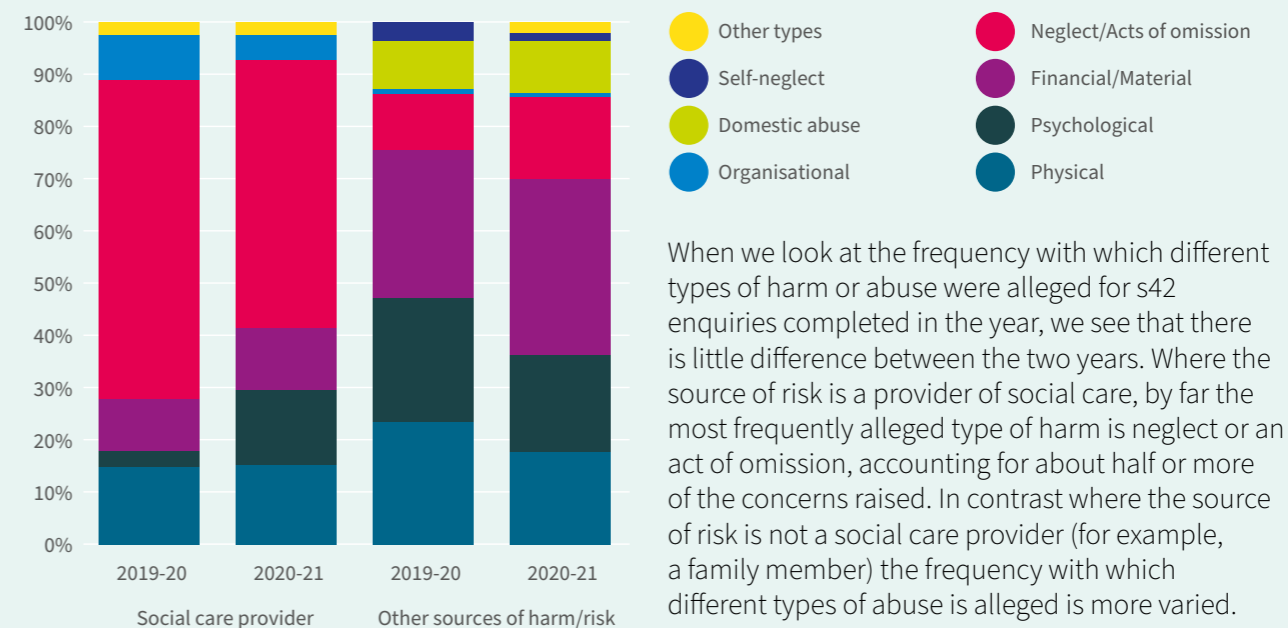
How the safeguarding concern was assessed at the first stage in the safeguarding pathway - Westminster



In 2019-20 about 39% of the safeguarding concerns received were assessed as meeting the threshold of a s42 enquiry. This was also the case in 2020-21. As more concerns were received in 2020-21, more were assessed as meeting the s42 threshold more (453 compared with 326). This suggests that there was an actual increase in the occurrence of safeguarding incidents, or at least in the recording of such incidents.

## Was there significant change in the types of abuse and neglect reported during the pandemic?

The frequency with which different types of harm or abuse were alleged, according to source of risk, for s42 enquiries completed in the year



When we look at the frequency with which different types of harm or abuse were alleged for s42 enquiries completed in the year, we see that there is little difference between the two years. Where the source of risk is a provider of social care, by far the most frequently alleged type of harm is neglect or an act of omission, accounting for about half or more of the concerns raised. In contrast where the source of risk is not a social care provider (for example, a family member) the frequency with which different types of abuse is alleged is more varied.

# Partnership support during the pandemic

## Care Homes in the Bi-Borough

### Kensington and Chelsea

Home	Type	CQC	Units
Alan Morkill	Residential	Good	49
Ellesmere	Nursing	Good	70
St Teresa's	Residential	Good	26
Kensington	Nursing	Good	53
Chelsea	Nursing	Outstanding	15
Margaret Thatcher	Nursing	Outstanding	100
Princess Louise	Nursing	Good	46
Kingsbridge Road	Residential	Good	11
Barlby Road	Support Living	Good	4
S Quentin	Support Living	Good	5
Turning Point	Mental Health	Good	10

### Westminster

Home	Type	CQC	Units
Alison	Residential	Good	6
Flat A Harrow Road	Residential	Good	4
Flat B Harrow Road	Residential	Good	4
Flat C Harrow Road	Residential	Good	5
Calton Gate	Residential	Good	3
Elmfield Way	Shared Living	Good	4
Norton House	Residential	Good	40
Forrester Court	Nursing	Good	113
Carlton Dene	Residential	Good	42
Westmead	Residential	Good	42
St George's	Nursing	Requires improvement	44
Garside	Nursing	Inadequate	40
Athlone	Nursing	Good	23

This table is a reminder of the number of registered settings which includes registered homes regardless of:

- Private, publicly funded or both.
- Commissioned by local government, the NHS or both.
- Primarily service older people, people with learning disabilities, mental health conditions, etc.

The key point is that they are registered with the CQC and they are operating on our patch.

At the height of the pandemic Daily Telephone calls with each home with regards to how residents were being supported, any staffing issues and Personal Protection Equipment (PPE) took place. They were also used to check that infection control processes were in place and being followed, and that any new government guidance or support mechanisms had been communicated and incorporated. The information from these calls was logged on a daily situation report to ensure clear understanding of changes as they occur, to help target interventions and to observe trends.

Bi-Boroughs quickly developed systems to distribute PPE to all social care providers and in particular for staff working in care homes and homecare line with the Public Health England guidance. This support was vital in the early weeks for two reasons: 1) working collaboratively, local authorities could use their purchasing power to access supply routes that might not be available to individual care homes; 2) it helped partnership working with the NHS in order to facilitate the revised guidance on accelerated hospital discharge, which was not possible without having the correct PPE available.

A first round of testing was completed for staff and residents in May-June 2020, facilitated by the Bi-Borough Public Health and Clinical Commissioning Groups working together to find solutions where national routes lacked capacity.

This was rolled out across both boroughs with assistance from the respective General Practitioner Federations.

Supplier Resilience Forum has been a place where Care Homes and other social care providers can apply for additional assistance. The areas where support was offered include paying on plan, recruitment bonuses, assistance with higher travel costs.

As with most other boroughs we commissioned access to emergency beds in the community in order to facilitate rapid discharge from hospital and create safe locations where people could isolate before returning to or moving into a care home.

The local authorities have been working with Care Homes to support with staffing shortages that included recruiting and training redeployees. The Bi-Borough has recently partnered with Proud to Care to support people into Social Care roles. An initial pilot is working with Care Homes to help match care staff to existing vacancies.

As well as infection control expertise from North West London CCGs to support care homes, our local CCGs have worked to enhance a range of functions to ensure they are available after hours and at weekends. That includes primary care, pharmacy and specialist support from clinical nurses.

**Safeguarding measures for early intervention and prevention were key to keeping care home residents safe from harm. Bi-Borough Commissioning and Public Health did this by**

- Ensuring that staff who are isolating in line with government guidance receive their normal wages while doing so.
- Ensuring that members of staff work in only one care home.
- Limiting staff to individual groups of residents or floors/wings, including segregation of COVID-19 positive residents.
- To support active recruitment of additional staff if they are needed to enable staff to work in only one care home including by using and paying for staff who have chosen to temporarily return to practice, including those returning through the NHS returners programme.
- Steps to limit the use of public transport by members of staff this could include encouraging walking and cycling to and from work and supporting this with the provision of changing facilities and rooms and secure bike storage or use of local taxi firms.
- Providing accommodation for staff who proactively choose to stay separately from their families in order to limit social interaction outside work. This may be provision on site or in partnership with local hotels.

**Page 15 Example of well-being support through Sunflower project**

“On days when there is no sunshine, sunflowers turn their heads to face each other – they do not touch, but share their energy.” This programme is designed to give everyone involved an opportunity to share a ‘sunflower trait’ to turn towards each other on the cloudy and gloomy days to share positivity and light. This includes:

- In person: children and young people drawing sunflowers and holding them up for people outside the window of their care homes. Sharing the pictures painted by children in the home.
- Digital: 100 iPads provided to care homes across the Bi-Borough, installed with Zoom, FaceTime and Skype to help people connect to families.
- For people who aren’t into flowers, scouts, cubs and beavers have been using their virtual camp time to make other pictures and cards for residents.

**Local Initiatives in care homes: The Sunflower Project**

The pandemic posed significant challenges to people living in care homes. The Bi-Borough Adult Social Care Sunflower project is a very successful scheme based on a principle that when there is no sunshine, sunflowers face each other. They never touch but share their light and energy.

The aim was to reach out to residents at a very stressful time when they had little access to family, friends and community interaction. The Sunflower scheme was a great inter-generational project involving children in the local community and residents in care homes.

As real flowers are expensive and also have a short life, we liaised with colleagues in Children’s services and a number of Bi-Borough schools and children’s groups to ask local children to paint and draw flowers to distribute to care homes, so that residents could display them in their rooms and in communal areas.

Social distancing meant that children and adults never met, but the common bond of humanity, even in adversity, drew them together, bringing happiness and warmth.

Residents were very touched to receive the flowers and were highly appreciative. The project helped connect residents with their community and engage young people with older citizens. We repeated the scheme at Christmas for the Snowflake project, when children made Christmas cards for care home residents.





During the pandemic Adult Social Care in the Bi-Borough faced significant additional safeguarding activity through our initial contact points. Contact from communities in the Bi-Borough, including rough sleeping, voluntary sector organisations and emergency services led to increases in reporting of safeguarding concerns. Many councils nationally described an increase of reporting as being 'low-level harm' which though called safeguarding were in fact welfare concerns and could be followed up under the care management pathway either within Adult Social Care or Statutory Mental Health Services.

This can be seen as being a positive sign that increased partnership working showed a great level of transparency and a more proactive approach to support. This partnership working enabled early identification of themes and trends.

# The Safeguarding Adults Executive Board



# Making Safeguarding Personal

Putting the core principles of Making Safeguarding Personal into practice and using these as a measure of effectiveness must be at the heart of safeguarding adults, never more so than now during the COVID-19 pandemic.

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The SAEB partners know from research that social isolation is an increasing risk factor for abuse and neglect during a pandemic.

In particular the partnership know that incidences of domestic abuse, self-neglect and carer-stress have increased with social isolation. With more people being asked to self-isolate as a result of COVID-19, this needs to be a key consideration when undertaking Section 42 enquiries.

The duties and responsibilities for safeguarding did not change during the pandemic. Although the environment in which we the partnership worked was more challenging, we continue to need to ensure that we all find ways to safeguard vulnerable people. We focused our attention to those people living in a

**Making Safeguarding Personal** is about having a conversation with people about how they might want to be supported in responding to a safeguarding situation. To help people in a way that makes them feel involved, promotes choice and control for them in a given situation as well as aiming to improve their quality of life, well-being, and safety.



regulated setting in particular Nursing and Care Homes which may be particularly effected by working within COVID 19 restrictions.

People and organisations have adopted all kinds of approaches during the lock down ranging from having a conversation through a closed door or windows (to make sure the virus cannot be transmitted), to putting technology into care homes. 50 iPads were provided to care homes across the Bi-Borough so that relatives could more easily communicate with their loved ones.

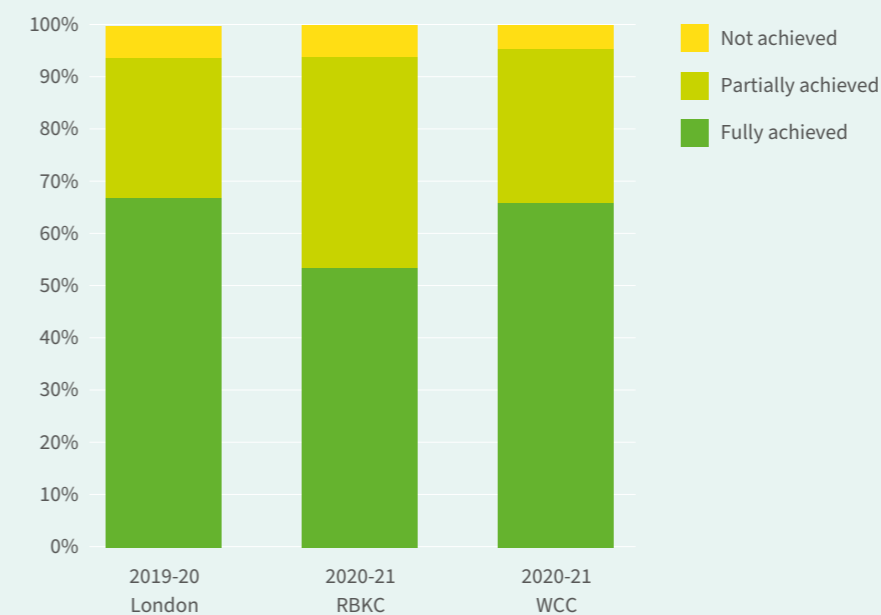
This section explores how the Board Partnership safeguarded its most vulnerable residents and helped people to feel involved in their safety so they could make improvements to their quality of life. But first we will look at safeguarding activity during the pandemic and how we compare with London as a whole.

## How do we know we are making a difference to people who are being safeguarded?

The charts that follow show how Bi-Borough safeguarding activity compared with London as a whole. They are based on Safeguarding Adults Section 42 enquiries concluded in the year.

### As part of the enquiry the adult at risk is asked about what they would like to achieve as an outcome to the incident

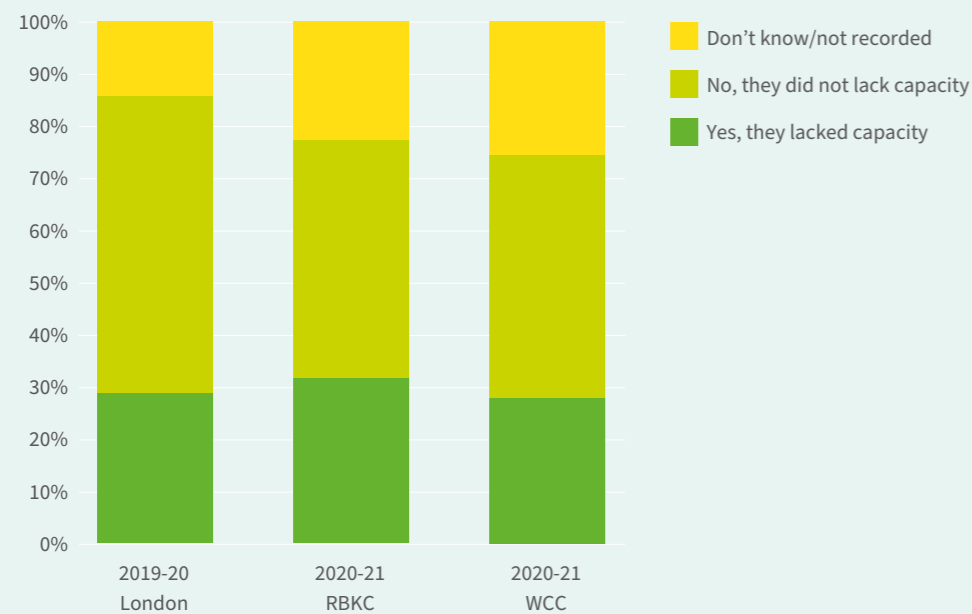
Where the adult at risk said what they wanted to achieve through the enquiry, whether they were judged to achieve it



In 2020-21 the adult was asked in about 90% of concluded s42 enquiries, slightly higher than the proportion for London in 2019-20. Where, in response, the adult had said what they wanted to achieve, in the great majority of cases (over 90%) the desired outcomes were assessed as having been fully or partially achieved. In a small number of cases the desired outcomes were assessed as not having been achieved, similar to the findings for London as a whole. This is an improvement of 1% from last year.

**We ensure that if the person lacks capacity to make decisions about the safeguarding enquiry, then they are supported to do so.**

Whether the adult at risk was assessed as lacking capacity to make decisions relating to the safeguarding enquiry, for s42 enquiries concluded in the year



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This may be through the help of a family member or friend, or, if they do not have such support, a formal advocate.

In 2020-21 the adult at risk was assessed as lacking capacity to make decisions in about three out of ten s42 enquiries completed in the year – very similar to the London average.

## Case Study

### Imperial Trust

There has been a lot of negative press during the pandemic about people with learning disabilities not receiving the same care as other patients. Particularly those who lack decisional making capacity. Lack of access to intensive care and ventilators with unnecessary ceilings of care and Do Not Attempt Cardiopulmonary Resuscitation Orders, DNACPRs, put in place being cited. However, this is not necessarily so and we have many instances of good practice that should be shared.

### What happened

Mr GC a charming, non-verbal 44 year old gentleman with epilepsy and learning disabilities was taken to Accident and Emergency with shortness of breath and lethargy in December 2020. He was particularly unwell, diagnosed with COVID pneumonia and admitted to Adult Intensive Care Unit at St Mary's, where he was placed on a ventilator. Mr GC did not have decisional making capacity in any areas.

### Decision making with the family

The intensivist consultant discussed GC's management with family and the learning disability and autism team. The emphasis was on considerations for DNACPR and what would be beneficial during potential extubation. Under normal circumstances a family member could have been present but infection risks were too high. Our learning disabilities and autism liaison nurse agreed to attend and assist where possible. GC's condition fluctuated and he had DNACPRs applied twice during periods of acute deterioration and as he rallied they were removed.

### Making Safeguarding personal

Family was kept informed of GC's progress and were able to see him via an iPad. Intensive care staff celebrated when GC was well enough to sit out for the first time in 8 weeks. He was re-positioned to the music of Michael Jackson, his favourite artist, a boom box having been part of an equipment donation from the Friends of St Mary's to aid recovery of patients with COVID and delirium. In addition GC was provided a portable DVD player, twiddle muff and images of his family as a means of sensory stimulation and potentially minimising distress. A hospital passport was provided which enabled clinicians to understand GC's baseline and his likes/dislikes. The family were present remotely to help with communication. We often got a smile from GC in response to our dance moves. He's quite a character. GC was moved to a stepped down respiratory ward in February 2021.

### Discharge

Many family and community meetings followed to discuss discharge options and care in the community. The family wanted GC back home but mum was no longer able to care for him alone. Increased packages of care were formulated with Adult Social Care and he left St Marys Paddington in April 2021. We gratefully receive regular updates on his progress from the community learning disability team.

## Ethnicity and Safeguarding during COVID-19

### The Safeguarding Executive Board respects the ethnic, cultural, and religious practices of people who use our services across the partnership.

Capturing ethnicity data is a priority for the board. During the pandemic the board wanted to understand the impact of COVID-19 on the residents of the Bi-Borough who were involved in a safeguarding concern. Key findings have been discussed at a board level:

- COVID-19 and lockdown have tended to equally affect ethnic groups in terms of the number of safeguarding concerns received, although proportionately more concerns have been received in 2020-21 for people for whom ethnic group is not known.
- There is little evidence that s42 enquiry safeguarding outcomes vary by ethnic group, but some evidence that those concerns where ethnic group is not known are more likely than others to be concluded at the ‘concern’ stage on the safeguarding pathway.
- The ethnic profile of adults for whom safeguarding concerns are raised reflects more closely the ethnic profile of adults receiving care and support than it does the general population, but the high proportion of cases where ethnic group is not known make it difficult to draw any conclusions as to whether or not a particular ethnic group is over – or under-represented.

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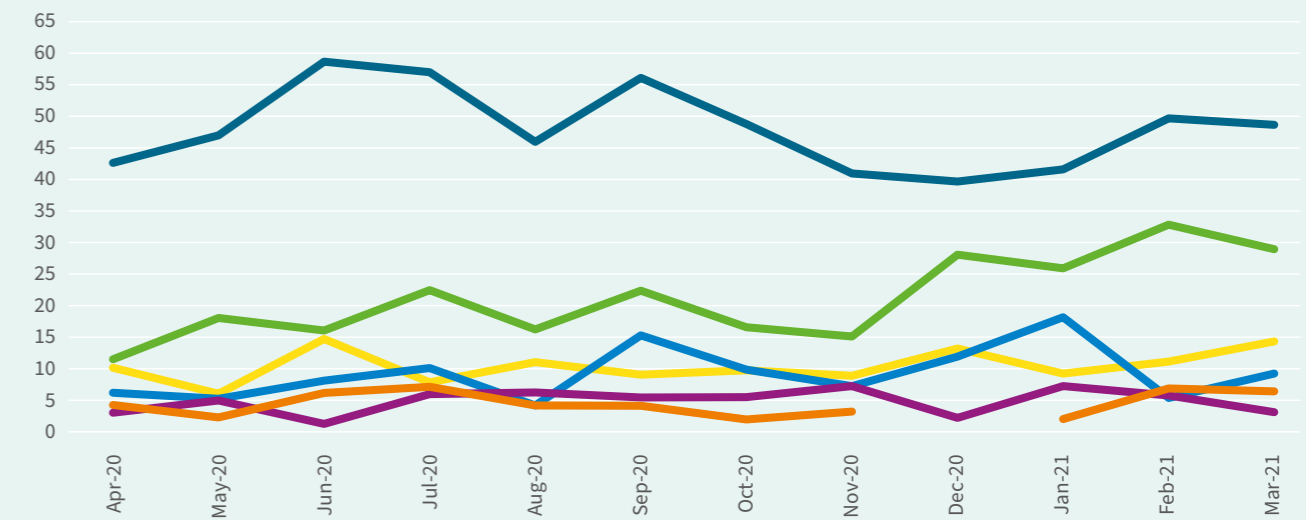
Why is there a high proportion of cases where ethnic group is not known? Is this linked to source of referral, source of risk, nature of the harm alleged, or other factors?

### This trend was apparent across the Bi-Borough as shown in the charts opposite.

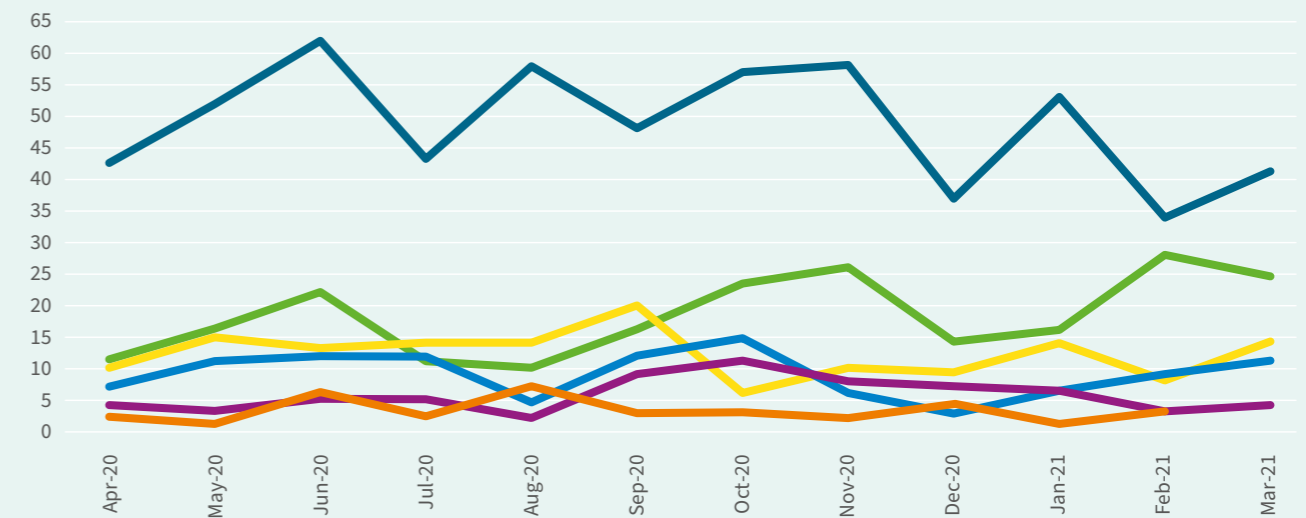
The SAEB sub-group, Better Outcomes for People, undertook an analysis of this trend to determine whether it was indicative of a new source of risk, or one which had previously been hidden from adult social care and statutory partners. On comparing the characteristics of this group with those where ethnic group was known the Better Outcomes for People sub-group found that the former differed from the latter in significant respects. In particular, in those cases where ethnic group was not known, the adult at risk was much less likely to have been in receipt of adult social care support and, accordingly, much less likely to have a primary support reason. And the concern itself was much less likely to have been assessed as meeting the s42 safeguarding threshold.

Taken together the findings suggested that in the great majority of these cases the concern related more to concerns about welfare and wellbeing than to adult safeguarding abuse and neglect.

Number of safeguarding concerns received by ethnic group – Kensington & Chelsea



Number of safeguarding concerns received by ethnic group – Westminster



White Mixed/Multi ethnic groups Asian/Asian British/Chinese  
Black/African/Caribbean/Black British Other Ethnic Groups Ethnic group not known

We have commissioned the Advocacy Project to design and deliver a certified Safeguarding Awareness ‘Train the Trainer’ Programme to the Black Minority Ethnic Health Forum. This programme will be the first of its kind both regionally and countrywide, as it will be translated and delivered by bi-lingual leaders of 14 ‘hard to reach’ language and religious faith groups across Kensington and Chelsea and Westminster and will include delivery of training in Arabic, Sudanese, Moroccan, Kurdish, Bangladeshi, Eritrean, and Somali. Its main objective is twofold: to raise awareness of abuse and neglect and referrals into the council; to understand the barriers to making a referral into the council.

## Making Safeguarding Personal: an independent review of service users' experience of the safeguarding process

### Did you know?

Healthwatch Central West London (Healthwatch CWL) is an independent organisation. They make sure that health and social care services listen to local people's views and feedback so that the services can be made better and easier to use.

In 2020, the Safeguarding Adults Executive Board commissioned Healthwatch Central West London to independently carry out a research project that asked people with a recent experience of safeguarding how well the process had worked for them. Healthwatch carried out interviews, analysed responses and made recommendations for improvements to the safeguarding process.

Healthwatch interviewed eight people in the Bi-Borough who had a recent experience of safeguarding.

## Who were the participants?

**Participant 1:** wife of husband who had pressure sores while in hospital.

**Participant 2:** a son whose mother has dementia. He says that there was a 'dangerous situation' because the council did not arrange care for his mother in time, because of financial issues.

**Participant 3:** a mother talks about her daughter's serious health condition, which makes it difficult for her to eat, drink or take medicine.

**Participant 4:** a sister has concerns about her disabled brother, who lives in unsuitable housing.

**Participant 5:** a nephew who suspects that bruises to his aunt's arms have been caused by a care worker, and that his aunt does not want to talk because of fear.

**Participant 6:** a resident concerned about an elderly neighbour and thinks that his progressing dementia means that 24-hour care is needed.

**Participant 7:** a worried friend contacted social services when it appeared that her friend, who has a lot of health issues, was 'slipping through the net' and being left without the medical care that she needs.

**Participant 8:** a daughter suspected that her mother was refusing to let her carers into her home and was left without the support she needed.

## Healthwatch asked the participants questions under five sections.

1. Information and involvement.
2. Personal safety.
3. Personalisation.
4. Service improvements.
5. Outcomes and recommendations.

## Healthwatch Recommendations

1. Clear information for all residents should be available on safeguarding.
2. People need to have information on what to expect at every stage.
3. The councils need to make sure that customer care staff are trained to recognise safeguarding issues.
4. The councils should make sure they update and feedback on what's happening to the person(s) who has raised the safeguarding concern.
5. The councils should write to all people involved when safeguarding is completed. The councils need to have a way of gathering people's feedback and experiences.

### Experience of wife

"I thought it worked well, I think the carers referred it back to the office, and the office referred it to social services, and they responded. I was sort of surprised, pleasantly surprised. The initial response was good from the council – they acted swiftly."

## Next steps

After holding a workshop to deliver the findings of the report to our Safeguarding Ambassadors and members of the wider community. They discussed and agreed their recommendations in relation to the findings and then presented their findings to the board in March 2021 which were agreed and will be presented in next year's annual report.

## Hi, My name is Fay

We would like to ask the board to please relaunch and distribute the safeguarding leaflets across local community settings, such as GP practices, local pharmacists and supermarkets, and other community venues. The leaflets will be accessible and easy read as they should be available to everyone and for everyone as safeguarding is everybody's business!



## Hi, My name is Maria

We recommend that the Local Account Group and Safeguarding Adults Reference Group independently complete a review of all the information gathered from the safeguarding feedback forms, so that we can make further recommendations to the board next year about how to continue to improve the safeguarding experience for service users. We discussed that sometimes the word 'safeguarding' may not be understood by everyone, and that some languages do not have the word 'safeguarding' in them.



# Helping local people keep safe

## Carer's Network – The Carers Found Project

We already knew that before the COVID-19 pandemic some unpaid adult carers were not receiving services to support them. Language barriers, social isolation, and digital exclusion were among the reasons. It was also becoming apparent that individuals from certain communities are less willing to identify themselves as carers, or to self-refer.

We now have a dedicated Community Development Officer who reaches out to the groups and communities in question, encouraging them to contact relevant services. Assisting the Development Officer are several volunteers Carer Champions who will be recruited from within their communities to ensure that nobody is left behind.

We have delivered workshops and presentations and the Community Champions Project manager for Kensington and Chelsea, observed that “several participants, who can be classified as hidden carers, felt encouraged to seek support as a result of attending the training”.

The project's next step is to expand our direct presence in the communities. We are targeting:

- Several Somali charities to deliver a series of workshops to the Somali and Arabic-speaking residents in central London
- BAME communities
- LGBTQ+ groups
- Disabled residents
- Men's Sheds
- Residents with autism

“Anyone can find themselves in an unpaid caring role. It can be very taxing emotionally, mentally, and financially. With so many families being hit hard during the pandemic, ensuring that people are aware of what support they should expect, and know how to access it, has become even more pertinent.”

We would like to thank everyone who continues to support us in our work for carers in these difficult times! As always, community and togetherness win the day.

## Action Disability Kensington and Chelsea

At the outset of the pandemic, we moved our services to deliver them remotely. All of our projects, services, groups, meetings, and courses have continued to flourish.

We also introduced a welfare call system, with staff making weekly contact (via phone, text, email, or WhatsApp) with those local disabled people whose welfare we were particularly concerned about.

Through this we identified those residents who required extra support and established our Disability Connections project in response. Providing additional emotional support to those who needed it.

We also established a new Emergency Volunteer Project, delivering essentials, including food, prescriptions, and medical equipment, to isolated disabled people throughout the borough.

In response to the growing demand for support with legal issues during the current crisis, we extended our Specialist Disability Legal Advice Project to five days a week.

We delivered a very successful Pilot Counselling Service, offering regular one-to-one therapy to local disabled people, having identified this as an urgent need during the COVID-19 crisis. We hope to develop this into a long-term project.



“Disabled people have been disproportionately affected by the pandemic and we remain committed to delivering the services needed to counter the resulting isolation, breakdown in support and serious physical and mental health issues which our members are experiencing.”

**JAMIE RENTON**  
Chief Executive  
Action Disability Kensington  
and Chelsea



“During 2020-21 many vulnerable people we knew became frailer and more confused. Everything they knew had suddenly changed including the people who were familiar to them. Their regular carers were not available to support them with basic needs such as getting weekly shopping or medication.”

Age UK K&C created a new service to deliver free food parcels to people who were shielding and at the peak of the pandemic, the deliveries reached over 1,000 people per week.

Age UK K&C staff were making phone calls on a daily basis to assure people that they would receive their food parcels that day. We have received many phone calls from people asking if they have to pay for their delivery, because unfortunately scammers were taking advantage of the social isolation and frailty of our members.

In addition, there were reports by service users who were receiving parcels that they were also being targeted, receiving calls saying that if they did not buy masks and hand sanitisers and became unwell, they will not have the right to get NHS treatment.

Staff are required to complete safeguarding training when starting their employment, and to renew it on a yearly basis. Volunteers are also trained in safeguarding awareness during their induction, so we were well placed to work with the police, Safer Neighbourhood Team and Trading Standards to deliver a series of sessions about scams awareness.

In addition to that work, we have continued to be vigilant of any sign of abuse to older residents in Kensington and Chelsea, and we have made 16 referrals to Social Services because of suspected abuse. Our teams have been working closely with social services not only making referrals but also following up on the cases, attending multidisciplinary team meetings when required.



**TASIO CABELLO**  
Head of Community Engagement, Age UK Kensington & Chelsea



## The Advocacy Project: helping local people understand safeguarding

### Did you know?

For over 25 years, The Advocacy Project has been working with vulnerable and disadvantaged people in the UK, including those with learning disabilities, mental health issues and dementia.



**MICHAEL HAGAN**  
Service User Trustee, The Advocacy Project.

In 2020-2021, The Advocacy Project ran a number of projects locally and nationally to help people and organisations understand safeguarding. This included:

- Awareness campaign with Westminster City Council on fraud and scams, promoting the ‘Friends against scams’ advice [friendsagainstscams.org.uk](https://www.friendsagainstscams.org.uk)
- Learning event: ‘The changing nature of safeguarding’ with adult safeguarding experts Adi Cooper and Professor Michael Preston-Shoot.
- Panel debate: ‘Cuckooing – the need for a multi-disciplinary approach’ with the Vulnerable Adults Task and Finish group in Westminster and Kensington and Chelsea.

### Community and Maternity Champions help to safeguard their neighbourhoods from COVID-19

As the vaccination programme took off, Champions – including Maternity Champions and many other volunteers – supported the mass vaccination sites, community pop-ups and, latterly, the vaccine bus visits in their areas. They promoted these sessions via social media and by word-of-mouth in their communities, and by working on the ground as vaccine marshals. One Champion, Comfort, who volunteered at the RHS Lindley Hall vaccine hub commented: **“It was good to be able to volunteer – and to be given the opportunity to receive the vaccine. I felt great to be part of the millions of people who had received the vaccine jab.**

**Glad also to say, I didn’t have any reactions after and would encourage everyone to take the vaccine when offered.”**

Between February and March, all ten Community Champions projects took part in hosting and promoting a much-appreciated series of on-line Vaccine Community Conversations over Zoom. Delivered in partnership with NWL NHS and some very pro-active GPs from the Community Immunity initiative, the twelve sessions were attended by over 360 residents from some of our most diverse neighbourhoods and with the highest health inequalities in our boroughs.

Three of these were delivered in Arabic with an Arabic-speaking GP, to some 91 residents. This session was recorded and edited offering a lasting resource for our Arabic-speaking communities: [facebook.com/465783760239512/videos/810390709901957](https://www.facebook.com/465783760239512/videos/810390709901957)

Many attendees were hesitant about having the vaccine and most had an array of concerns, anxieties and clinical questions which the GPs were able to help with. Feedback suggested that most participants left the sessions more likely to take up the vaccine as a result of these conversations:

“It was a good session, and my question was answered like many others here so thank you for organising this.”

“Thank you so much everyone! Very insightful and helpful.”

“An excellent and very informative session – an hour seemed too short. Thank you so much to the host, organizers and speakers.”

“Thank you, everything was clear and made sense to me and thanks for answering my question.”

Did you know?

Maternity Champions play an important role in identifying abuse to include modern slavery, harmful practices such as female genital mutilation and domestic abuse issues.



**The Westminster case study below describes how social isolation can increase vulnerability during the pandemic. The example shows how adult social care worked with June, her neighbours and the local partnership to support her safety.**

## Case Study

June is an 89-year-old lady who lives alone in a flat. She has a care package at home to support her with personal care, and shopping. She can get out and about with support. She has a private cleaner twice a week and is a member of various social clubs in the community which were suspended during COVID-19. June is originally from Birmingham

but has lived and worked in central London for most of her adult life. Her husband worked at Bletchley Park and then subsequently in the legal profession until his retirement; he died several years ago. June has no children and no surviving family. June was an accomplished painter but can no longer paint due to poor eyesight.

## What Happened

Prior to COVID-19 June had a routine visiting a nearby café where she had breakfast, often with a friend and neighbour. She then got a taxi and went to various private member clubs and voluntary groups to socialise and have lunch.

## During COVID-19

During this time of the first lockdown an individual previously known to June took the opportunity to reappear on the scene and persuade her to venture out, flouting the lockdown restrictions. They went to nearby cafés and restaurants that continued to remain open. June does not appear to have acknowledged or accepted the need to remain at home in isolation and has continued to venture out, despite her friends and neighbours voicing their concerns for her wellbeing. June’s alcohol consumption increased, which began to affect her decision making. The individual would assist June with shopping despite there being support available to do this.

June’s neighbours felt she was being exploited financially by him, resulting in a safeguarding concern being raised with Adult Social Care in June 2020.

As a protective measure during this time a package of care was implemented consisting of daily morning and evening visits to help June with shopping, food, medication and to generally check on her safety and wellbeing. Friends and neighbours had reported that June was not eating, nor cooking as well as drinking excessive alcohol. June has struggled to accept the help of carers regarding their support as ‘interference’ and railed against this input on an ongoing basis.

There have also been concerns that June was withdrawing large sums of money from the cash dispenser, accompanied by the individual, and then ‘giving’ the money to him, and perhaps not fully understanding what she was doing. However, it became apparent that June was indeed aware of her actions, was aware of the sums of money and was choosing to give money to this man, in return for his companionship.

and drinks before returning home later in the day. During the pandemic June’s daily routine was severely disrupted and her usual support networks were absent. Friends were self-isolating, and the private member clubs closed.

There was also significant contact from the local GP who provided pictures of them together as evidence to the police. Local Voluntary groups were also part of the group telephoning her to see how she was having been briefed by the social worker.

In addition to working with the community to ensure that a network was looking out for her, Adult Social Care started to work with the police to gather evidence against the individual that what he was doing was a crime.

## Outcome

The individual has been prosecuted for theft and June has been supported to take up the offers of support not only from friends but also voluntary services such as Age UK.

## Conclusion

This shows the challenges of working with older people who live by themselves. Social isolation during COVID-19 increases vulnerability. Longer-term safeguarding can be effective and provide good outcomes in time. The police and the social worker worked together in a determined way to ensure that action taken would be effective and charges brought. June now attends various social events and feels less isolated.

# Creating a safe and healthy community

Communities have a large part to play in preventing, detecting, and reporting abuse and/or neglect.



The approach of the Safeguarding Adults Board to adult safeguarding prevention in the Bi-Borough during the pandemic was to offer to work with Bi-Borough communities – both formal and informal responders. The board recognised that safeguarding was being seen in the context of a crisis in which neither statutory systems nor formal community organisations were in a position to meet all the immediate needs of the communities.

We focused on identification of different or changing patterns of abuse manifested during the pandemic, to help others identify and report abuse. To achieve our aims and those

of our communities we collaborated with other council departments, including our Bi-Borough Community Safety partners, police and Public Health as well as service user groups to co-produce events and local newsletters to raise awareness of key safety messages.

This section will firstly report on what the Community Engagement Group, CEG, and its Safeguarding Ambassadors did to help communities. The CEG is a sub-group of the board and is co-chaired by Miles Lanham Assistant Director of Housing Management at Octavia and Ritu Guha, User Involvement Project Manager at the Advocacy Project.



**MILES LANHAM**  
Assistant Director,  
Housing Management, Octavia



**RITU GUHA**  
User Involvement Project Manager,  
Advocacy Project

## Safeguarding Ambassadors

In 2020/21 our Safeguarding Ambassadors were keen to have a role during the COVID-19 pandemic. With support of the board, they were involved in a variety of initiatives including organising the Bi-Borough National Safeguarding Adults Week event. We introduce Glenda and Nick, who talk about the work they do and how it makes them feel to be a Safeguarding Ambassador.

**Did you know?** Our 'House' model (see page 60) continues to set the scene for our safeguarding adults' journey. It remains valued by our safeguarding ambassadors who call it 'their house'.

They inform us that our house is stable with three rooms containing the main strategies to support safety, learning, and making safeguarding personal. They then decided that it would be the board logo and is now used on all publicity.



"I've been a member of the Safeguarding Adults Reference Group for many years now. Knowing about safeguarding is the security that one feels, which is similar to the way you feel crawling into bed in the evening, pulling the duvet around you knowing and feeling that the rest of the world is outside, and you are inside... where you feel both safe and protected."

**NICK WIMBORNE**  
Safeguarding Ambassador, talking about the Safeguarding House Model



"The Safeguarding Adults Reference Group and Local Account Group have co-produced a range of events and designed safeguarding products to raise awareness of what safeguarding is. Many of our group members are bi-lingual and have been able to share important safeguarding messages across diverse communities in the Bi-Borough. We all have lived-experience of safeguarding and our personal experiences have allowed us to really support people as we understand the barriers that people can face when speaking up. Through working with the safeguarding board and attending training sessions I have been really proud to be able to support people and being an ambassador is a role that I really enjoy. We are so passionate about what we do, and it is so important for everyone to know what safeguarding is!"

**GLENDA JOSEPH**  
Safeguarding Ambassador



## National Safeguarding Adults Week

National Safeguarding Adults Week was very different this year, held right in the midst of the pandemic. All our communications went digital, and we met virtually to highlight important safeguarding matters, which affected communities across Bi-Borough. The event was a huge success thanks to our residents who designed the event, and to the 96 residents and community members who attended.

These preventative videos help raise awareness of some of the risks to our most vulnerable residents across the Bi-Borough. The group also share in the videos how people felt both before and after their safeguarding experiences. They are a great tool and are used in our safeguarding training programme.



### Safeguarding is everyone's business Safeguarding Adults Week 16-22 November 2020

We also heard from a wide range of organisations of the work they are currently doing to protect vulnerable adults during this time. The section below focuses on Domestic Abuse in which services saw an increase in people calling to get advice.

To mark safeguarding awareness week 2020, our Safeguarding Ambassadors produced this **set of video clips** that highlight:

- community-based risks
- cuckooing
- domestic abuse



## Domestic abuse: talked on how to respond safely

Standing Together co-ordinate the domestic abuse service in Bi-Borough and led a presentation on 'Domestic abuse: how to respond safely' with information and signposting advice to the Angelou Partnership which is series of providers with specialisms in domestic abuse.

Domestic abuse is sometimes seen as a problem faced by certain people but evidence tells us that it can impact anyone at any point in their life.

Domestic abuse is a gendered crime with a large proportion of victims being female and perpetrators male.

Those with a long-term illness or disability (including mental health problems) are twice as likely to be abused.

We know that older people are abused too – this could be perpetrated by their partner or adult children.

Men can also experience abuse, either from a partner or family member.

**2,786**  
victims of domestic abuse contacted the Angelou partnership last year

### Did you know?

The Angelou Partnership is named after Maya Angelou the Civil Rights activist and author who was sexually abused and raped by her mother's boyfriend at a very young age.

## Responding safely

**We know that survivors want to be asked about domestic abuse:**



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The police set up an online domestic abuse service during the pandemic. Demand to deal with burglary, theft, street robbery, public order and protests decreased because of the absence of people in the street and the suspension of the hospitality industry. This enabled front line officers to respond and prioritise domestic abuse incidents. Lockdown was seen as an opportunity to catch wanted and outstanding offenders.

The Single Online Home service provided a 'Digital Police Station' which has enhanced the delivery of online services, interactions, and engagement during the last year; it has increased the visibility of the issue of domestic abuse as well as increased the confidence of the public to report it.

**Did you know?**

At the peak of the COVID-19 pandemic – 88% of domestic abuse suspects were arrested at the time of the offence, or within 24 hours. Every basic command unit now has a dedicated Predator Offender Unit (POU) which is proactively responsible for researching and finding our high harm domestic abuse offenders.

### Trading Standards and the Metropolitan Police Cyber Crime Unit talked about scam awareness during COVID-19 and cybercrime safety

- 41% of all crime in England is a form of cyber crime.
  - UK residents are **20 times more likely** to be defrauded at their computer than held up in the street.
- The sessions focussed on how to keep safe and raise awareness on:
- COVID-19 and vaccination scams.
  - awareness of scammer's techniques.
  - doorstep and distraction crime.
  - cash dispenser awareness.

## Top Tips

- Don't ever assume a text or email is genuine.
- Remember that phone numbers and emails are not proof of identity.
- Never just click on links or attachments in emails as this can give criminals access to your devices.
- Never respond to requests for personal information or bank details.

## Did you know?

In 2020-2021 31 TrueCall nuisance blocking devices were installed across Westminster by Trading Standards? This has blocked an estimated 1,867 calls and prevented two scams.

### Shiv Kumar who is a member of both the Local Account Group and the Safeguarding Adults Reference Group wrote this poem during the pandemic to raise awareness of scammers:



Scammers are the worst kind people in any society  
 They are after your assets and use smart phone and IT  
 You get a phone call or email or someone at the door  
 They are dressed, and they look like you or the guy next door  
 They will speak fast and try to tell you make believe information,  
 You have won the jackpot or the first prize of £10,000.  
 If you give me your Account number to send,  
 It will be in your account today! It is yours to spend.

Share your thoughts by getting in touch via email at [makingsafeguardingpersonal@rbkc.gov.uk](mailto:makingsafeguardingpersonal@rbkc.gov.uk)

## Question Time session with members of the Safeguarding Executive Board

A big thank you goes out to our board members who gave their time to answer questions from the audience.

**Question:** Pre-COVID-19, many residents benefited from visits about a bespoke evacuation advice (especially if they had a disability) Can the London Fire Brigade still offer this?

**Answer:** Post COVID-19 – The London Fire Brigade are able to offer free Home Fire Safety Visits to residents in the borough via our website [london-fire.gov.uk/safety/the-home/book-a-home-fire-safety-visit](https://www.london-fire.gov.uk/safety/the-home/book-a-home-fire-safety-visit) or by calling 0800 028 4428. The service is totally free, and we can provide advice and support on fire safety issues as well as fitting free smoke alarms.

**Question:** can the police provide an overview of domestic abuse incidents since the first lockdown in March 2019?

**Answer:** domestic abuse offences didn't rise as we had anticipated. Across Europe there had been a 30% rise in domestic abuse incidents. That was not replicated on Central West BCU. There was a slight rise in offences, but these were mainly made up of intra-familial cases (sibling on sibling) rather than partner on partner cases through the first phase of lockdown.

**Question:** What safeguarding training is available across the two boroughs for carers and members of the public?

**Answer:** an E-Learning programme is available on adult safeguarding for non-adult carers and external volunteers. We also offer advice on the Disclosure and Barring Service checks and can provide flyers for volunteers around awareness-raising of safeguarding and COVID-19. If local organisations require bespoke training and support, please ask.

**Question:** How are local hospitals supporting and helping patients with learning disabilities or autism that are admitted during the pandemic? And supporting them to stay safe from COVID-19 during their stay?

**Answer:** we have well established pathways in place for patients with Learning and Development disabilities. We have a small but effective team who see patients and work with staff to ensure they understand each patient's individual needs and make any reasonable adjustments needed. These patients often present with 'passports' which detail what they like/do not like, and their behaviours may mean (for example if they are non-verbal). We also have the 'Carer's Passport' in place for dementia patients.

# Creating a safe and healthy community

## Collaborative approach to keeping our vulnerable adults safe from being a victim of crime

Bi-Borough Community Safety Teams have continued their 2 year programme in undertaking an analysis of their council's adult safeguarding and crime data to understand local crime trends in the context of adult vulnerabilities. This section show cases the findings to include reports on Partnership work currently taking place on Hate Crime and Cuckooing.

The analysis identified across both boroughs were very similar:

- Age makes a difference to the types of offences victims experience.
- Mental health illness makes people vulnerable to be a victim of crime.

- Disability hate crime is vastly under-reported in Kensington and Chelsea and across London.
- Wards were identified where a safeguarding concern had been raised which was judged to have also been a potential crime.

The Kensington and Chelsea Community Safety Team Target Hardening Project is a project which helps to reduce repeat victimisation of vulnerable victims of burglary and fear of crime by securing their homes against crime. During 2020/21 some 207 dwellings benefitted from security works.



## Creating a safe and health community – Hate crime

Special thanks to our Community Safety partners and the Metropolitan Police for their contribution to this section which highlights the work being done with vulnerable adults who may also be a potential victim of hate crime and cuckooing. We have used the Crown Prosecution Service and the National Police Chief Council agreed definition of hate crime:

### Did you know?

A hate crime is defined as 'any criminal offence

which is

perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation, disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender'.

Disability Kensington and Chelsea's (ADKC) members reported experiences of hate crime and antisocial behaviour, as these crimes often had a link to a perceived lack of compliance with COVID-19 safety restrictions. During a workshop ADKC's members shared experiences of disability hate crime and the increased vulnerability of those with a disability to being victims of crimes such as scams, anti-social behaviour, cuckooing and burglary. Those who had experienced hate crime reported incidents of violence, abuse, and harassment in many public places.

Disability hate crime offences in 2020/21 in the Bi-Borough area are below the London average:

.....  
**RBKC: 16 reported during last two years (5 in 2020). Each of these five offences were reported in 5 different wards in the borough**  
 .....

.....  
**WCC: 18 were reported across most of the borough**  
 .....

.....  
**The average for London during 2019 and 2020 is 31 offences per borough.**  
 .....

.....  
**Taken from Hate Crime Dashboard | London City Hall**  
 .....

The comparatively low levels of reporting to the police of hate crime were discussed, and reasons provided related to a lack of trust in police and other public organisations, due in part to poor previous experiences when reporting crime.

Kensington and Chelsea hold regular Hate Crime Working Groups chaired by the police and work has started on a Bi-Borough Hate Crime Panel to review a partnership response to hate crimes.

## The Metropolitan Police Pilot Hate Crime Unit (HCU) went live in the Bi-Borough on 11 January 2021

The Hate Crime Unit (HCU) has a passionate and experienced team of officers dedicated to investigating all types of hate crime seven days a week. To complement them there is also a Partnership and Prevention officer and a Hate Crime Coordinator. The unit has successfully decreased the length of time crimes are kept open and finished the financial year with a 19.3% Sanction Detections, number of crimes solved, which is the highest percentage regionally.

Every victim of hate crime is contacted by the police and is offered a referral to CATCH, a group of charities working together to end hate crime. They are specialists who advise people targeted with abuse or harassment based on their race, religion, disability, sexuality, or gender identity. ‘Victim Support Kensington and Chelsea’ have been commissioned to deliver an Anti-Social Behaviour and Hate Crime advocacy service providing emotional and practical support to victims of hate crime, supporting their safety and recovery.

The HCU has received thanks from many victims who have expressed increased confidence in how we have brought offenders to justice for

hate crime and for the support given throughout investigations. Community Safety officers across Bi-Borough work closely with the police Hate Crime Unit to ensure that services across statutory and voluntary sectors are joined up to provide a coherent and effective response to victims and ensure that perpetrators can be held to account. This work is driven by a recently established multi-agency hate crime panel with a focus on support for victims to recover as well as enforcement against perpetrators.



## Creating a safe and healthy community – Cuckooing

Social isolation during lockdown periods has exposed the most vulnerable in our community to abuse. The positive aspects of lockdown helped reduce the opportunity for gangs to profit from street-based offences. However, police and partners have seen a concerning trend for gang members to capitalise on society’s most vulnerable members. ‘Cuckooing’ is a prime example: perpetrators enter and control homes of people with learning disabilities, addictions, mental health, and social anxieties. They use not only their homes – an environment where they should feel safest – but also use the vulnerable person to commit and become complicit in their crimes.

Safer Neighbourhood teams across Kensington and Chelsea and Westminster work with housing, health, social care, and the public, to identify and protect people at risk of cuckooing. The Safeguarding Board is playing a key role at a partnership level; we are now piloting a ‘cuckooing pathway’ to ensure we have a balance between enforcement and softer skills – known, as ‘Making Safeguarding Personal’ – to support vulnerable adults who are victims of cuckooing, and to ensure tenants can remain in their homes.

Establishing those most at risk can be difficult: the police have received an increased number of calls relating to drug use, anti-social behaviour, and violence in the Bi-Borough area. This can help to identify a cuckooed property, but this can take months to become apparent. They often find that the registered tenant is rarely alone inside the property, or is even rough sleeping, having had to abandon the property to gang members. Police frequently found gang members with keys to the addresses they were controlling access to. The victims, usually with learning difficulties and mental health issues, often struggle to speak up, explain and vocalise to police their desire for gang members to leave.

Once identified as cuckooed properties, these can often be dealt with by a Partial Closure

Order. This safeguards the legal tenant from gangs while protecting local residents. Safeguarding can add a more personalised response to the adult at risk – who may require support to move accommodation – while at the same time continue to support care, support and safety needs.

**Did you know?** Cuckooing is a practice where people take over a person’s home and use the property to facilitate exploitation. It takes the name from the behaviour of cuckoos, who take over the nests of other birds.

There are different types of cuckooing:

- using the property to deal, store or take drugs.
- using the property to facilitate sex workers.
- taking over the property as a place for gang members to live.
- taking over the property to financially abuse the tenant.

The most common form of cuckooing is when drug dealers take over a person’s home and use it to store or distribute drugs.

## Case Study

### A good outcome for a transgender victim of hate crime.

David was a working member of a local church and identified as transgender. He experienced a couple of incidents when a member of the church community verbally abused and assaulted him. He believed this was based purely on being transgender. One incident even occurred during Mass. The victim showed immense gratitude for the way

police dealt with him and the incident, and sent a recording of thanks, which was later broadcast on Twitter. The police showed compassion from their initial response to the investigative phase by referring the victim to CATCH and by researching additional transgender organisations, charities and support networks to offer further assistance.

“I was too scared to tell any one what was happening unless I lost my home”

**QUOTE FROM A SURVIVOR OF CUCKOOING**

## Police Data – Closure Orders

**Closure order:** A closure order can prohibit access to the premises, or part of them by everyone including the tenant, or by specified persons. A partial closure order does not restrict the access of the tenant and a full closure order also restricts the access by the tenant. A full closure order can also lead to eviction under the mandatory grounds of ASB. Closure order last three months but can be extended for a further six months. Guidance can be found here.

Closure orders are most often used for ASB caused by properties used for the supply or use of drugs which are most often called Trap Houses (where drugs are prepared) or Cuckooed addresses (where a vulnerable tenant is controlled and threatened to allow access to property).

## Case Study

### Peter's story

Peter's neighbours reported drug use and paraphernalia in the communal areas of his block.

This escalated over a number of weeks to reports of fighting, shouting and violent altercations between Peter and his 'guests' who were being rowdy and noisy. Neighbours reported that Peter was very vulnerable and known to Adult Social Care.

Peter's neighbours also reported feeling afraid of his guests. Multiple visits to his address were made by officers (some as welfare checks following neighbours and Adult Social Care expressing concerns to local officers, some as results of 999 calls to police).

Officers found that there was always another individual inside, that Peter was never found to be alone and often appeared distressed, admitting to struggling with his mental wellbeing. It was apparent that Peter's vulnerabilities were being abused.

Peter had asked his 'guests' to leave on numerous occasions but they never did. The police, with the help of Peter's neighbours who provided accounts of the incidents, arranged for a partial closure order to be granted so that Peter was able to regain control of the flat. Peter no longer lives in fear of violence and his peaceful environment has resumed.

### Next steps:-

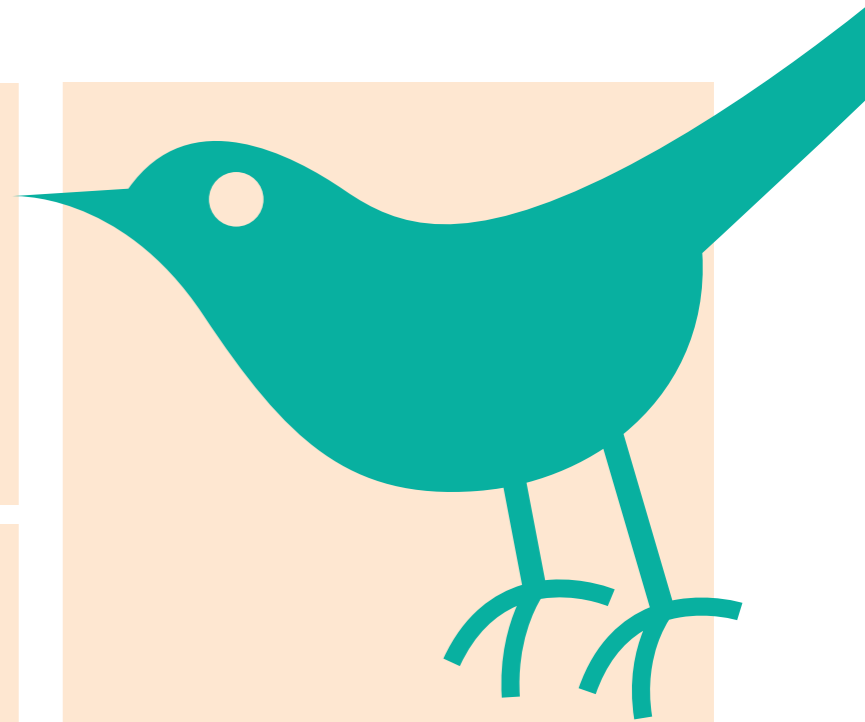
- Finish the policy.
- Finish the training and roll out to partners.
- Continue to build our knowledge and understanding of cuckooing.

### What have we done:-

- Review of best practice and what works.
- Developing a Council policy.
- Improve our understanding of cuckooing to identify risks and issues.
- Developing e-learning modules.
- Awareness raising and the signs e.g. for contractors.
- Processes and procedures for practitioners.

### Looking to the future

The Bi-Borough Community Safety teams continue to prioritise work with partners, including voluntary sector services, faith and residents' groups to tackle crimes against older people, those with vulnerabilities and / or with care and support needs. As the nature of some of these crimes and anti-social behaviour changes, we will flex our responses accordingly. The Hate Crime partnership provides an effective local focus for developing projects and partnerships in this area. We want to increase our engagement with those communities most affected by these crimes and antisocial behaviour and continue to co-design local solutions.



### Cuckooing

15 cases recorded in the Council since 2017 all in registered social landlord properties.

Cases only known if ASB issues reported.

### Is this the tip of the iceberg?

Average age – 49 (range 29 to 80)  
4 female, 11 males.

### Vulnerabilities

10 – clinical mental health issues.

8 – substance misuse.

2 – Learning difficulties.

Most already known to other services.

8 – Mental health.

2 – Substance misuse.

2 – Adults.

**Need to improve partner awareness to spot the signs.**

## Creating a safe and healthy community – it’s your London Fire Brigade

This year we have been working closely with the Borough Commanders from Kensington and Chelsea and Westminster who have been instrumental in encouraging and supporting the councils and community networks to look at early intervention and prevention measures to prevent fires in people’s homes.

In March 2021 we held a series of online focus group meetings with the Community Engagement Group. Our aim was to:

- hear your thoughts about what we must do to be trusted to serve and protect London.
- use your feedback to help us develop our local and next London-wide strategy.
- work with the community to develop our services and ensure that we remain a public-facing, listening and learning organisation.
- explore the best ways to engage with communities locally to allow for meaningful and ongoing dialogue, scrutiny, and influence.

It was great to hear the views of local residents, which included thoughts on how we should identify opportunities to engage the community more widely and where there may be more opportunities for involvement. As a next step we will be publishing a report with the full findings, but the views that really stood out to us were that:

- some attendees told us that they felt ‘panelled out’ meaning they have faced a lot of requests for engagement from agencies within the borough.
- some attendees welcomed the idea of a London Fire Brigade forum and suggested that when creating forums, we need to ensure that the attendees are representative of the local community.
- attendees mentioned that to understand the diverse needs of the community, the London Fire Brigade needs to be more representative of the diverse communities we serve.
- attendees were clear that the London Fire Brigade must include the community in its future planning of services, but we must avoid tokenism or symbolic gestures.

The feedback has been used to tailor our local Community Safety Plan and has fed into the development of the principles of the community risk management plan (CRMP). The CRMP will be the new London Fire Brigade corporate strategy to start in 2022 and there will be an opportunity for all Londoners to comment on this in September. The feedback was both challenging and innovative and allowed us to see the London Fire Brigade through the eyes of the community. Feedback has led us to take another look at how we engage communities at a local level so that we can co-produce any local engagement plans moving forward. We are committed to listening and learning from the communities of

**DARREN TULLEY**  
Borough  
Commander  
of Kensington  
and Chelsea



Kensington and Chelsea and Westminster and plan to hold more engagement sessions in the near future. To find out how you can get involved in shaping your London Fire Brigade, please contact: [communities@london-fire.gov.uk](mailto:communities@london-fire.gov.uk)

“London Fire Brigade is pleased to be working with Kensington and Chelsea and Westminster Safeguarding Adults Executive Board to increase engagement and hear the views of residents as well as engage with local services.”

**ROD VITALIS**  
Borough Commander of Westminster



# Leading, Listening and Learning

The board wanted to be open to new ideas and areas of development during the pandemic and to learn from research and cases from within our communities that went wrong.

We want to listen and support early intervention and prevention projects across the partnership. In this section we will be presenting several pieces of work to demonstrate early intervention work as a result

of learning from other partners and Safeguarding Adult Reviews both locally and nationally. This work sits within the Sub-Group of the Board called the Safeguarding Adults Case Review Group.

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**CATHERINE KNIGHTS**

Director of Quality Central and North West London NHS Foundation Trust

Co-Chair of the Safeguarding Adults Case Review Group



**TRISH STEWART**

Associate Director of Safeguarding Central London Community Healthcare NHS Trust

Co-Chair of the Safeguarding Adults Case Review Group

## Safeguarding Adult Reviews in the Bi-Borough

The Care Act 2014 states that the board must conduct a Safeguarding Adults Review in accordance with Section 44 of the Act.

Safeguarding Adults Reviews encourage joint learning and improving how we can protect adults from abuse and neglect. Section 44 of the Care Act 2014 was implemented on 1 April 2015, since then the numbers of commissioned SARs have grown in the Bi-Borough and at a national level. The outcomes of a National Analysis of Safeguarding Adult Reviews commissioned by Directors of Adult Social

Services have supported the SAEB in making improvements to learning from Section 44 cases.

A copy of the National report can be found here. **You can download the full report here.**

We report our learning on the 2 Safeguarding Adults Reviews at the end of this section but first focus on a number of areas of work we have been involved in this year.

### This year we have focused on a number of areas of work:

- Formed a Strategic Self Neglect and Hoarding Operational Group led by Doug Goldring, Director of Housing Management, Kensington and Chelsea Council, to review how effective the management of hoarding is and to set up new intervention and prevention pathways to include local improvements with a focus on early intervention and prevention of fatal fires.
- Learning from National Safeguarding Adult Reviews 'Learning from Human Stories' events were delivered in partnership with Michael Preston-Shoot Professor at to over 100 members of staff across the multi-agency partnership.
- We commissioned Healthwatch to gather the views of people about their experience of safeguarding.
- We ran a joint event with Children's Safeguarding Partnership to understand how we can work better together to safeguard the Transitions client group aged between 16-24.



**DOUG GOLDRING**

Director of Housing Management, Kensington and Chelsea Council



## Leading on local early intervention and prevention improvements by the London Fire Brigade Kensington and Chelsea and Westminster.

### Did you know?

During the pandemic, home visits continued – with social distancing and extra safety measures – to protect the community and those most vulnerable. In this last year, 828 Home Fire Safety Visits were completed across Kensington and Chelsea and Westminster. These visits allow the London Fire Brigade (LFB) to share expertise with residents and alert them to common fire hazards and ways to reduce risks in the home or care environment.

The London Fire Brigade can also refer residents for further support in the home where necessary, for example with technology that can assist such as telecare services. During the pandemic, firefighters helped deliver food, medication and Personal Protective Equipment to vulnerable residents and care homes in the community. The London Ambulance Service had hundreds of firefighters working alongside frontline workers to ramp up capacity to provide a massive increase in the ability to respond quickly to Londoners in need.

There was a decrease of 12% in fire related incidents across the Bi-Borough during lockdown compared to last year. The one exception was the increase in secondary fires which went up in some areas of the Bi-Borough by 20%. A secondary fire is generally an uninsurable loss such as fires in rubbish and bins. The figures are generally low enough not to be statistically significant at this stage but are worth watching. There has generally been an increase in secondary fires across a number of boroughs, mainly due to more people staying home and having bonfires and barbecues, so it is not entirely unexpected.

We have seen a total of five fatal fires referred into the Safeguarding Adults Case Review Group under S44 Care Act 2014 following the Bi-Borough fatal fire protocol in 2020-2021. Of the 5 fatal fires only one met the criteria for a SAR and will be reported on in full in next year's annual report. In the spirit of learning early from fatal fires we have worked closely with the LFB in the following areas to get key messages out to our communities.

- The LFB has introduced a free online Home Fire Safety Checker which enables people to assess the dangers in their own property and book a home fire safety visit with their local fire station. [london-fire.gov.uk/safety/the-home/home-fire-safety/home-fire-safety-checker-hfsc](https://london-fire.gov.uk/safety/the-home/home-fire-safety/home-fire-safety-checker-hfsc)

## Case Study

### A Case study in which a Fatal Fire did not meet the criteria for a SAR.

Ruby was a woman in her early 80s. She was independent and lived alone. Ruby had a carer who helped with cleaning and other domestic duties. She was in relatively good health but had an underlying diagnosis of Chronic Obstructive Pulmonary Disease (COPD).

In March a fire started in Ruby's flat. She woke up and moved away from the fire, and the alarm sounded. Emergency services were called by a neighbour. Ruby was moved initially into the neighbour's flat and then transferred to hospital due to smoke inhalation. The fire is thought to have started due to Ruby lighting a candle, then falling asleep. The candle was either knocked or fell over, causing

fire to catch on nearby papers. At the hospital Ruby was admitted for observation and monitoring and her family were contacted and informed of the situation.

Sadly, Ruby died a few days later due to the effects of smoke inhalation, exacerbated by her pre-existing COPD. Ruby had no history of lighting candles, or any hoarding issues that may have attributed to the fire. Ruby's cause of death was felt by all agencies to be a heart-breaking accident.

The partnership have taken further steps to ensure home safety fire measures are continually promoted across the partnership.

- We have taken advantage of the opportunities that remote working has provided and have designed and delivered five bespoke training sessions to over 91% of adult social care staff across the Bi-Borough area. The training covered how to identify fire risks in a resident's home, including specifics around oxygen and emollient creams, and provided advice on how to mitigate the dangers, and where indicated, make the appropriate referral to the LFB (Please see 7-minute briefing on the following page)
- We are continuing our training further into 2021, with support for residential care staff and stakeholders working with vulnerable residents. These will be online training sessions, with CPD sessions available for anyone who would like further support and training
- We have campaigned for and achieved funding to support free installation of telecare-enabled smoke detection systems for Kensington and Chelsea residents. This will assist people who are less able to react to the dangers of fire, increasing their chance of escape, because the fire brigade will be called automatically by the system
- LFB has introduced a new 'persons at risk' form and associated framework, enabling operational staff to directly make both child and adult safeguarding referrals. This new process will assist fire-fighters in identifying vulnerable persons and provide a greater level of information and advice to teams in adult social care

# 7 Minute Briefing: Emollients and Smoking

## Questions to consider:

1. Is the resident a smoker?
2. Are emollient or skin creams being applied?
3. Is the resident's mobility reduced? If yes, share the risks with the resident, their GP, nurse practitioner and family members.
4. ACT; consider an alternative.

## Background:

### Protection from fire and prevention of future deaths

The Fire Safety Order 2005 requires the identification of residents at risk as part of the fire safety risk assessment for the premises, this would include taking appropriate action to remove or reduce the risk.

## Why it matters:

A personal risk assessment for each resident is critical to their own safety and that of other residents and staff.

This will assess the needs of the resident in conjunction with care workers and family. It will consider their habits, their physical and mental capacity, and their environment.

The risk assessment should be recorded and considered as part of their care plan, other assessments, and personal evacuation plans, and kept under review.

## Information:

Consider the risk posed by residents smoking on your premises. This follows inquests into the deaths from burn injuries of high-risk client smokers with mobility problems as a result of matches or cigarettes dropping on to clothing or bedding.

## Emollient and skin creams

Emollients and skin creams alone are not flammable. However, a build up of emollient/skin cream residue (even from just one application) on fabrics such as bedding, clothing and dressings, can increase flammability. These are especially a fire safety concern when used by people who spend extended periods in a bed or armchair due to illness or impaired mobility. The fire risk posed by the use of emollient creams is significantly increased when the resident is smoking.

## Fire Risk Assessment:

The use of emollient creams must be considered in your fire risk assessment to ensure that all reasonably practicable steps are taken to reduce the risk of a fire and its likelihood of occurring.

It's important to be aware of the fire safety risks if you or a person you care for needs to use emollient and skin creams— **here's how to reduce potential fire risks.**

## What to do:

- Anyone using emollients or skin creams regularly should be advised to keep well away from fire, naked flames or heat sources.
- The increased risk of fire posed by smoking whilst using emollient and skin creams is so significant that it must be avoided. The resident must be informed of these risks and advised not to smoke.
- Flame retardant covers, bedding or clothing for smokers must always be provided, however if they become embedded with emollient/skin creams, it will affect the flame retardant performance of the bedding. There must be sufficient numbers of these items to allow regular laundering at the correct temperature. This is the responsibility of the resident, the care provider, the care home or housing management provider and family members.

During 2020/21 the SAR subgroup commissioned two new Safeguarding reviews and considered several other cases. Both reviews were completed and signed off within the year.

## Safeguarding Adult Review: The case of 'Annie'

The SAEB Board commissioned an independent author to conduct a hybrid 'learning lessons' review which comprised a facilitated session with key organisations and a written report with recommendations presented to the board. This case incident occurred pre-COVID-19.

A brief outline of the case and overall findings is described on the next page.

## 7-minute briefing

Much partnership work has taken place since 'Annie's' death in 2019. The final SAR report and those responsible for disseminating the learning from it, will ensure that the recommendations can be translated into practice across the partnership; not just for those involved, but for a wider audience, supporting 'prevention strategies' and influencing strategic plans.

## Immediate responses include:

- The hospital trust has confirmed that changes have been made to processes and pathways for learning disabled patients.
- The SAEB has set up a multi-agency group to review annual health checks of people with a learning disability.
- The provider has been supported to recruit a senior staff member at Assistant Director level to lead on health.

# 'Annie' 7 Minute Briefing

## What has changed since Annie's death?

Significant change since Annie's death includes:

1. Increased staff awareness and championing equality of access to services for learning disabled people.
2. The purple pathways (created by Imperial College Healthcare Trust) expanded to GPs, outpatients and pre-operative assessment; reported to be making a difference.
3. Systems and governance processes for the delivery and monitoring of annual health checks strengthened.

## Who was Annie?

Annie was a lady with a severe learning disability who also had multiple physical health conditions and could only communicate using her eyes and facial expressions.

Annie was dependent on professionals for all her care and support needs.

Annie was described as a beautiful person with a positive energy and personality that people naturally warmed to.

## What happened?

Annie was a young lady when she died from previously undiagnosed bowel cancer. Annie had been admitted to hospital from her care setting just 3 days beforehand.

A safeguarding enquiry was undertaken due to concerns about neglect. The case was then considered under Section 44 of the Care Act as it was established there were lessons to be learned from Annie's death.

## Undertaking a Review

The Safeguarding Adults Executive Board commissioned a **Learning From Lessons Review (LLR)** into Annie's death. The aim of the LLR was to promote effective learning and build trust to ensure people with profound and multiple disabilities have equal access to services and treatment for their health needs, so as to prevent future deaths or serious harm occurring again.

## Themes from the LLR

The LLR identified **significant gaps in practice and processes** by the services Annie was known to. Annie had been referred for investigations 12-18 months before her death but the **extent of her physical and also her learning disability was not considered** at key times when she was seen by professionals. This resulted in the symptoms reported by Annie's carers and family not being fully investigated.

The LLR found there was a **lack of coordinated partnership working and multi-agency response to Annie's needs.**

## Learning

### Reasonable Adjustments and Best Interests

The review established professionals didn't plan and implement reasonable adjustments to enable Annie to access diagnostic tests. Annie could not consent to treatment and so required professionals to act in her best interests when making care decisions. Key areas for learning were the need for:

1. Clear referral pathways for assessment.
2. Reasonable adjustments to be put in place.
3. The Purple Pathway used to understand the needs of learning-disabled people.

## Learning

### Annual Health checks for Patients with Learning Disabilities

Research shows that people with a learning disability have poorer physical and mental health than other people. Annual health checks were introduced as a reasonable adjustment to improve health outcomes for learning disabled people.

A working group was set up to review the process for annual health checks and to implement a checklist section within hospital discharge summaries so GPs can review health plans or patients when required.

GPs can flag learning disabled patients when referring to other services.

# Safeguarding Adult Review: The case of 'Kate'

The board commissioned a SAR using the Social Care Institute of Excellence methodology for a rapid review. The SAR comprised a facilitated session with key organisations.

A written report with recommendations was presented to the board. The case incident occurred pre-COVID-19. A brief outline of the case and overall findings is described below:

## Bi-B SAEB 'Kate' (2020) 'A woman who preferred to live on her own'

- Kate was in her 60s and had lived alone since 2002. She held an assured tenancy. She came to London following a break-down in living circumstances and was initially homeless, spent time in temporary accommodation before moving into her own property. She was not a person who liked to engage with services and due to her mental health needs, she was unable at times to manage her finances.
- Kate had long-term mental health needs and a diagnosis of persistent delusional disorder, characterised by beliefs that she was a hereditary peer and entitled to claim an allowance when she attended the House of Lords, but was being unlawfully prevented from doing this.
- Kate was assessed as a 'low-risk' client by the local Mental Health Trust. Whilst her needs were initially low – risk, the fact she lived alone and did not wish to engage with others would have exacerbated her vulnerabilities.
- Kate was last seen in early January 2015. Property visited on a number of occasions by various agencies between January 2015 –2017. Housing benefit remained paid. Declared missing December 2017. Legal processes to repossess flat.
- Date found deceased in property June 2019.

## Overall findings

- With any case review family views are considered. Attempts were made to get in contact with the family but to no avail.
- There has been a good relationship with the psychiatrist.
- There are lessons to be learned in terms of professional curiosity allowing for a more creative approach with partners in exploring a No access to a property over a period of time.
- Making Safeguarding personal principles is central to delivering a safer service.
- Wider training for professionals is recommended in regards to the interface between MCA and Mental Health Act.

# Learning from Safeguarding Adults Reviews

## Annual Health Checks for people with a Learning Disability: Report on Performance and Planning 2019-2020 and 2020-2021 from our health partners.

We already know that people with a learning disability can sometimes find it hard to know when they are unwell, or to tell someone about it. A health check once a year gives people time to talk about anything that is worrying them and means they can get used to going to visit the doctor. Annual Health checks provide an opportunity to develop proactive approaches to health improvement and health maintenance. The health check is mandatory through National Health England... but:

- This originates from the Disability Discrimination Act and the basis upon which the health check agenda and the accessible information standard have a footing.

We have been working with the SAEB as an outcome to a number of local Safeguarding Reviews which recommend that the SAEB play a role in supporting improvements. This report provides evidence of what is happening locally and provides assurance that improvements are taking place.

### Target Setting 2020-21

National Health Service England have set a target of 67% of people with learning disabilities to receive an Annual Health Check. This recognises the challenges with carrying out health checks during the pandemic. The CCG have retained the pre-pandemic target of 75%.

- There is no statutory/mandatory requirement for GP practices to provide health checks.
- However equalities legislation refers to “reasonable adjustments” that should be made

## What is West London CCG performance in 2020/21 so far

	Nov.20	No.	%	Target	Target %
Age 14-25	On Register Special Educational Needs SEN	162			
	Had annual health check	64	40%	122	75%
	HC & Health Action Plan	58	36%	122	75%
Age 26+	On register SEN	521			
	Had annual health check	202	39%	391	75%
	HC & Health Action Plan	202	39%	391	75%
Age 14+all	On Register SEN	683			
	Had annual health check	266	39%	512	75%
	HC & Health Action plan	260	38%	512	75%

## What is Central London performance so far

	Nov.20	No.	%	Target	Target %
Age 14-25	On Register Special Educational Needs SEN	112			
	Had annual health check	52	46%	84	75%
	HC & Health Action Plan	50	45%	84	75%
Age 26+	On register SEN	367			
	Had annual health check	184	50%	275	75%
	HC & Health Action Plan	178	49%	275	75%
Age 14+all	On Register SEN	479			
	Had annual health check	236	49%	359	75%
	HC & Health Action plan	238	48%	359	75%

### Summary

WL CCG have improved health check performance from 52% in 2019/20 to 39% in the first 8 months of 2020/21. This is an improvement on this point last year which was 25%.

CL CCG have improved health check performance from 41% in 2019/20 to 49% in the first 8 months of 2020/21. This is an improvement on this point last year which was 24%.

We know from previous trajectories that rates of health checks are maximised in the 4th quarter. We expect performance to reach 67% in 2020/21 across both CCGs.

### Further planned improvements

We are working closely with primary care commissioners in each CCG in a number of ways to include:

- Shift in focus for community learning disabilities teams to work with Primary Care Networks to improve performance at both GP practice level and Network level.
- Work has started with local community groups to better join up the approach to health checks.
- Performance incentives in primary care network plans.
- North West London Health sub group focussed on health checks with greater scrutiny on performance.

# What the Board will be working on for 2021-22

## Making Safeguarding Personal

I am able to make choices about my wellbeing

### Creating a Safe and Healthy Community

- I am aware of what abuse looks like and feel listened to when it is reported.
- I am kept up to date and know what is happening.
- I want to feel safe in my own home.
- My choices are important.
- My recovery is important.
- You are willing to work with me.

### Leading, Listening and Learning

- We are open to new ideas.
- We are a partnership of listeners.
- We give people a voice.
- We hold each other to account.
- We want to learn from you.

### Creating a safe and healthy community

#### Raising Awareness of Safeguarding in the community

As part of our commitment to meeting the needs of everyone in a community we are taking action to create an environment where everyone feels comfortable, respected and able to achieve their potential.

- **Launching a Safeguarding Awareness program with the Advocacy Project across our Black,**

**Asian, Ethnic and Minority communities.** This will include an exploration with communities around the language of safeguarding and how this may act as a barrier to engagement.

- **Hate Crime Champions:** The Community Engagement Group and Safeguarding Ambassadors to work with Community Safety teams to champion prevention of Hate Crime.
- **Digital Safety:** scams, cybercrime, and online grooming. Continue to develop our awareness through training and discussion across community forums.

## Making Safeguarding Personal

### Understanding the Safeguarding Experience

**Health Watch** to complete an independent review of the Safeguarding experience feedback forms, supported by Local Account Group, and make recommendations to the partnership to improve experience of adults at risk.

### Implementation and Review of Annual Health checks:

Embedding local improvements in pathways for service users with a Learning Disability.

### Self-Neglect and Hoarding Strategic Group:

- Triangulate data across organisations to better forecast trends and influence strategic decision making.
- Raising awareness and prevention. Organise a practitioner event in 2022.

### London Safeguarding Voices Group:

members of Bi-Borough community volunteering groups to help shape and influence safeguarding regionally.

## Leading, Listening and Learning

**New areas of concerns and vulnerabilities coming out of the pandemic:** increased focus on fatal fires; greater awareness of people with mental health issues and suicide prevention and rough sleepers.

### Learning from Safeguarding Adult Reviews (SARs)

- The partnership will continue to focus on completed Safeguarding Adult Reviews (SARs) and the difference we have made to local service improvement as a result of learning.

- Commissioning of Legal Literacy training to support development of inter-agency responses for legal proceedings in the commissioning of Safeguarding Adult Reviews and parallel processes.

### Liberty Protection Safeguards

- Help prepare the Safeguarding Adults Executive Board Partnership for LPS.

### Care Home and Home Care Resilience

## Working together across agencies and between Adults and Children's services

### Transitional Safeguarding

We will build on the work together to ensure safeguarding systems are in place for young people transitioning into adulthood.

### Community Safety Partnerships

- **Hate Crime Partnership;** to promote partnership working across the Bi-Borough with local resident groups, voluntary organisations, and the police.

- **Cuckooing** to support improvements to systems and promote partnership working across the councils.

- **Violence Against Women and Girls:** To support the Bi-Borough Partnership in addressing domestic abuse.

- **Public Health**

To support greater awareness of people with low level MH and suicide prevention.

# Jargon buster

There is a lot of safeguarding jargon in health and social care, and we are committed to busting it. This is Our Safeguarding Jargon Buster using plain English definitions of the most commonly used words and phrases in this annual report.

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**Abuse:** Harm that is caused by anyone who has power over another person, which may include family members, friends, unpaid carers and health or social care workers. It can take various forms, including physical harm or neglect, and verbal, emotional or sexual abuse. Adults at risk can also be the victim of financial abuse from people they trust. Abuse may be carried out by individuals or by the organisation that employs them.

**Accountability:** When a person or organisation is responsible for ensuring that things happen and is expected to explain what happened and why.

**Adult at risk:** An adult who is in need of extra support because of their age, disability, or physical or mental ill-health, and who may be unable to protect themselves from harm, neglect or exploitation.

**Advocacy:** Help to enable you to get the care and support you need that is independent of your local council. An advocate can help you express your needs and wishes and weigh up and take decisions about the options available to you. They can help you find services, make sure correct procedures are followed and challenge decisions made by councils or other organisations.

**Best interests' decision:** Other people should act in your 'best interests' if you are unable to make a particular decision for yourself (for example, about your health or your finances). The law does not define what 'best interests' might be but gives a list of things that the people around you must consider when they are deciding what is best for you. These include your wishes, feelings and beliefs, the views of your close family and friends on what you would want, and all your personal circumstances.

**Carer:** A person who provides unpaid support to a partner, family member, friend or neighbour who is ill, struggling or disabled and could not manage without this help. This is distinct from a care worker, who is paid to support people.

**Coproduction:** is an equal relationship between people who use services and people who provide services. They work together on all stages from designing services to making them happen.

**Coronavirus Act 2020:** The Coronavirus Act 2020 is an act of the Parliament of the United Kingdom that grants the government emergency powers to handle the COVID-19 pandemic. The act allows the government the discretionary power to limit or suspend public gatherings, to detain individuals suspected to be infected by COVID-19, and to intervene or relax regulations in a range of sectors to limit transmission of the disease and ease the burden on public health services.

**COVID-19:** The formal name given to the current outbreak of coronavirus. It is an infectious illness that may be mild or severe that is caused by a coronavirus. It usually causes a fever, cough and shortness of breath, and may progress to pneumonia and respiratory failure. The word comes from coronavirus plus disease, and the 19 refers to 2019, the year the disease was first identified in China.

**Diversity:** Recognising and respecting peoples differences in race, gender, sexual orientation, age, physical abilities, religious beliefs and other things. Valuing and including people from different backgrounds, and helping everyone contribute to the community.

**Liberty Protection Safeguards:** In July 2018, the government published a Mental Capacity (Amendment) Bill, which passed into law in May 2019. It replaces the Deprivation of Liberty Safeguards (DoLS) with a scheme known as the Liberty Protection Safeguards. At the time of publication LPS implementation date remains unknown.

**Mental capacity Act 2005:** A law that is designed to protect people who are unable to make decisions about their own care and support, property or finances, because of a mental health condition, learning disability, brain injury or illness. 'Mental capacity' is the ability to make decisions for yourself. The law says that people may lose the right to make decisions if this is in their best interests.

**Near Miss:** Something that is not supposed to happen and is prevented before harm is caused.

**Pandemic:** Numerous outbreaks of a particular disease all over the world at the same time. It relates to the way a disease spreads, not the severity of the disease itself. The World Health Organisation decides when a series of epidemics are widespread enough to be called to be a pandemic.

**Section 42 enquiry:** A Sec. 42 enquiry must take place if there is reason to believe that harm or abuse as taken place and that the person is unable to protect themselves. The purpose is to work with the adult and or their representative to find out what they would like to happen next. This could be, depending upon risk, a police investigation or increased monitoring of a care package with the care home or home care provider.

**Self-harm:** The most common form of self-harm involves cutting of the skin using a sharp object. Self-harm is primarily a coping strategy and can provide a release from emotional distress and enable an individual to regain feelings of control. Self-harm can be a form of self-punishment for feelings of guilt. It can also be a way to physically express feelings and emotions when individuals struggle to communicate with others.

# Appendix 1

## Membership of the Safeguarding Adults Executive Board

### Section 43 Schedule 2 of the Care Act 2014 outlines local authorities' responsibilities to set up a Safeguarding Adults Board in their area.

We have a mix of statutory partner membership and other members who we consider have the right skill and experience to support local needs.

#### The statutory members of the Safeguarding Adults Executive Board:

- The Bi-Borough Executive Director of Adult Social Care and Health.
- The Chief Nurse and Director of Quality, Caldicott Guardian, NHS North West London Collaboration of Clinical Commissioning Groups (NWL CCGs).
- Basic Command Unit Commander of Central West, Chief Superintendent, Metropolitan Police.

#### There are senior representatives on the board, from the following organisations:

- London Fire Brigade
- Imperial College Healthcare NHS Trust
- Chelsea and Westminster Hospital Foundation NHS Trust
- The Royal Marsden NHS Foundation Trust
- Central London Community Healthcare Trust
- Central North West London NHS Foundation Trust
- Community Rehabilitation Company (CRC)
- National London Probation Service
- Children's Services (Local Authority)
- Community Safety (Local Authority)
- Local Councillors
- Housing (Local Authority)
- Mind
- Notting Hill Genesis
- Trading Standards (Local Authority)
- Public Health Community Champions Programme
- Royal Brompton and Harefield HNS Foundation Trust
- Healthwatch
- Adult Social Care (Local Authority)
- Local Account Group

Board members are the senior 'go to' person in each of these organisations or services with lead responsibility for adult safeguarding.

They bring their organisations' adult safeguarding issues to the attention of the board, promote the board's priorities, and disseminate lessons learned throughout their organisation.

The board can also use its statutory authority to assist members to address barriers to effective safeguarding that may exist in their organisation, and between organisations.

This will require the SAEB to develop and actively promote a culture with its members, partners and the local community that recognises the values and principles contained in 'Making Safeguarding Personal'. It should also concern itself with a range of issues which can contribute to the wellbeing of its community and the prevention of abuse and neglect, such as:

- The safety of people who use services in local health settings, including mental health.
- The safety of adults with care and support needs living in social housing.
- Effective interventions with adults who self-neglect, for whatever reason.
- The quality of local care and support services.
- The effectiveness of prisons in safeguarding offenders.
- Making connections between adult safeguarding and domestic abuse.
- Supporting transition arrangements between Children and Families and Adult Social Care.

# Appendix 2

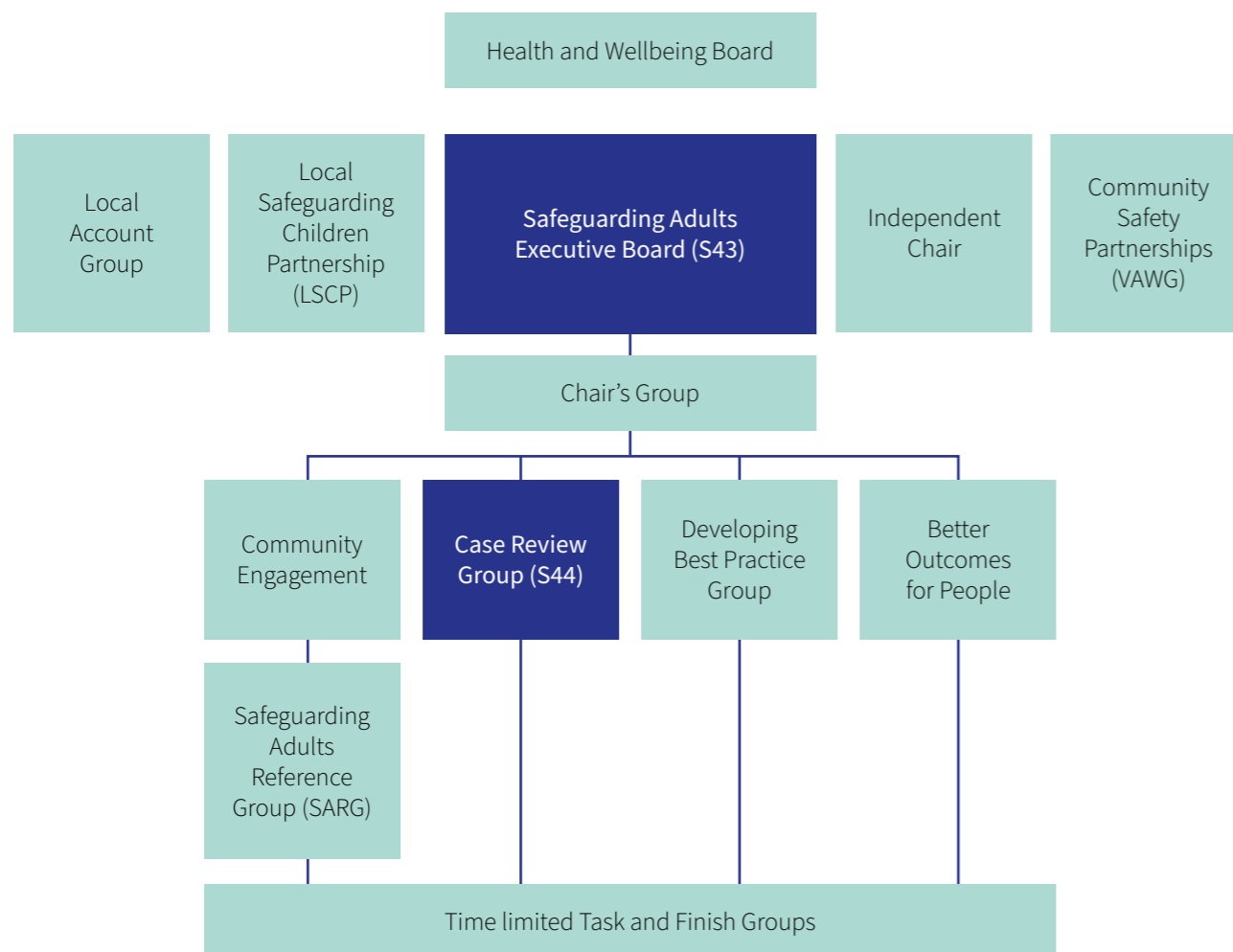
## How the Safeguarding Adults Executive Board works

### Structure and sub-structures

The board may request members to take particular actions. This should be specified in the terms of reference of the board and through clear structures and governance arrangements. The governance arrangements are shown below:

### The Safeguarding Adult Executive Board and Work-Streams 2021

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The SAB should agree, record, and regularly review:

- The roles and responsibilities of each member or partner, organisation or individual.
- How the SAEB is resourced.
- How the SAB should operate.
- Any sub-group structures.
- Any task-and-finish groups.

We are grateful for the number of organisations who chair the sub-groups of the Board.

### Links to other boards and partnerships

The Board works effectively with other boards and partners including:

- Local safeguarding children partnerships (LSCPs).
- Community safety partnerships (CSPs).
- Violence Against Women and Girls (domestic abuse forums).
- Public Health.
- Local hidden groups communities supported by the Black Asian Ethnic Minority Health Forum.

### Financial Contributions

Most of the funding for the board comes from the local authorities of Kensington and Chelsea and Westminster. However, we are grateful to: The North West London Collaboration of Clinical Commissioning Group's (NWL CCGs) contribution of £20,00.00 per borough, per year. The Mayor's Office for Policing and Crime who provide an annual contribution of £5,000 to each borough for the local safeguarding adult board.

Also, for the fifth year running, The London Fire Brigade has contributed £1,000 per borough, to be shared between the Safeguarding Adults Board and the Local Safeguarding Children's Board.

The money is a welcome contribution to the on-going costs of raising awareness of Adult Safeguarding in our communities through events and promotional materials, such as videos. It is also used to support the commissioning of Safeguarding Adult Reviews, which is discussed in the 'Listening Learning' section of this Annual Report.

We also acknowledge the work of the subgroups which are all chaired by senior members of the board. The sub-group chairs are integral to supporting the workings of the board and the delivery of the business plan. Attendance is very good, and members are committed and work hard to progress the board's priorities and are committed to our vision that people in Kensington and Chelsea and Westminster have a right to live a life free from harm and abuse.



# Appendix 3

## What the Board worked on in 2020-21 – Business Plan

### Making Safeguarding Personal

I am able to make choices about my wellbeing

#### Creating a Safe and Healthy Community

- I am aware of what abuse looks like and feel listened to when it is reported.
- I am kept up to date and know what is happening.
- I want to feel safe in my own home.
- My choices are important.
- My recovery is important.
- You are willing to work with me.

#### Leading, Listening and Learning

- We are open to new ideas.
- We are a partnership of listeners.
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- We hold each other to account.
- We want to learn from you.

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Making Safeguarding Personal	Creating a Safe and Healthy Community	Leading, Listening and Learning
<p><b>Priority 1: Who is our community? What voices are we not hearing from our diverse communities?</b></p> <p>We launched an ambitious co-production plan in 2020/21 with our resident and service user groups and community organisations to support a clear focus on prevention and early intervention.</p>	<ul style="list-style-type: none"> <li>• Priority 2: Regulated services – care homes and domiciliary care. Resilience planning for care homes with a COVID-19 lens.</li> <li>• Priority 3: Community Safety Partnership: crime and vulnerable adults.</li> <li>• Priority 4: Mental Capacity Act and Best Interests in the community.</li> <li>• Priority 5: Housing and safeguarding. Hoarding and self-neglect Task and Finish group.</li> </ul>	<p><b>Priority 6: Culture of Learning: What difference is the board making?</b></p> <p>To widely share specific learning from safeguarding cases with the partnership and front-line staff.</p> <p>Priority 7: Quality Assurance How do we have a board hold our partners to account?</p>
Achievements 2020/2021		
<p><b>Community engagement virtual safeguarding events 2020/2021 during pandemic including:</b></p> <ul style="list-style-type: none"> <li>• National Safeguarding Adults Week event attended by 96 residents and included the launch of safeguarding awareness videos. Hearing from our ‘Safeguarding Ambassadors’ who spoke to the public about their role.</li> <li>• Increase in residents and local organisations trained in safeguarding, raising awareness. This programme is being extended throughout 2021 to the BME Forum.</li> <li>• COVID Hubs were supported with safeguarding training for resident and volunteer groups (e-learning programmes).</li> <li>• Healthwatch Action Plan: Resident/service user recommendations presented to the board to be implemented 2021/22.</li> <li>• ‘Service users by experience’ keen to have a role during COVID produced a safeguarding newsletter allowing us to continue to hear ‘the voice of the service user and the wider community’ during the pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• Care home resilience: support provided to care homes during the pandemic.</li> <li>• Community safety: cuckooing scamming and Hate Crime Partnership publicity campaigns promoted across the borough – working in partnership with local residents’ groups, voluntary organisations, and the police.</li> <li>• MCA and COVID-19. Support to regulated domiciliary and nursing care homes regarding vaccination consent.</li> <li>• Self-neglect and hoarding: Formation of a strategic group to review the effectiveness of operational management of hoarding.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-agency event to share the learning across partnership and to frontline staff, to improve how agencies work together to safeguard adults. ‘Human Stories of Adult Safeguarding’ with Michael Preston-Shoot.</li> <li>• Fire Safety and Fire Risk Prevention Training webinar and e-learning began in 2021 and continues to be rolled out across the partnership.</li> <li>• The board reviewed information from key partners on safeguarding themes and trends that had arisen during the pandemic, including safeguarding referrals and police data that included domestic abuse and hate crimes.</li> <li>• We have begun an exploration into ‘ethnicity safeguarding data’.</li> <li>• The board commissioned Community Safety to complete a review of trends and crimes against older people in both RBKC and WCC.</li> <li>• In response to the Learning Disability Mortality National Review, we have set up a Task and Finish group to review annual health checks of the LD client group.</li> </ul>

“Safeguarding puts the voice of residents at the centre of all decisions.”

“The proof of the pudding is in the eating and how people on the ground experience safeguarding.”

“I am so proud to be a Safeguarding Ambassador, supporting my community.”

“Safeguarding has made me believe I matter.”

“Safeguarding is the area I feel most engaged within the council.”

“Our house is safe, needed within our communities and it is stable with 3 rooms to support all the different strands of work that take place.”



**mistreated?**  
**bullied?**  
**hit?**  
**neglected?**  
**hurt?**  
**exploited?**  
**silenced?**

**Don't ignore it. Report it.**

Kensington and Chelsea  
T 020 7361 3013  
E [socialservices@rbkc.gov.uk](mailto:socialservices@rbkc.gov.uk)

Westminster  
T 020 7641 2176  
E [adultsocialcare@westminster.gov.uk](mailto:adultsocialcare@westminster.gov.uk)

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City of Westminster

## Cabinet Report

<b>Meeting:</b>	Cabinet
<b>Date:</b>	13 December 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Church Street Regeneration (Site A) - "In Principle" Compulsory Purchase Order Resolution
<b>Ward Affected:</b>	Church Street
<b>City for All:</b>	This proposed renewal scheme will meet the Council's four City for All objectives. Providing more homes of all types and tenures to create a <b>Vibrant Community</b> , full of opportunity. Renewal plans will promote a <b>Thriving Economy</b> , by improving the market and associated infrastructure, alongside modern, fit for purpose commercial units. Regeneration of Church Street is a significant chance to create a <b>Greener</b> and <b>Cleaner</b> environment through creating high quality homes and a healthier public realm space, that connects better to surrounding communities and the wider area, with green technology, which will reduce carbon emissions for future generations. ( <b>Smart City</b> ).
<b>Key Decision:</b>	Yes
<b>Financial Summary:</b>	Church Street Sites A, B & C have an approved acquisition budget of £125m, which was agreed by full Council in March 2021 to acquire all interests within Sites A, B and C (excluding Kennett House) in line with the Council's policy on Leaseholders in Housing Renewal Areas. Further details on these matters will be reported in full when Cabinet is asked to authorise the making a Compulsory Purchase Order (CPO).
<b>Report of:</b>	Debbie Jackson, Executive Director, Growth Planning and Housing

### 1. Executive Summary

- 1.1. The Church Street regeneration is a housing led regeneration programme within the Church Street area of the Westminster. There are a number of projects and initiatives already underway following the publication of the Futures Plan. The Church Street Masterplan was approved by Cabinet in December 2017 as the Council's framework for informing the future regeneration of the Church Street area (**the Masterplan**).

- 1.2. The aim of the regeneration is to provide a significant boost to housing and affordable housing, improving the street market, providing new affordable and flexible workspace and employment opportunities along with a new cultural quarter. The Council's ambition is to work with the local community to create a high quality neighbourhood which recognises the real character of the Church Street area and seeks to deliver long-term physical, economic and social sustainability.
- 1.3. As part of the regeneration the Council is bringing forward the development of the three largest sites within the Masterplan, Sites A, B and C. By way of a Cabinet member decision dated 24 May 2019 it was decided that Option 3 (Part refurbishment, Part redevelopment) is the preferred option for this part of the regeneration scheme.
- 1.4. A hybrid planning application was submitted on 22 November 2021 for the redevelopment of Sites A, B and C to provide:
  - a) In relation to Site A (detailed element) 429 homes, community and commercial floorspace including the reprovision of a new library, market infrastructure, open space, landscaping and public realm works; and
  - b) In relation to Sites B and C (outline element) up to 66,698sqm (GIA) of residential floor space, commercial and community floorspaces as well as further market infrastructure, open space, landscaping, and public realm works
- 1.5. The planning application site for Sites A, B and C is shown on the plan at Appendix 1 (**Planning application plan**). The Council are seeking an 'in principle' resolution on Site A only, which is shown at Appendix 2, and will be known in this report as the **Order Land**. The Order Land is the area which may be subject to a CPO. However, as the scheme is refined it may be that the extent of the Order Land is increased, if further interests are required in order to carry out the development. If such land is required, officers will request a further decision 'in principle'.
- 1.6. The Council already owns the freehold interests within the Order Land (although small parcels are unregistered land where the freeholder cannot be identified). There are, however, occupational commercial leases, secure tenancies, and long residential leases that remain to be acquired by the Council with no certainty that these can be acquired by private treaty. The Government's "Guidance on Compulsory Purchase Process and The Crichton Down Rules" dated July 2019, (the **CPO Guidance**), requires acquiring authorities to attempt to acquire land by agreement before embarking on the CPO process, although it is recognised that for schemes involving the acquisition of the number of interests, it is sensible to run the CPO process in parallel with ongoing negotiations. Given the time required to complete the compulsory purchase process it would be sensible to commence work on one or more CPOs as a last resort.
- 1.7. This report seeks Members support for a resolution 'in principle' for the use of compulsory purchase powers to assemble the land required for the redevelopment of Site A should all reasonable attempts to acquire the necessary land and interests fail. At this stage the proposal is for CPO powers to be used initially for Site A only, although this will be confirmed in a further report to Cabinet seeking authorisation to make a CPO should that be necessary.

## 2. Recommendations

Cabinet is invited to:

- 2.1 Approve the progress of all work necessary to establish a case for compulsory purchase of the Order Land.

- 2.2 Approve, in principle, the use of compulsory purchase powers for the acquisition of the land required for development of Site A, of the Church Street regeneration. The extent of the land required is shown indicatively in edged [red] on the attached plan at Appendix 1 (referred to in this report as the Order Land) and note that the making of any CPO will be subject to Cabinet being satisfied in all respects that the criteria in paragraph 3.7 have been met. Such CPO may take place as a whole or in phases.
- 2.3 Note that Officers will need to seek a future resolution appropriate the Order Land for planning purposes where it is no longer needed for its present purpose and authorise use of section 203 Housing and Planning Act 2016 powers. This would authorise the overriding of such easements, rights, or other adverse matters burdening the land, where that is needed to deliver the scheme. Such appropriation may take place as a whole or in phases.

### **3 Reasons for Decision**

- 3.1 Church Street (Sites A, B and C) was identified as one of five key estates in need of significant investment in Westminster City Council's Housing Renewal Strategy 2010 as part of the Council's drive to address a shortage of affordable housing in the city. These are areas the Council has earmarked as needing improvement. Since then, a number of plans have been published, including the Futures Plan in 2012 and the Church Street Masterplan 2017. Sites A, B and C are now identified for redevelopment in the City Plan 2019-2040.
- 3.2 Whilst progress with property owners has been made in discussing acquisitions that will be necessary to deliver the proposals of Sites A, B and C redevelopment, land assembly remains a critical issue for the delivery of this part of the scheme. Clearly the regeneration cannot be delivered across properties that are not wholly in the ownership or under the control of the Council and without this, certainty cannot be gained to the likely programme for delivery of the Masterplan and City Plan objectives.
- 3.3 To enable the redevelopment of the Sites A, B and C all relevant land interests will need to be brought in, in a timely way. Whilst it is anticipated that further progress can be made on the negotiated approach for some property interests it is good practice and appropriate to consider the use of compulsory purchase powers.
- 3.4 The government recognises in the CPO Guidance, that if acquiring authorities wait for negotiations to break down, this can have detrimental impacts on the timing of delivery of projects. Therefore, depending on when the land is required, the guidance considers it sensible for an acquiring authority to:
- plan a compulsory purchase as a contingency measure; and
  - initiate formal procedures.
- 3.5 Importantly, the CPO Guidance expressly recognises that such steps "...help to make the seriousness of the authority's intentions clear from the outset, which in turn might encourage those whose land is affected to enter more readily into meaningful negotiations".
- 3.6 The CPO Guidance requires acquiring authorities to attempt to acquire land by agreement before embarking on the CPO process, although it is recognised that for schemes involving the acquisition of the number of interests, it is sensible to run the CPO process in parallel with ongoing negotiations.

3.7 This report seeks Members support for a resolution 'in principle' for the use of compulsory purchase powers to assemble the land required for the redevelopment of Site A, should all reasonable attempts to acquire the necessary land and interests fail. As the CPO Guidance makes clear, use of compulsory purchase powers is intended as a 'last resort'. Officers acknowledge that if any CPO was to be made the Cabinet would require further updating and justification:

- that there was a compelling case in the public interest;
- that there were no planning, funding or other legal impediments to Site A, being delivered or where impediments exists there are reasonable prospects for overcoming those within a reasonable timescale;
- that all reasonable attempts to acquire all interests by agreement have not been successful;
- for the interference with the human rights of those with an interest in the land affected; and
- that any assessment of the impacts on residents, visitors and employees be measured and evaluated, with special focus on the likely effect of the proposals on those sharing protected characteristic (race, pregnancy, age, disability, gender reassignment, marriage/civil partnerships, religion/belief, sex, sexual orientation (as defined by the Equality Act 2010)) be made, in order for the Council to fully understand those impacts, and to consider measures to mitigate impact, make reasonable adjustment, and foster good relations between those sharing protected characteristics, and those who do not.

3.8 A further detailed report and the proposed Statement of Reasons would come forward to Members in due course setting out the justification for the making of a CPO if it proves necessary to make one or more compulsory purchase orders.

3.9 The main benefit of the use of compulsory purchase is the certainty of being able to obtain vacant possession to enable the Council to deliver the scheme in accordance with the planned programme. This is vital as this gives the Council confidence that the whole of Sites A, B and C will be delivered. The use of compulsory purchase also provides a level of certainty on project programming which in turn would allow the Council to enter into commercially sound construction contracts. This is because, once the CPO is confirmed and the legal challenge period has passed, the CPO can be implemented and a date for vacant possession fixed in accordance with the project programme which can immediately follow or coincide with the programme for the first phase of redevelopment.

#### **4 Use of CPO Powers**

4.1 The scheme is proposed to be delivered in three phases plus the external market public realm infrastructure. The first phase will consist of Site A (detailed application) and is the subject of this CPO in principle. The Council will consider the use of CPO measures for the subsequent phases (Sites B and C) as required at the appropriate time

4.2 The use of compulsory purchase powers requires a compelling case in the public interest to be made. Therefore, this report explains the context and justification for recommending that the Committee agrees an 'In Principle' recommendation to use such powers in this case.



- 4.3 In order to compulsorily acquire land, the Council must have a relevant statutory power that authorises such acquisition. In addition, the Council must use the most specific and appropriate power available to it. In the case of a CPO in connection with the Church Street Regeneration it has been decided that the Council's planning powers under section 226 of the Town and Country Planning Act 1990 (TCPA) are the most appropriate, as the proposals would facilitate development and make a major positive contribution to the economic, social and environmental well-being of the area. At the time of making the CPO it would need to be ensured that the proposal meets with the requirements of this statutory power.
- 4.4 Detailed advice to acquiring authorities on the use of compulsory purchase powers is set out in the Guidance on Compulsory Purchase Process and the Criche Down Rules published by the Ministry of Housing Communities and Local Government (the CPO Guidance). The CPO Guidance provides helpful information on the matters which the Secretary of State will take into account when considering whether or not to confirm a CPO, so should be fully considered by Members now in relation to the 'in principle' use of its compulsory purchase powers and later with reference to the making and implementing of the CPO that may be considered in future. These matters as they relate to the Scheme are considered below.
- 4.5 The CPO Guidance states that in considering whether or not to confirm a CPO, the Secretary of State will have regard to the extent to which the purpose for which the land is being acquired fits with the adopted Local Plan for the area or, where no such up to date Local Plan exists, with the draft Local Plan and National Planning Policy Framework (**NPPF**). Westminster Council adopted its local plan, the Westminster City Plan in April 2021. It sets out the vision for the City of Westminster up to and beyond 2040, putting in place a policy framework that would deliver this vision. The Council will be expected to demonstrate the Scheme complies with the City Plan.
- 4.6 The City Plan (Policy 8) recognises that the Council must optimise delivery of new housing development if it is to meet its housing target which is to exceed 20,685 by 2040. One of the ways the Plan proposes to do this is by optimising site densities in Housing Renewal Areas (of which Church Street is one – see below). The City Plan also recognises the need for new affordable housing in Westminster and that all development must ensure at least 35% of new homes will be affordable (Policy 9).
- 4.7 The City Plan (Policy 13) supports development which supports economic growth, stating that in the Masterplan area floorspace that meets the needs of modern working practices is supported, and range of workspace typologies, including workshops and studios, will be particularly welcome and affordable workspace supported. Furthermore the City Plan seeks to support high streets and states that existing markets (including Church Street) should be enhanced through partnership working with traders and communities in accordance with the Council's Markets Strategy.
- 4.8 The City Plan sets out ten strategic objectives for Westminster including to:
- 4.8.1 increase the supply of good quality housing to meet needs;
  - 4.8.2 enable job growth across a range of sectors vital to the UK economy and ensure those from disadvantaged backgrounds benefit from the opportunities this presents;
  - 4.8.3 ensure our town centres and high streets can adapt to the challenges they face;
  - 4.8.4 enhance connections by improving options for cycling, walking, leisure, sport and play, whilst prioritising pedestrians and improving the interchange between transport modes;
  - 4.8.5 promote quality in the design of buildings and public spaces, ensuring that Westminster is attractive and welcoming;

- 4.8.6 broaden the city's cultural offer;
  - 4.8.7 make the most of our unique heritage and historic environment, while encouraging innovations in building technology and improving a sense of place. The development of Sites A, B and C will be a significant contribution towards those strategic objectives.
- 4.9 The City Plan states that the redevelopment in accordance with the Masterplan is a key priority. To this end the Masterplan area is designated as Spatial Development Policy 6 (Spatial Development Priorities: Church Street / Edgware Road and Ebury Bridge Estate Housing Renewal Areas) in the City Plan. This policy states that redevelopment of the Church Street/ Edgware Road housing renewal area over the City Plan period will deliver the following priorities:
- 4.9.1 At least 2,000 new homes in accordance with the Church Street Masterplan for the opportunity it provides to deliver residential, social/community floor space, refurbished retail and improved public realm, recognising its potential for large-scale redevelopment.
  - 4.9.2 At least 350 new jobs and linking further employment opportunities
  - 4.9.3 Community facilities, including a new health and well-being hub.
  - 4.9.4 New green infrastructure and public realm improvements, including a north-south green route or 'green spine'.
  - 4.9.5 Improved mobility through infrastructure
  - 4.9.6 Improvements to support active travel.
  - 4.9.7 Innovative and high-quality design to ensure the most efficient use of land, including tall buildings.
  - 4.9.8 Enhancements to Church Street / Edgware Road District Centre, including improved facilities for Church Street Market.
- 4.10 The Masterplan remains a key document and as set out within the City Plan will be a material consideration for decisions affecting the Masterplan area. The Masterplan provides detailed considerations and context to support the City Plan.
- 4.11 In the context of the above, the Council is satisfied that use of the Council's powers of compulsory purchase for site assembly is justified and that the purpose for which the land (development of Sites A, B and C as part of the wider Church Street regeneration) is being acquired fits in with the adopted planning framework for the area.
- 4.12 In addition, the NPPF sets out the Government's policies on planning and how these are expected to be applied. The NPPF makes it clear that the purpose of the planning system is to contribute to the achievement of sustainable development and that there are three dimensions to sustainable development: economic, social, and environmental. In principle, promoting the redevelopment of Church Street already embodies sustainable development as defined in the NPPF in terms of the emphasis on redevelopment in order to create sustainable development in line with economic, social, and environmental objectives to improve people's quality of life. The emphasis on supply of new homes; economic improvements; creating a sustainable community in a high quality, safe and healthy local environment where people want to live; and improving the link between land use and transport are all in line with these NPPF objectives.
- 4.13 The CPO Guidance states that the Council must demonstrate a 'compelling case in the public interest', and that the public benefits that will arise from the purpose for which the land is to be acquired (i.e. the scheme) outweigh the impact on those affected. The Council must demonstrate both the need for the scheme in principle and in general and the need to acquire each and every parcel of land included in the CPO. On the

basis of the legal advice and the Guidance, officers are of the view that such a compelling case can be demonstrated from the desirability of implementing the Scheme – in particular from the following substantial wider benefits resulting from it:

- 4.13.1 Meeting the ambitions of the City Plan and Masterplan;
  - 4.13.2 up to 1,121 new homes across Sites A, B and C, replacing the 424 existing homes;
  - 4.13.3 50% affordable housing;
  - 4.13.4 Improved and increased capacity as part of the Church Street market including enhanced market infrastructure, such as storage and van parking for market traders to flourish and promote opportunities for increased vibrancy and footfall;
  - 4.13.5 new modern and flexible retail provision;
  - 4.13.6 modern employment space (flexible and adaptable for occupancy by light industrial or office occupants).
  - 4.13.7 new community facilities (including a re-provided modern library within Site A) and a new community centre and garden are incorporated into the proposal and are designed to complement the facilities proposed at the new community hub;
  - 4.13.8 Integrated parking and van storage in dry and secure locations (basement level) to support the market;
  - 4.13.9 high-quality public realm with the provision of high-quality landscaped open space, private/communal amenity space and play space;
  - 4.13.10 circa £13 million of Community Infrastructure Levy contributions to support the wider infrastructure delivery in the borough and directly benefits Westminster residents.
- 4.14 Part of the justification for obtaining confirmation of a CPO would involve demonstrating that compulsory acquisition powers are necessary because the land required cannot be acquired by agreement. Compulsory purchase is seen as a last resort (although the Guidance acknowledges it can be progressed in parallel with negotiation) and the acquiring authority must be able to show that it has made genuine attempts to acquire the land by negotiation. The Council has made significant efforts to acquire all interests by voluntary agreement. These efforts will continue and further details on land acquisition will be reported to cabinet at the time of seeking authority to make a CPO.
- 4.15 The Council must also demonstrate that there are no other impediments to proceeding with the scheme, for example the need for planning permission, other consents or physical constraints such as a need for stopping up orders where highways are to be obstructed. The planning application was submitted on 22 November 2021 and is expected to be determined in 2022. The Church Street regeneration is the subject of an allocation in the City Plan (discussed above) and accordingly it benefits from policy support. The expectation is that if a CPO is required that it would be made after the grant of the planning permission, and in the first instance would only extend to Site A.
- 4.16 The Council would have to demonstrate that it has, or at least will obtain, the resources necessary not only to pay compensation for the land but also to implement the Scheme. The reason for this requirement is to avoid a situation in which private land has been acquired compulsorily for a purpose which, in the event, cannot be achieved for lack of funds.

#### ***CPO Land Referencing***

- 4.17 The CPO will include all occupiers and all interests that are included within the blue and orange hatched areas (identified on the map at Appendix 1 (to the extent that these

have not been acquired by the Council) as well as those that have any interest over that land including adjoining owners. All owners and occupiers will be written to as part of the land referencing process that precedes the making of the CPO, and all relevant names and addresses will be included in the final CPO. In order to collate this information, it is intended that, subject to the recommendations being agreed, that land referencing commences at the earliest possible date. This land referencing will be undertaken by an external agent who specialises in land referencing exercises.

- 4.18 It is possible the extent of the Order Land may change to include additional areas as a result of further investigations into the proposed construction during the planning process and the land referencing exercise. Detailed information on funding will be provided to Cabinet in a further report at the time of seeking authority to make a CPO.

### ***Human Rights and the Case for Compulsory Acquisition***

- 4.19 The Human Rights Act 1998 places direct obligations on public bodies such as the Council to demonstrate that the use of compulsory purchase powers is in the public interest and that the use of such powers is proportionate to the ends being pursued.
- 4.20 When the Council decides to make a CPO, the Council will need to be sure that the purpose for which the land is required sufficiently justifies (or can be sufficiently justified in due course) interfering with the human rights of those with an interest in the land affected. It is acknowledged that the compulsory acquisition of the Order Land may amount to an interference with the human rights of those with an interest in the land. These include rights under Article 1 of the First Protocol of the European Convention on Human Rights (ECHR) (which provides that every natural or legal person is entitled to peaceful enjoyment of his possessions) and Article 8 of the ECHR (which provides that everyone has the right to respect for his private and family life, his home and his correspondence).
- 4.21 When preparing the case for making a CPO, officers will keep in mind and in due course advise Members about the need to balance the public interest and the individual's rights and that any interference with these rights will be necessary and proportionate. "Proportionate" in this context means that the interference must be no more than is necessary to achieve the identified legitimate aim. As part of the investigations that will be undertaken ahead of making any CPO, there will be an investigation into the effect on owners and occupiers to be included in the CPO, and this will be fully taken into account before a final decision is made as to whether or not to put forward a resolution for the making of a CPO.
- 4.22 Members are advised that on the basis of the information that is available to officers at present, that officers are of the view that there is likely to be a compelling case in the public interest for compulsory acquisition of the various interests within the Order Land if they cannot be acquired by agreement. Therefore, the use of compulsory purchase powers in this case is likely to be proportionate. Without the use of these powers, the much-needed redevelopment of the land may not be achievable. Appropriate compensation will be available to those entitled to claim it under the relevant statutory provisions. Members are advised that the land is both suitable for and will facilitate the carrying out of development, redevelopment or improvement and will make a positive contribution to the promotion of the economic, social and environmental well-being of the area.

### ***Equality Implications***

- 4.23 Section 149 of the Equalities Act 2010 created the public sector equality duty. Section 149 states:-
- (1) A public authority must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 4.24 In deciding whether to resolve to make a CPO, the Council must pay due regard to its Public Sector Equality Duty (PSED), as set out in section 149 of the Equalities Act 2010. Consideration must also be given to whether, if the decision is made to go ahead, it will be possible to mitigate any adverse impact on a protected group or to take steps to promote equality of opportunity by, for example, treating an affected group more favourably.
- 4.25 Officers have had regard to the Council's PSED in the assessment of the case for making a CPO and Members must be mindful of this duty when considering the recommendations in this report. Those with an interest in the Order Land and which are included in the CPO will be affected by the implementation of any CPO, once made. An Equalities Impact Assessment has been undertaken on the potential impact of the proposal and any necessary mitigation strategy, to ensure that due regard has been taken of the Council's PSED. This has been submitted as part of the planning application. The Equalities Impact Assessment will be kept under review and the result of any update will be presented to the Cabinet when seeking authorisation to make a CPO. The Equalities Impact Assessment will inform any ongoing design, resident-led decisions in respect of the scheme, in addition to any negotiations with those with an interest in the Order Land.
- 4.26 Full regard will be paid to the Equalities Impact Assessment in the development of any proposals and in negotiations with those with an interest in the Order Land.

## **5 Financial Implications**

- 5.1 A capital budget for the Church Street Site A, B & C and the external market<sup>5</sup> public realm has been included within the Council capital budget and was approved by the Cabinet on 8th March 2021.
- 5.2 The total costs of delivering project including acquisition has been included within the budget.
- 5.3 The is mainly funded by the sale of private units and the WCC funding.
- 5.4 WCC is fully committed to delivery of the project and a sum of £125.4m has been included for Church Street acquisitions within the capital.
- 5.5 At this stage, the Council is being asked to only make an "in principle" decision to use its powers. A full detailed assessment of the financial implications and costs of making and implementing a CPO will be prepared and presented to Cabinet in a further report should a CPO actually be required.

- 5.6 The work required to prepare for the use of CPO powers, including all work needed to support the making of such a CPO will be managed and coordinated by Council officers working with the appointed legal advisors. Work that is required before making a CPO includes serving the 'requisition' notices on landowners to gather information about their land interests on the Council's behalf, working on the case for CPO and preparing the Statement of Reasons to support the making of the CPO and drafting the CPO itself. Appointment of other consultants such as land referencing agents will also need to be appointed.
- 5.7 Under a CPO, property or rights are acquired at open market value but disregarding any increase (or decrease) in value attributable to the Scheme for which the land is acquired. Affected parties may also be entitled to other compensation for loss payments and disturbance depending on circumstances. The Council will be responsible for paying all compensation to landowners, whether payable by purchases through voluntary negotiation or through the CPO process.

## **6 Legal Implications**

- 6.1 The Council is empowered under section 226(1)(a) of the Town and Country Planning Act 1990 as amended, to acquire any land in its area if it is satisfied that the proposed acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. The Council may utilise its compulsory purchase powers under section 226 of the TCPA:
- a) if it thinks the acquisition will facilitate the carrying out of development, or redevelopment or improvement on, or in relation to the land or
  - b) which is required for a purpose which is necessary to achieve in the interests of the proper planning of an area in which the land is situated
- 6.2 In order to make an acquisition under section 226 (1)(a) of the TCPA, the Council must also consider that the development, redevelopment or improvement will contribute to the promotion or improvement of the economic social or environmental well-being of its area.
- 6.3 In this case the proposal is to seek in-principal approval to make a CPO for the purpose of facilitating the comprehensive redevelopment of the Order Land to enable the delivery of the redevelopment beyond the first phase. The redevelopment is overall considered to make a major positive contribution to the economic, social and environmental well-being of the area.
- 6.4 Section 226(3) of the TCPA confirms that the Council's CPO powers extend to any adjoining land which is required for the purpose of executing works for facilitating the development or use of the primary land. This is relevant to interests required to undertake the scheme (such as crane over-sailing rights) which fall outside of the planning application boundary.
- 6.5 The Acquisition of Land Act 1981 governs the procedures which apply to compulsory acquisition. The Compulsory Purchase Act 1965 governs post-confirmation procedures and the Land Compensation Act 1961 governs the amount and assessment of compensation. The Local Government (Miscellaneous Provisions) Act 1976 governs the granting of new rights. Further implications relating to requirements of the CPO Guidance are as set out above and would need to be considered by Cabinet in detail at the time of making a CPO. The Human Rights and equalities aspects of a CPO are also reviewed above at paragraphs 4.18 4.25.

- 6.6 As detailed within the body of this report, the Council must pay due regard to its Public Sector Equality Duty (PSED), as set out in section 149 of the Equalities Act 2010. The Council is commissioning an Equalities Impact Assessment to ensure that the potential impact of the proposal and any necessary mitigation strategy is considered to ensure that due regard has been taken of the Council's PSED.
- 6.7 Detailed legal implications would need to be assessed when consideration is given to making a CPO.

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

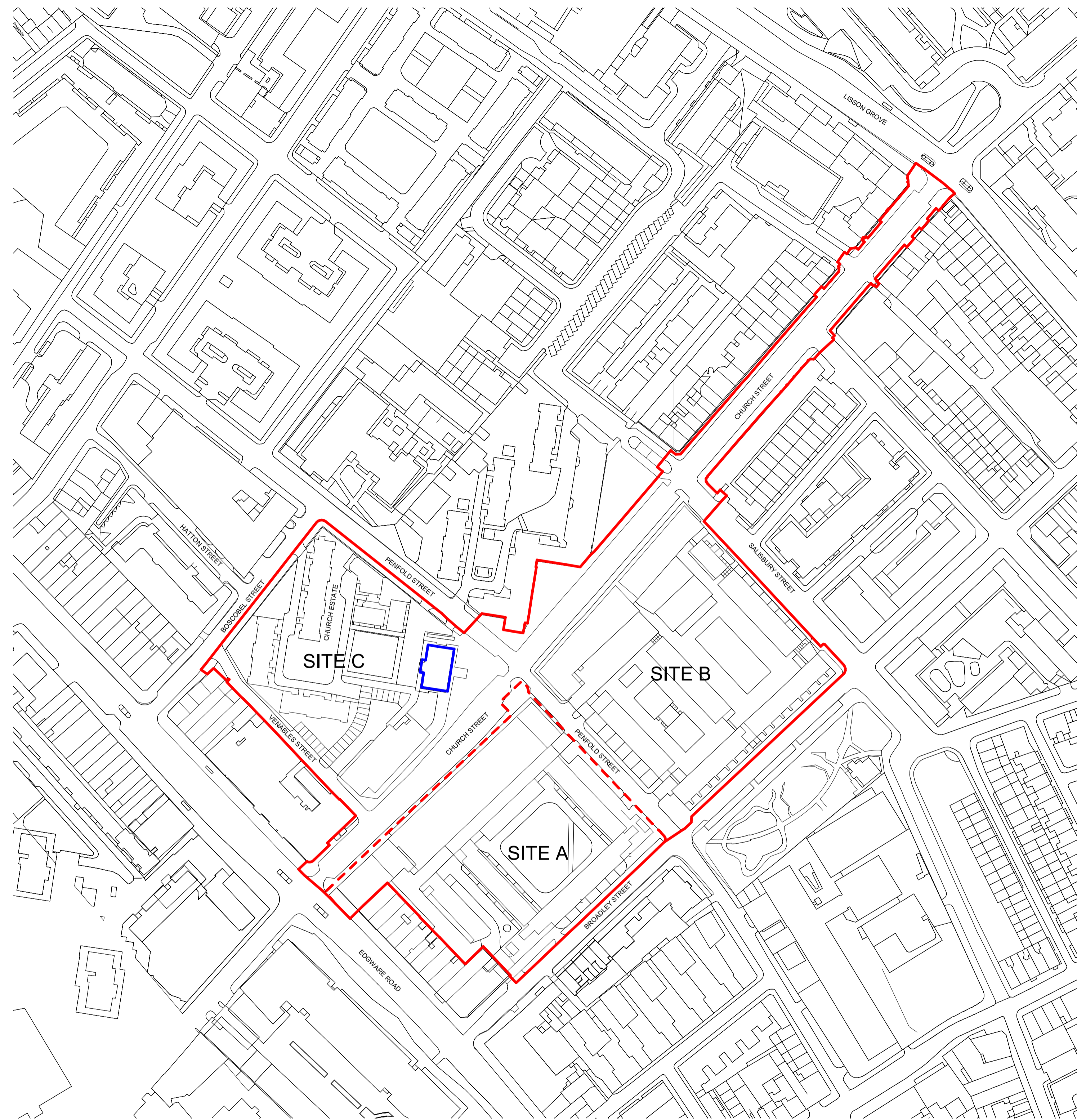
Shama Sutar-Smith: Church Street Programme Director  
[sssmith@westminster.gov.uk](mailto:sssmith@westminster.gov.uk)

## **Appendices**

Appendix 1: Planning application plan  
Appendix 2: Order Land

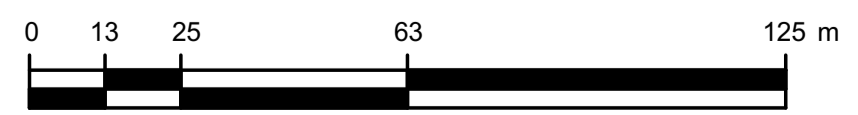
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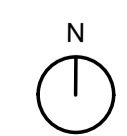
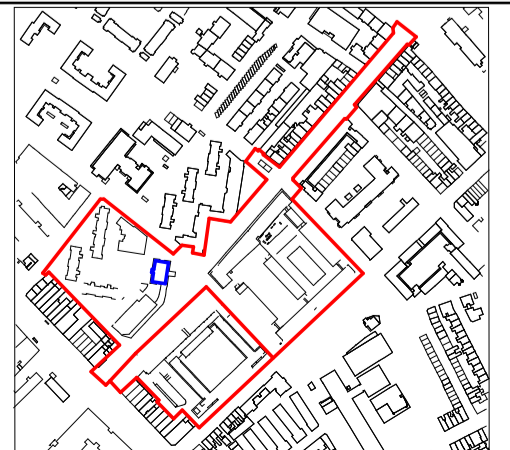


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- Notes**
- Hybrid Planning Application Boundary
  - Excluded From Application
  - - - Detailed Planning Application Boundary



Key Plan

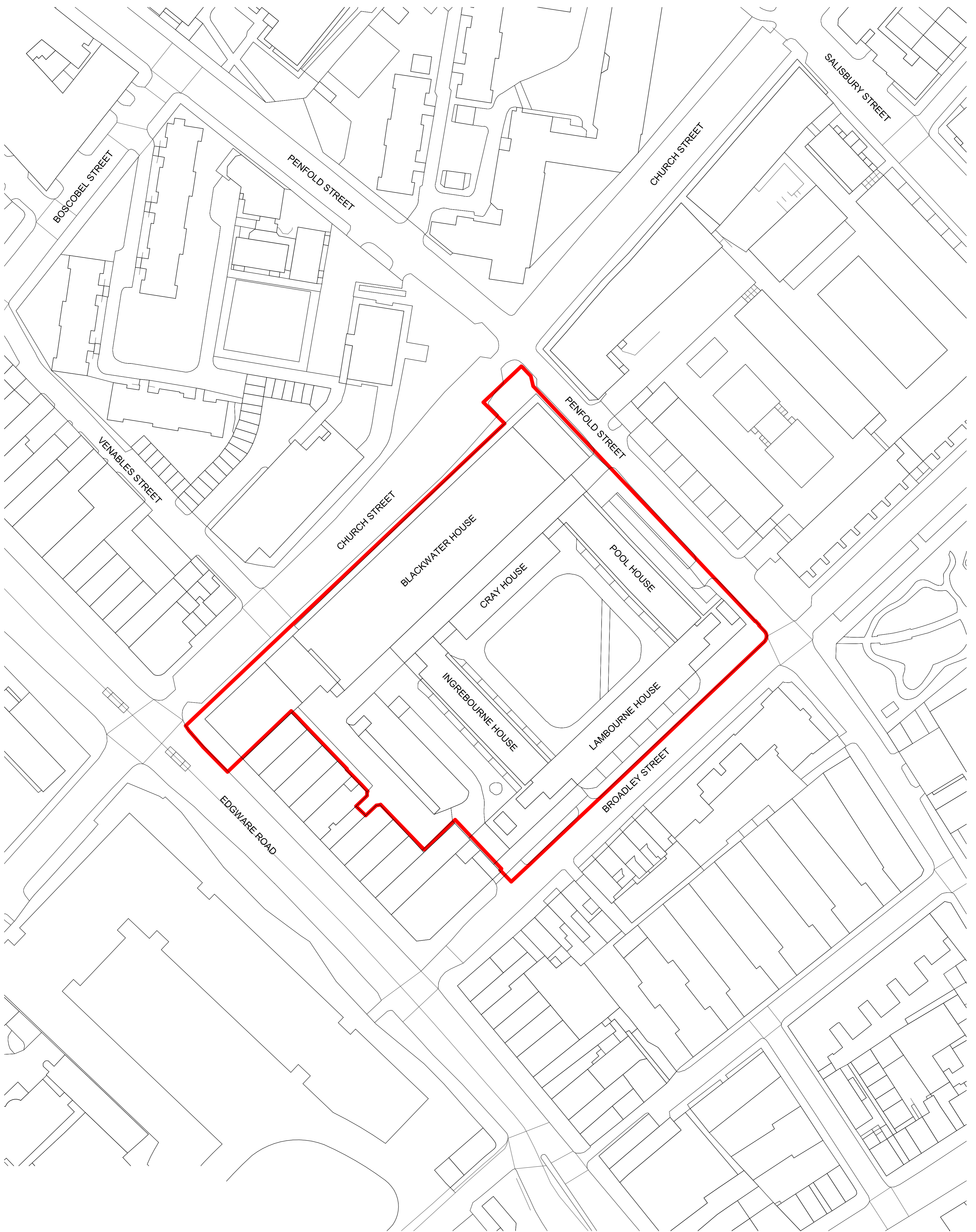


Rev	Issued by	Revision Description	Date
REVISIONS			

Project	10527 Church Street Development Westminster Sites A / B / C		
Title	Site Location Plan		
Date	Drawn	Checked	Scale at A1
08/21	LB	LI	1 : 1250

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Status	<b>PLANNING ISSUE</b>
Drawing Number	Revision
10527-BPA-SW-ZZ-DR-A-P0001	

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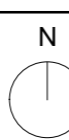
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Notes



Rev	Issued by	Revision Description	Date
REVISIONS			

Project 10527 Church Street  
Westminster  
Site A

Title SITE A ORDER LAND

Date 5/21 Drawn LI Checked TM Scale at A1 1 : 500

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Status **SKETCH**

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Revision

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## City of Westminster Cabinet Report

<b>Meeting:</b>	Cabinet
<b>Date:</b>	13 December 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Ebury Bridge Estate Renewal – Compulsory Purchase Order Resolution
<b>Ward Affected:</b>	Churchill Ward
<b>City for All:</b>	<p>The proposed comprehensive renewal of the Ebury Bridge Estate will meet the Council's City for All objectives, including:</p> <ul style="list-style-type: none"> <li>• Greener and Cleaner - the scheme will improve the quantity and quality of public realm in the area and will have an emphasis on green technology such as electric vehicle parking spaces and an ambitious sustainability strategy.</li> <li>• Vibrant Communities - the scheme has been designed with the Ebury Bridge Estate community in mind and includes a transparent engagement process with residents at its centre; delivering a range of tenures beneficial to the local residents and relieving overcrowding, as well as improvements to retail and community amenity for the residents and local community alike.</li> <li>• Smart City – Use of up-to-date technology in the management of the new homes and booking of community amenities.</li> <li>• Thriving Economy – creating an environment that unlocks business opportunities, broadens the economic base, and creates jobs for all. Through both Ebury Edge (meanwhile facility) and into the new development leveraging its proximity to Victoria and potential opportunities to attract businesses and enterprise into the area.</li> </ul>
<b>Key Decision:</b>	Yes
<b>Financial Summary:</b>	<p>Both Phase 1 and Phase 2 of the Ebury Bridge Estate Renewal Scheme is a Council led development scheme that is to be 100% funded by the Council, supported through market sales of completed units and Council funds.</p> <p>A capital budget for the Ebury Phase 1 and 2 has been included in the Council's capital budget and was approved by the Cabinet on 8th March 2021.</p>
<b>Report of:</b>	Debbie Jackson, Executive Director, Growth Planning and Housing

## 1. Executive Summary

- 1.1 Ebury Bridge Estate is one of five priority housing estates identified in the Westminster Housing Renewal Strategy 2010 as requiring significant investment. Ebury Bridge Estate is one of Westminster's oldest housing estates with the majority of the buildings constructed in the 1930s. Nine buildings: Rye, Bucknill, Westbourne, Victoria, Bridge, Pimlico, Mercer, Dalton and Wellesley Houses completed in 1930/1931, make up the original northern part of the estate, with a further three buildings: Hillersdon, Doneraile and Cheylesmore Houses completed in 1938 at the southern end of the estate (in 1988 Cheylesmore House was subsequently bought out by the leaseholders of the block and no longer formed part of the estate). Edgson House on Ebury Bridge Road was added in 1955 and Wainwright House was built on to the rear of Wellesley House in the 1980s. The estate is predominantly residential except for the ground floor of Rye House and Bucknill House where there are a variety of small retail units along the Ebury Bridge Road frontage of both buildings.
- 1.2 The vision for Ebury Bridge Estate is to provide an increased range of affordable and market housing and bring about long-term physical, economic and social sustainability of the neighbourhood. The Council have been working with Ebury Bridge residents to create a new high quality neighbourhood that offers an attractive mix of homes (including affordable homes meeting a range of housing needs) shops, public realm and community facilities for a number of years. The comprehensive renewal proposals for the Ebury Bridge Estate project were approved by the Westminster City Council cabinet following thorough Section 105 consultation (under the Housing Act 1985) with residents on a preferred scenario in July 2018.
- 1.3 A hybrid planning application for the preferred scenario was developed in consultation with residents and local stakeholders. The Cabinet Member for Communities and Regeneration approved the planning approach for Ebury regeneration in March 2019 and a hybrid application was submitted in July 2020. The Ebury Bridge Estate renewal hybrid planning application sought to provide:
- a mixed use development in outline for residential floorspace and ancillary residential facilities (Class C3) non-residential floorspace comprising flexible retail (Classes A1 - A4), community (Class D1), leisure (Class D2) and workspace (Class B1) floorspace; provision of basement; new pedestrian and vehicular access; and associated amenity space, open space, plant, landscaping, car and cycle parking, refuse storage, servicing area, and other associated infrastructure works; and*
- detailed planning consent for Blocks 7 and 8 comprising residential floorspace and ancillary residential facilities (Class C3); provision of a basement; new pedestrian and vehicular access; and associated amenity space landscaping, car and cycle parking, refuse storage, servicing area, and other associated infrastructure works.*
- 1.4 On 13 July 2020 Cabinet gave "in principle" approval to the use of the Council's statutory compulsory purchase powers to assemble the Ebury Bridge Estate Renewal scheme site for phases beyond the first phase, should all reasonable attempts to acquire the necessary land and interests fail. This report provides an update on the progress made towards the renewal of the Ebury Bridge Estate and seeks Cabinet approval to progress to the making of a compulsory purchase order (the Order) of land and property required for the redevelopment of the Ebury Bridge Estate Renewal scheme beyond the first phase, whilst continuing to negotiate and complete acquisitions of legal interests, on the basis of the statutory Compulsory Purchase Compensation Code. The subsequent phase comprise the redevelopment of Bridge House, Westbourne House, Rye House, Bucknill House, Victoria House and Doneraile House.

- 1.5 Planning Permission was granted on 6<sup>th</sup> October 2021 following the completion of a section 106 Unilateral Undertaking.
- 1.6 The detailed part of the planning permission provides new homes comprising 226 residential units in two new buildings, providing the opportunity for existing residents to move into the first phase. This first phase has been designed to set the quality for the future phases for which outline planning permission has been obtained and will be self-delivered by the Council. The subsequent phases cover the redevelopment of the land which includes Bridge House, Westbourne House, Rye House, Bucknill House, Victoria House, and Doneraile House.
- 1.7 The Council has control of the land for which detailed planning permission has been secured and preparatory work started on the redevelopment of this area (Phase 1) in November 2021. The Council would wish to commence the development of Phase 2 subject to a reserved matters application and in line with the within the later stages of the construction programme.
- 1.8 The current construction programme, subject to completion of reserved matters applications for Phase 2a/2b and obtaining vacant position when required, is anticipated as follows:

	<b>Phase 2a</b> <i>(Bridge, Westbourne, Rye Houses)</i>	<b>Phase 2b</b> <i>(Bucknill, Victoria, Doneraile Houses)</i>
Demolition	May 2023	May 2024
Construction Starts	Jan 2024	Oct 2026
Construction Ends	Sept 2026	Dec 2030
Delivers	Blocks 1, 5 & 6	Blocks 2, 3, 4 & 9

- 1.9 The Council already owns significant freehold interests within the later phases of the Ebury Bridge Estate. There are, however, long leasehold interests that remain to be acquired by the Council with no certainty that these can be acquired by private treaty. The Guidance on Compulsory Purchase Process and The Crichel Down Rules dated July 2019, (the CPO Guidance) requires acquiring authorities to attempt to acquire land by agreement before embarking on the compulsory purchase process, although it is recognised that for schemes involving the acquisition of the number of interests, it is sensible to run the compulsory purchase process in parallel with ongoing negotiations.
- 1.10 Given the time required to complete the compulsory purchase process it would be sensible to now proceed to make a compulsory purchase order (CPO) to meet the aims of the Ebury Bridge regeneration. This report seeks Members' support for a resolution for the making of the CPO to assemble the remaining interests in the Ebury Bridge Estate Renewal scheme site which are not owned by the Council, should attempts to acquire the necessary land and interests by agreement continue to fail.
- 1.10 The extent of the land to be subject to the CPO ("the Order Land") is identified in the draft CPO Plan and Schedule attached to this report as Appendix 1 and Appendix 2 respectively.

## 2. Recommendations

Cabinet is invited to:

- 2.1 Agree, subject to the consideration of the matters set out in this report, to the making of a Compulsory Purchase Order pursuant to Section 226(1)(a) of the Town and Country Planning Act 1990 in respect of the area identified in Appendix 1 to the report "draft CPO Plan" and the Schedule, to facilitate delivery of the development phases of the Ebury Bridge Estate Renewal redevelopment beyond the first phase;
- 2.2 Note that a full Statement of Reasons supporting the CPO had been substantially progressed and to delegate authority for its final approval to the Executive Director of Growth, Planning, and Housing.
- 2.3 Delegate authority to the Executive Director of Growth, Planning and Housing, in consultation with the Director of Law and Governance to:
- (a) agree amendments to the CPO Plan and CPO Schedule before the making of the Order (if required);
  - (b) take all steps to secure the making, confirmation and implementation of the Order including the publication and service of all notices and the promotion of the Council's case at any public inquiry;
  - (c) negotiate, agree terms and enter into agreements with interested parties including agreements for the withdrawal of blight notices and/or the withdrawal of objections to the Order and/or undertakings not to enforce the Order on specified terms, including (but not limited to) where appropriate seeking the exclusion of land from the Order, making provision for the payment of compensation and/or relocation;
  - (d) in the event the Order is confirmed by the Secretary of State or an Inspector in the case of delegation, to advertise and give notice of confirmation and thereafter to take all steps to implement the Order including, as applicable, to execute General Vesting Declarations and/or to serve Notices to Treat and Notices of Entry in respect of interests and rights in the Order Land; and
  - (e) take all steps in relation to any legal proceedings relating to the Order including defending or settling claims referred to the Upper Tribunal and/or applications to the courts and any appeals.
- 2.4 That Appendix 2 of this report is exempt from disclosure by virtue of the Local Government Act 1972, Schedule 12A Part 1, paragraph 3 (as amended), in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information).

### **3 Reasons for Decision**

- 3.1 The Ebury Bridge Estate is one of the five priority estates identified in the Council's Housing Renewal Strategy (2010) as needing significant improvement and investment. In line with the Council's City for All objectives, the overarching objective of regenerating Ebury Bridge Estate is to create a comprehensive renewal that brings about physical, economic and sustainable change that creates additional homes and improves the lives of residents, businesses and visitors alike.
- 3.2 Whilst significant progress with property owners has been made in discussing acquisitions that will be necessary to deliver the proposals beyond the first phase of the Ebury Bridge Estate redevelopment, land assembly remains a critical issue for the delivery of this part of the scheme. Clearly the estate renewal cannot be delivered across properties that are



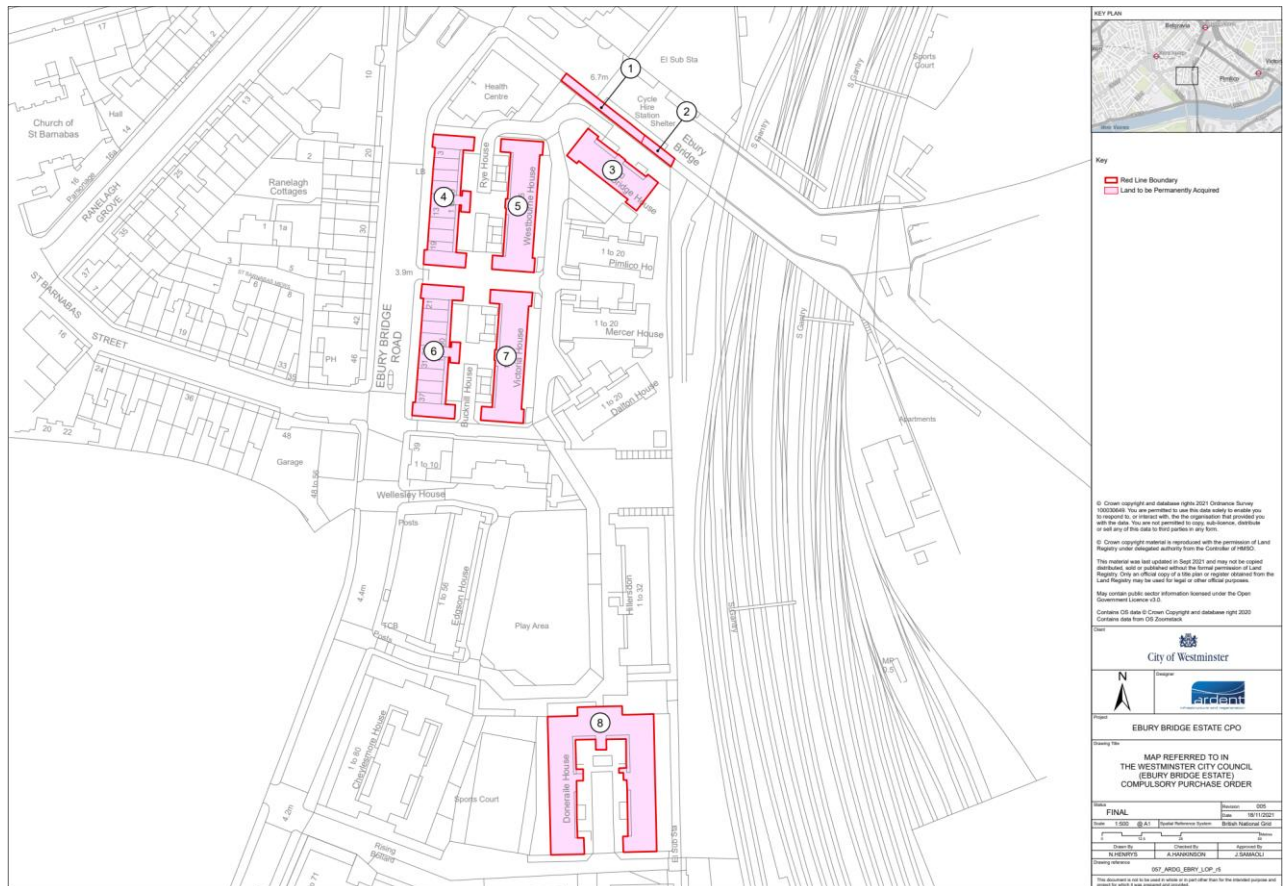
not wholly in the ownership or under the control of the Council and without this, certainty cannot be gained to the likely programme for delivery of the complete estate renewal.

- 3.3 To enable the comprehensive redevelopment of the Ebury Bridge Estate renewal all relevant land interests will need to be brought in, in a timely way. The government recognises in the CPO Guidance, that if acquiring authorities wait for negotiations to break down, this can have detrimental impacts on the timing of delivery of projects. Therefore, depending on when the land is required, the guidance considers it sensible for an acquiring authority to:
- plan a compulsory purchase as a contingency measure; and
  - initiate formal procedures.
- 3.4 Importantly, the CPO Guidance expressly recognises that such steps "*...help to make the seriousness of the authority's intentions clear from the outset, which in turn might encourage those whose land is affected to enter more readily into meaningful negotiations*".
- 3.5 The CPO Guidance requires acquiring authorities to attempt to acquire land by agreement before embarking on the CPO process, although it is recognised that for schemes involving the acquisition of the number of interests, it is sensible to run the CPO process in parallel with ongoing negotiations.
- 3.6 This report seeks Members' support for a resolution for the making of a compulsory purchase order to assemble the Ebury Bridge Estate Renewal scheme site for phases beyond the first phase.
- 3.7 The report for the in-principle resolution acknowledged that before the making of the Order members would need to be satisfied on the following:
- that there was a compelling case in the public interest;
  - that there were no planning, funding or other legal impediments to the Ebury Bridge Estate renewal being delivered;
  - that all reasonable attempts to acquire all interests by agreement have not been successful;
  - that there is justification for any interference with the human rights of those with an interest in the land affected; and
  - that any assessment of the impacts on residents, visitors and employees be measured and evaluated, with special focus on the likely effect of the proposals on those sharing protected characteristic (race, pregnancy, age, disability, gender reassignment, marriage/civil partnerships, religion/belief, sex, sexual orientation (as defined by the Equality Act 2010)) be made, in order for the Council to fully understand those impacts, and to consider measures to mitigate impact, make reasonable adjustment, and foster good relations between those sharing protected characteristics, and those who do not.
- 3.8 The remainder of this report and the draft Statement of Reasons at appendix 3 sets out the justification for the making of the Order.
- 3.9 The main benefit of the use of compulsory purchase powers is the certainty of being able to obtain vacant possession to a planned programme. This is vital in order give the Council confidence that the whole Ebury Bridge Estate renewal will be delivered and be reassured of the effective use of public funds deployed in the development of the project. The use of

compulsory purchase also provides a level of certainty on project programming which in turn would allow the Council to enter into commercially sound construction contracts. This is because, once the Order is confirmed and the legal challenge period has passed, the Order can be implemented and a date for vacant possession fixed in accordance with the project programme which can immediately follow or coincide with the programme for the first phase of redevelopment.

**Proposed Order Land**

- 3.10 The extent of the land to be subject to the Order ("Order Land") is identified in the Plan and Schedule attached to this report.
- 3.11 The Order Land includes (as shown in the map below) land to be permanently acquired namely part of the public highway, associated sub soil and boundary wall on Ebury Bridge Road; the communal areas and certain flats (being those subject to long leaseholder interests) in Bridge House, Westbourne House, Rye House, Bucknill House, Victoria House, and Doneraile House; and commercial premises on the ground floor of Rye House and Bucknill House comprising 3 Ebury Bridge Road, 11 to 13 Ebury Bridge Road, 29 to 31 Ebury Bridge Road and 33 Ebury Bridge Road.



Map 1 - Proposed Order Land

**Land acquisition and negotiations**

- 3.12 Part of the justification for obtaining confirmation of the Order will involve demonstrating that compulsory powers are necessary because the land required cannot be acquired by agreement. Compulsory purchase is seen as a last resort and the acquiring authority must be able to show that it has made genuine attempts to acquire the land by negotiation.

- 3.13 The Council has made significant efforts to acquire all interest by voluntary agreement and this can be thoroughly evidenced. The Guidance expects that the Council will be required to continue those efforts and detailed evidence of those further efforts should be available prior to the making of a CPO.
- 3.14 The Council has been seeking to acquire the entire development site through private treaty negotiation to enable delivery of the regeneration proposals. At the start of the purchase process there were 140 long leasehold interests throughout the site that needed to be acquired by the Council. Of the leasehold interest approximately, half were owned by non-resident lessees.
- 3.15 Since negotiations with lessees to acquire those leasehold interests began in April 2014, the Council and its agent Westminster Community Homes ("WCH") have purchased 103 properties with a further 7 owned by WCH. WCH has agreed to transfer the properties back to the Council in line with the vacant possession timeline. Of the remaining 30 leasehold interests to be acquired 8 are currently under offer to the Council and a further 7 in active negotiations. Efforts continue to be made with the final 15 leaseholders yet to enter into negotiations to sell by agreement.
- 3.16 With regard to council tenants, there were a total of 198 secure tenants who would need to be rehoused during both phases. Since 2014 Phase 1 residents were prioritised and all Phase 1 tenants have been rehoused. In terms of the subsequent phases, there are 49 secure tenants remaining in Phase 2 that need to be rehoused.
- 3.17 The Phase 1 proposals will provide 226 new homes across two buildings, and will include 98 council homes, providing the opportunity for returning council tenants to move into the first phase. The Phase 1 homes are expected to be completed in May 2024.
- 3.18 There are currently four long standing retail interests within the Ebury Bridge Estate. We are actively working with them, to find an alternative location or agree on ending their lease with a payment of compensation. Presently two long term retail users in have expressed their wish to stay until they need to leave in 2026, whilst the two other long term users have advised that they would like to move to an alternative location or accept a payment of compensation once the CPO has been served.
- 3.19 Additionally to this, the Council has hired an independent advisor, who works with the retailers to support their needs and give them independent advice about their retail future.
- 3.20 The Council also appointed Malcolm Hollis LLP ("Hollis") as a specialist Rights of Light advisor. The consultants have undertaken an assessment of the Estate and the surrounding properties to provide analysis identifying those properties which may suffer a material infringement of their right of light as a result of the implementation of the proposed scheme. The analysis has now been completed and a strategy agreed with the Council whereby affected property owners identified as likely to suffer a material infringement will be contacted to seek entry into a formal release of the relevant rights in consideration for a payment based upon valuation advice provided by Hollis. Rights which may be enjoyed by property owners on the estate, adjoining the estate and also by tenants on the estate and which could potentially prevent implementation of the scheme can, as a remedy of last resort, be addressed through appropriation and the use of section 203 of the Housing and Planning Act 2016 where appropriate agreement is not reached.

***The need and justification for the use the Council's CPO Powers***

- 3.21 Whilst the Council are seeking to acquire the required interests through negotiation, consistent with other schemes of this nature, it is important to have measures in place to

manage the risk of any third parties being unwilling to voluntarily agree to sell their interests within the required timescale or at a reasonable cost.

- 3.22 In order to compulsorily acquire land the Council must have a relevant statutory power that authorises such acquisition. In addition the Council must use the most specific and appropriate power available to it. In the case of a CPO in connection with the Ebury Bridge Estate renewal it has been decided that the Council's planning powers under section 226 of the Town and Country Planning Act 1990 ("the Act") are the most appropriate, as the proposals would make a major positive contribution to the economic, social and environmental well-being of the area and so meet with the requirements of this statutory power.
- 3.23 Detailed advice to acquiring authorities on the use of compulsory purchase powers is set out in the CPO Guidance. The CPO Guidance provides helpful information on the matters which the Secretary of State will take into account when considering whether or not to confirm a CPO, so should be fully considered by Members now in relation to the making and implementing of the Order. These matters as they relate to the Ebury Bridge Estate renewal are considered below.
- 3.24 The Guidance states that in considering whether or not to confirm a CPO, the Secretary of State will have regard to the extent to which the purpose for which the land is being acquired fits with the adopted Local Plan for the area or, where no such up to date Local Plan exists, with the draft Local Plan and National Planning Policy Framework.
- 3.25 Westminster Council adopted the Westminster City Plan 2019 – 2040 on 21 April 2021. It sets out the vision for the City of Westminster up to and beyond 2040, putting in place a policy framework that would deliver this vision. Many of its policies are therefore of high relevance to the Ebury Bridge Estate scheme.
- 3.26 Policies 8 and 9 within the City Plan 2019-2040 are geared towards encouraging applicants to come forward with more housing, optimising housing delivery sites and finding new innovative ways to deliver more homes. Through this approach, there is an expectation that the London Plan derived target of 20,685 homes across the plan period (2019-2040) will be exceeded.
- 3.27 Policy 6 within the City Plan 2019-2040 sets out that Ebury Bridge Estate Housing Renewal Area is a spatial development priority with the aim to bring about much needed housing growth and improvements to existing stock. The policy states that the renewal of the Ebury Bridge Estate will deliver the following priorities: approximately 750 new high-quality homes; enhanced connections to the wider area through improved public realm and green infrastructure; innovative and high-quality design to ensure the most efficient use of land and improvements to the Ebury Bridge Local Centre in the form of new retail accommodation and community facilities.
- 3.28 The proposed development would have a residential density of 420 units per hectare and compares with 180 units per hectare as existing. In the London Plan (2021) which also forms part of the Development Plan, higher density residential developments are those with a density of at least 350 units per hectare. A key benefit of the proposed scheme is that it intensifies the use of land and provides a high density form of development to support additional homes, which is further promoted in areas that are well connected by public transport and walking and cycling routes to jobs, services, infrastructure and amenities.
- 3.29 The proposed boost to housing supply, improvements to the quality of homes, the provision of new retail accommodation and community facilities and the provision of enhanced public realm for residents is strongly supported by adopted national, regional and local policy objectives and by policies within the City Plan 2019-2040. It is specifically

supported by Policy 6 of the City Plan 2019-2040 which sets out the priorities for the Ebury Bridge Estate Housing Renewal Area.

3.30 In the context of the above, the Council is satisfied that use of the Council's powers of compulsory purchase for site assembly is justified and that the purpose for which the land is being acquired fits in with the adopted planning framework for the area. The proposals also fit in with the Council's emerging local plan, "City Plan 2019-2040" where the Site is designated as a spatial development priority.

3.31 The CPO Guidance states that the Council must demonstrate a 'compelling case in the public interest', and that the public benefits that will arise from the purpose for which the land is to be acquired (i.e. the scheme) outweigh the impact on those affected. The Council must demonstrate both the need for the scheme in principle and in general and the need to acquire each and every parcel of land included in the CPO. On the basis of the legal advice and the Guidance, officers are of the view that such a compelling case can be demonstrated from the desirability of implementing the scheme – in particular from the following substantial wider benefits resulting from it:

- **New and improved homes**

Westminster has an acute need for additional homes covering a range of tenures, especially affordable housing, which the Ebury Bridge Estate regeneration will help to deliver. The scheme will provide a mixture of market, intermediate and social housing. The proposals will significantly increase the amount of affordable housing floor space in line with the Council's adopted policies. This will be achieved by the uplift in the density of development on the site.

- **Outdoor Space**

Additional amenity space will be provided for residents in the form of roof terraces, balconies and residential gardens. At present, none of the homes on the Estate have private amenity space, so this will represent significant qualitative and quantitative improvement to residents' quality of life. Most of the proposed flats are dual aspect and all have private balconies or winter gardens. There are also communal gardens, courtyards and roof terraces.

- **Communal Uses**

The scheme also provides for replacement landscaping, children's play space an improved and larger community facilities as well as new Class A1/A2/A3/A4/B1/D1/D2 space.

The Scheme will improve the overall safety of the Estate by removing a number of loiter spaces within the housing block entrances.

3.32 Implementation of the Scheme will ensure that the 5 key objectives of the Council's 2010 Housing Renewal Strategy as set out below will be fulfilled:

- to increase the supply and quality of affordable housing to meet a variety of local needs including for families;
- to improve the quality of the local environment with outstanding green and open spaces that promotes low energy consumption and environmental sustainability;
- to promote a high quality of life for people of all ages and backgrounds in safe cohesive and healthy neighbourhoods, supported by a range of high quality housing and excellent community facilities;

- to enable people to maximise economic opportunity with housing tenure with support for training, employment and enterprise, and housing tenures which help those in work to remain in the City;
- to create a more distinct sense of neighbourhood ending the physical divide between Westminster's estates and surrounding streets.

3.33 The Council must also demonstrate that there are no other impediments to proceeding with the Scheme, for example the need for planning permission, other consents or physical constraints. The planning application in relation to the Ebury Bridge Estate Renewal was submitted in July 2020 and planning permission was granted on 6 October 2021. Officers are satisfied that, there are no fundamental impediments to the implementation of the Scheme and that the Scheme will proceed if the Order is confirmed as explained further in the draft Statement of Reasons.

### ***Funding and resourcing***

3.34 The Council also needs to demonstrate that it has, or at least will obtain, the resources necessary not only to pay compensation for the land but also to implement those parts of the Scheme which include the Order Land. The reason for this requirement is to avoid a situation in which private land has been acquired compulsorily for a purpose which, in the event, cannot be achieved for lack of funds.

3.35 Both Phase 1 and Phase 2 of the Ebury Bridge Estate Renewal Scheme is a Council (or Council owned company) led development scheme that is to be 100% funded by the Council, supported through market sales of completed units and Council funds.

3.36 A capital budget for the Ebury Phase 1 and 2 has been included in the Council's capital budget and was approved by the Cabinet on 8th March 2021.

3.37 The vacant possession of blocks across the estate has enabled land assembly work to progress at pace. This has included the demolition of 7 of the 13 existing residential blocks, ground investigations, utility diversions and initial groundworks that have prepared the Phase 1 site for redevelopment. The Phase 1 programme allowed for the successful completion of all necessary Phase 1 site preparation works for the main works, piling activity, to commence in November 2021.

3.38 The procurement of a design and build contractor was successfully undertaken and Bouygues (U.K.) Limited (BYUK) have been working with the team under a Pre-Construction Services Agreement and have offered a value for money fixed price works package for the delivery of Phase 1. There is also scope within the contract for BYUK to deliver phase 2 of the scheme, pending good performance.

### ***Whether the purpose for compulsorily acquiring the land could be achieved by other means***

3.39 Officers are satisfied that all of the land identified is necessary to deliver the proposed development. The purpose for which land and any rights are proposed to be acquired is to enable the comprehensive redevelopment of the application site (in which the Order Land falls) in accordance with the adopted planning policy framework and the preferred option developed with residents. The planning permission which has been granted secures the comprehensive redevelopment in general accordance with those policies.

3.40 Whilst the proposals will be delivered in phases, the Council needs certainty that all land required to deliver the scheme is within its control. If compulsory purchase is not

achieved then the redevelopment of the Ebury Bridge Estate will be limited to the initial phase, reflecting the smaller area within the Council's ownership. This would thwart or delay much needed redevelopment of the area and the reduced scheme would not achieve a comprehensive redevelopment and result in considerably less benefit to the local community. The additional residential units (including an uplift in affordable housing), public realm and enhanced pedestrian links would be lost. It would also not resolve the future of the Estate, which is of poor quality, does not make efficient use of land and has significant maintenance costs.

### ***Human Rights and the Case for Compulsory Acquisition***

- 3.41 The Human Rights Act 1998 places direct obligations on public bodies such as the Council to demonstrate that the use of compulsory purchase powers is in the public interest and that the use of such powers is proportionate to the ends being pursued.
- 3.42 In reaching their decision, Members should take account of the provisions of the Human Rights Act 1998. As a public authority, the Council must not act in a way which is incompatible with a Convention right protected by the Human Rights Act 1998. The relevant human rights protected by the 1998 Act which are engaged by the decision to authorise the compulsory purchase are those Article 8 (right to a private and family life), Article 1 of the First Protocol of the Convention and Article 6 (1) (right to a fair and impartial public hearing within a reasonable time).
- 3.43 A key provision of the CPO Guidance is the need for there to be a "compelling case in the public interest" for compulsory acquisition. It is necessary in this to consider Convention rights which are engaged by and potentially affected by the making and confirmation of a CPO. In relation to Article 1 of the First Protocol of the European Convention which provides a right for the peaceful enjoyment of possessions, a fair balance is required to be struck between the public interest and private rights in relation to possessions/property. Article 8 is not an absolute but qualified right, such that any interference with the right to respect for a person's private and family life and home must be proportionate to any legitimate aims, such as promoting regeneration for the well-being of the area. "Proportionate" in this context means that the interference must be no more than is necessary to achieve the identified legitimate aim
- 3.44 Article 6(1) is engaged because the CPO process involves determinations as to third party rights of individuals, as to which they have the right to a fair hearing. Similarly, to Article 8, the Article 6(1) rights are also qualified and some restrictions may be justified to pursue legitimate aims and provided that they are proportionate. Potentially affected individuals have had the opportunity to date to object to the redevelopment proposals through the planning process. Individuals whose human rights could potentially be interfered with as a result of the CPO can object to the validity of the CPO and such objections would be considered at an independent public inquiry, which would afford the objectors a fair hearing of their concerns. Failing agreement on the compensation arising from the CPO, any affected individuals have the right to pursue a claim for compensation in the Lands Tribunal. It is deemed that the process affords affected individuals sufficient opportunity to a right to a fair hearing.
- 3.45 The proposed development has been a long term objective of the Council and fits within the Council's planning framework for the area. The development will be transformational for the Ebury Bridge Estate and the wider area, creating new homes and delivering significant regenerative benefits. Overall, having regard to the potential of the development proposals and the CPO enabling it, to deliver significant regeneration benefits and improvements to the social, economic and environmental well-being of the area, it is considered that the potential for some degree of interference with Article 8 and Protocol 1 rights is necessary in the interests of well-being of the area, it is in the general

public interest and is deemed proportionate to those legitimate aims. Any interests acquired or any interference with third party rights will carry a right to compensation in accordance with the Compulsory Purchase Code and the opportunity to a fair and impartial hearing in that regard.

#### **4 Financial Implications**

- 4.1 Under a CPO, property or rights are acquired at open market value but disregarding any increase (or decrease) in value attributable to the Scheme for which the land is acquired. Affected parties may also be entitled to other compensation for loss payments and disturbance depending on circumstances. The Council will be responsible for paying all compensation to landowners, whether payable by purchases through voluntary negotiation or through the CPO process.
- 4.2 As noted above, both Phase 1 and Phase 2 of the Ebury Bridge Estate Renewal Scheme is a Council (or Council owned company) led development scheme that is to be 100% funded by the Council, supported through market sales of completed units and Council funds.
- 4.3 A capital budget for the Ebury Phase 1 and 2 has been included in the Council's capital budget and was approved by the Cabinet on 8th March 2021 and the total costs of delivering this project including acquisitions has been included within the budget.
- 4.3 As per planning viability the total cost of delivering the project including the land acquisitions can be supported by sale of private units and internal Council funding.
- 4.4 The WCC is fully committed to the delivery of the scheme and spent about £109m on costs including acquisitions, demolition and planning costs.

#### **5. Equality Implications**

- 5.1 Section 149 of the Equalities Act 2010 created the public sector equality duty. Section 149 states:-
- (1) A public authority must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 5.2 In deciding whether to resolve to make a CPO, the Council must pay due regard to its Public Sector Equality Duty ("PSED"), as set out in section 149 of the Equalities Act 2010. Consideration must also be given to whether, if the decision is made to go ahead, it will be possible to mitigate any adverse impact on a protected group or to take steps to promote equality of opportunity by, for example, treating an affected group more favourably.
- 5.3 Officers have had regard to the Council's PSED in the assessment of the case for making a CPO and Members must be mindful of this duty when considering the recommendations in this report. Those with an interest in the Order Land will be affected by the



implementation of any made CPO, if confirmed. An Equalities Impact Assessment has been undertaken on the potential impact of the proposal and any necessary mitigation strategy, to ensure that due regard has been taken of the Council's PSED.

- 5.4 Equalities Impact Assessments have informed the design, resident-led decisions in respect of the scheme, and the negotiations with those with an interest in the Order Land. The planning application for the development proposal also assessed the potential impact on equalities and social cohesion.
- 5.5 A further assessment of any equalities impact of the CPO has been undertaken. The assessment carried out has considered:
- whether the CPO will affect any groups or individuals with protected characteristics and if so what steps can be taken to minimise any impacts;
  - whether there are any long term social and economic benefits to those with protected characteristics arising from the development facilitated by the CPO;
  - any other impacts across any protected groups arising from both the construction and operational phases of development;
- 5.6 The further assessment found that there are remaining residents on the Estate with protected characteristics. The Council has, however, sought to mitigate the impact on those protected characteristics through a range of reasonable and proportionate measures focused on engagement, compensation options, and the benefits of the redevelopment in order to improve the outcomes of the redevelopment for the current and future Estate community.
- 5.7 The EQIA acknowledged that the effects on protected characteristics are being managed through engagement and consultation and the mitigation measures set out in the Policy for Tenants in Housing Renewal Areas, the Policy for Leaseholders in Housing Renewal Areas and the support developed by the Council for businesses included in the Order.
- 5.8 The EQIA concluded, therefore, that where any negotiations of property acquisition to facilitate the redevelopment is deemed to not be possible and compulsory purchase must be used, equality risks have been addressed. There is, therefore, a case for the use of the CPO, if it is required to facilitate the development.

## **6. Legal Implications**

- 6.1 The Council is empowered under section 226(1)(a) of the Town and Country Planning Act 1990 as amended, to acquire any land in its area if it is satisfied that the proposed acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. The Council may utilise its compulsory purchase powers under section 226 of the TCPA:
- (a) if it thinks the acquisition will facilitate the carrying out of development, or redevelopment or improvement on, or in relation to the land or
  - (b) which is required for a purpose which is necessary to achieve in the interests of the proper planning of an area in which the land is situated.
- 6.2 In order to make an acquisition under (a), the Council must also consider that the development, redevelopment or improvement will contribute to the promotion or improvement of the economic social or environmental well-being of its area.

- 6.3 In this case the proposal is to seek approval to make a CPO for the purpose of facilitating the comprehensive redevelopment of the Order Land to enable the delivery of the redevelopment beyond the first phase. The redevelopment is overall considered to make a major positive contribution to the economic, social and environmental well-being of the area.
- 6.4 The Acquisition of Land Act 1981 governs the procedures which apply to compulsory acquisition. The Compulsory Purchase Act 1965 governs post-confirmation procedures and the Land Compensation Act 1961 governs the amount and assessment of compensation. The Local Government (Miscellaneous Provisions) Act 1976 governs the granting of new rights. Further implications relating to requirements of the CPO Guidance are as set out above and would need to be considered by Cabinet in detail at the time of making a CPO. The Human Rights and equalities aspects of a CPO are also reviewed above at paragraphs 3.41 to 3.45 and paragraph 5.

## **7. Carbon Impact**

- 7.1 The CPO is required to ensure that the entire order land can be acquired and renewed. The project will be next zero within 14 years of completion, by using carbon offsetting and using energy efficient heat pumps for heating and cooling the new properties.

## **8. Consultation**

- 8.1 The Ebury Regeneration team have worked with the local community to ensure that all key stakeholders are engaged and aware of the renewal scheme. We have ensured that all residents are fully aware of the support they will receive throughout the renewal process and the details of the accompanying policies.
- 8.2 Since the re-start of the project in 2017 we have created a resident steering group called the Community Futures Group and worked with them to ensure that they are able to influence all key decisions around the renewal of the estate; this has also included having residents as part of our procurement panels when selecting contractors.
- 8.3 Local ward councilors have also been kept up to date with the project through regular meetings and visits to the estate with officers. We have also shared a briefing note with the details of the forthcoming Cabinet paper and invited them to comment. We will continue to consult ward councillors as the project progresses.

**If you have any queries about this Report, please contact:**

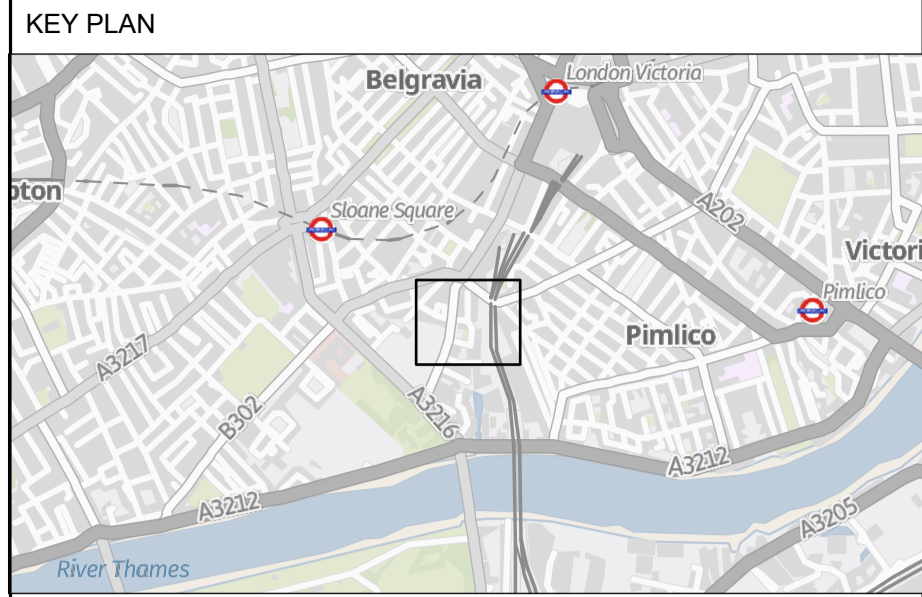
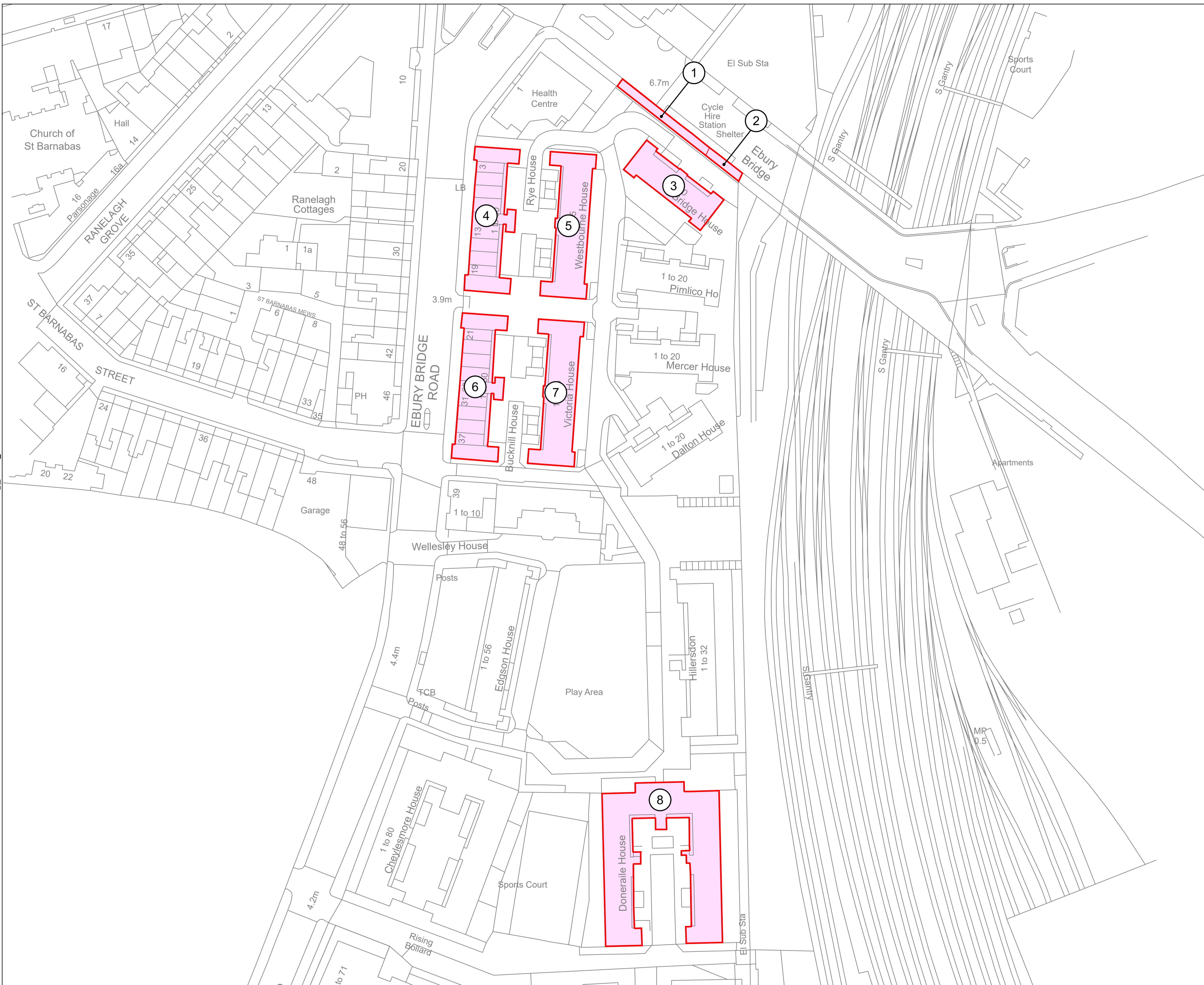
Gelina Menville, Programme Director Ebury  
gmenville@westminster.gov.uk

## **Appendices**

- Appendix 1: Plan showing the extent of the Order Land (in Draft);  
Appendix 2: Schedule of Interests (in Draft) – exempt from publication;  
Appendix 3: Statement of Reasons (in Draft).

## **Background Papers**

None



- Key
- Red Line Boundary
  - Land to be Permanently Acquired

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**EBURY BRIDGE ESTATE CPO**

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(EBURY BRIDGE ESTATE)  
COMPULSORY PURCHASE ORDER 2021**

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Scale	1:500 @ A1	Date	26/11/2021
Spatial Reference System		British National Grid	
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**CITY OF WESTMINSTER**

**TOWN AND COUNTRY PLANNING ACT 1990  
AND  
ACQUISITION OF LAND ACT 1981**

**THE CITY OF WESTMINSTER (EBURY BRIDGE ESTATE)  
COMPULSORY PURCHASE ORDER 2022**

**STATEMENT OF REASONS**

## 1. INTRODUCTION

- 1.1 This is the Statement of Reasons for the making of the City of Westminster (Ebury Bridge Estate) Compulsory Purchase Order 2022 (the 'Order') under section 226(1)(a) of the Town and Country Planning Act 1990 as amended by section 99 of the Planning and Compulsory Purchase Act 2004 (the Act) and the Acquisition of Land Act 1981. This Statement of Reasons is a non-statutory statement provided by the City of Westminster (the 'Council') in compliance with the Ministry of Housing, Communities and Local Government's Guidance on Compulsory purchase process and The Crichel Down Rules 2019 (the 'Guidance').
- 1.2 If confirmed by the Secretary of State for Housing, Communities and Local Government, the Order will enable the Council to acquire compulsorily the land included in the Order (the Order Land) as shown within the red-line boundary of the Order Plan at Appendix 1 to facilitate the comprehensive regeneration of the Ebury Bridge Estate (the 'Estate') (of which the Order Land forms part) to provide new and improved mixed tenure housing, high quality open space, improved community facilities and associated servicing (the 'Scheme') as described in Section 5 below.
- 1.3 The Council has given careful consideration to all relevant issues, having done so, it is satisfied that there is a compelling case in the public interest for it using its powers of compulsory acquisition for facilitate the regeneration of the Order Land and that the proposed acquisition will:
- 1.3.1 facilitate the carrying out of development, redevelopment and improvement on and in relation to the Order Land; and
  - 1.3.2 contribute to the promotion and improvement of the economic, social and environmental wellbeing of the City of Westminster.

The benefits of the Scheme are described in detail in Section 7.

- 1.4 The Scheme has been a planning and regenerative objective of the Council for many years. Although the Council owns the freehold interest of the Order Land, implementation of the Scheme requires the acquisition of leasehold interests. The Council has endeavored to acquire the necessary interests by negotiation,



but it has not been possible to reach agreement with all of the parties affected. The Council will continue to make reasonable attempts to acquire outstanding interests by private treaty with a view to limiting the number of interests that need to be compulsorily acquired.

- 1.5 Whilst compulsory purchase is a last resort, the Secretary of State recognises in paragraph 2 of the Guidance that, if the acquiring authority waits for negotiations to break down before starting the compulsory purchase process, valuable time will be lost. Accordingly, it may often be sensible, given the amount of time required to complete the compulsory purchase process, for the acquiring authority to plan a compulsory purchase timetable as a contingency measure; and initiate formal procedures, at the same time as seeking to purchase land by agreement.
- 1.6 On 13 July 2020, the Council resolved to approve the progress of all work necessary to establish a case for compulsory purchase and approved, in principle, the use of compulsory purchase powers for the acquisition of the land required for development phase of the Ebury Bridge Estate Renewal redevelopment beyond the first phase.
- 1.7 On 6<sup>th</sup> October 2021, the Council granted a hybrid planning permission ('Planning Permission') for the Estate to provide a residential-led mixed use development comprising the erection of new buildings to provide residential units and ancillary residential facilities (Class C3) and retail (Class A1 – A4), community floorspace (Class D1/D2) and workspace (B1), the provision of new publicly accessible open space, new pedestrian and vehicle routes, accesses and amenity areas, and other associated works.
- 1.8 [On XX Month Year], the Council resolved to make a compulsory purchase order pursuant to the powers conferred by Section 226(1)(a) of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004) in relation to the Order Land. The Council has consequently made the Order in order to secure the Order Land required for the purpose of implementing the Scheme.]
- 1.9 The detailed part of the Planning Permission, which is to be sited within the Estate but on land entirely within the Council's control, comprises approximately 226 residential units, residential facilities, community and

estate management floorspace and associated amenity space. The intention is to proceed with the detailed part of Planning Permission as soon as practicable. The subsequent phase of development are to be implemented on land which includes the Order Land, bringing forward the remaining homes (approximately 532 units) and further retail and community facilities.

- 1.10 This Statement sets out the existing and proposed uses of the Order Land, the justification for the Order, a description of the Scheme, how the Scheme will be implemented and funded, steps taken to negotiate for the acquisition of land by agreement and explains why there is a compelling case in the public interest for the making of the Order.

## **2. DESCRIPTION OF THE ORDER LAND AND ITS LOCATION, TOPOGRAPHICAL FEATURES AND PRESENT USE**

### **Description**

- 2.1 The Order Land is identified on the Order Plan at Appendix 2 and comprises 1.86 hectares of land that is to be compulsorily acquired and 1.86 hectares of land subject to the acquisition of new rights. The Order Land comprises part of the Estate, incorporating those properties which have not already been acquired by agreement, together with any associated interests and rights that may exist. The Order Land is more particularly described below and in the schedule of interests accompanying the Order, which lists the owners, lessees, tenants, occupiers of the land and other parties with a qualifying interest in the Order Land where known as defined by section 12(2) of the 1981 Act. Details of statutory undertakers' rights and interests are also provided.
- 2.2 The Order Land is predominantly residential with the exception of the ground floor of Rye House and Buckhill House where there are a variety of small retail units fronting onto the Ebury Bridge Road. These comprise 6 units in Rye House (1 x vacant; 1 x A1 Class Use; 1 x A2 Class Use; 1 x A3 Class Use; 2 x Ebury Bridge Regeneration Base) and 8 units in Bucknill House (1 x vacant; 7 x A1 Class Use) with a total cumulative floor area of 846sqm.
- 2.3 The residential properties within the Order Land includes residential properties in Westbourne, Rye, Bridge, Victoria, Bucknill, & Doneraile House. There are currently 94 residential units in use.

- 2.4 The Order Land comprises the following land and property:
- (a) [Land within and subsoil beneath public footpath together with retaining wall on Ebury Bridge Road;
  - (b) Communal areas and residential premises comprising Flats 5, 6, 13 and 17 Bridge House;
  - (c) Commercial premises on the ground floor of Rye House and Bucknill House comprising 3 Ebury Bridge Road, 11 to 13 Ebury Bridge Road, 29 to 31 Ebury Bridge Road and 33 Ebury Bridge Road
  - (d) Communal areas and residential premises comprising Flats 3, 13, 15, 18, and 23 Rye House;
  - (e) Communal areas and residential premises within Westbourne House comprising Flats 1, 9, 11, 12, 16, 18, and 20 Westbourne House;
  - (f) Residential premises within Bucknill House comprising Flat 15 Bucknill House;
  - (g) Residential premises within Victoria House comprising Flats 17, 19, 20, 21, and 23 Victoria House;
  - (h) Residential premises within Doneraile House comprising Flats 2, 4, 5, 8, 9, 21, 45, 48, 51, and 54]
- 2.5 The blocks of Rye, Westbourne, Bucknill and Victoria are located along the north-western edge of the Ebury Bridge Estate around two internal courtyards. Doneraile House to the southeast of the Ebury Estate comprises a U-shaped footprint enclosing a parking courtyard.
- 2.6 The Order Land is located within Pimlico, South Westminster, within Westminster Council's administrative area. The majority of Pimlico is residential with long-standing communities.
- 2.7 The Order Land is not within a conservation area, nor does it include any listed buildings and structure. However, the 3-storey residential terraced properties opposite the Estate (no 20 – 42 (even)) Ebury Bridge Road are Grade II Listed. Beyond this, listed buildings are scattered heavily across the built environment to the north and west, with the nearest Grade I Listed Building to the Estate

being the Church of St Barnabas (circa 160 meters away). The Estate is in close proximity to a number of Conservation Areas, including the Belgravia Conservation Area that lies immediately to the west at the northern end of the Estate.

### **The Wider Estate and Surrounding Area**

- 2.8 The Order Land comprises part of the Estate. A plan of the Estate is attached at Appendix 3. The Estate is located between the railway lines into Victoria Station and Ebury Bridge Road. Its northern boundary is formed by a steep change in gradient up to Ebury Bridge and southern boundary by the Grosvenor Waterside development. Chelsea Barracks, where a major residential redevelopment is underway is located to the south-west, across Ebury Bridge Road.
- 2.9 The Estate is one of Westminster's oldest housing estates with the majority of the buildings constructed in the 1930s in response to a housing shortage in the borough. Nine buildings (Rye, Bucknill, Westbourne, Victoria, Bridge, Pimlico, Mercer, Dalton and Wellesley Houses) completed in 1930/1931 make up the original northern part of the Estate, with a further three buildings (Cheylesmore, Doneraile and Hillersdon Houses) completed in 1938 at the southern end of the Estate. Edgson House on Ebury Bridge Road was added in 1955 and Wainwright House was built on to the rear of Wellesley House in the 1980s.
- 2.10 The Estate currently comprises 6 blocks accommodating 182 residential dwellings. The Estate originally comprised 336 residential dwellings but as blocks have become vacant due to tenants being rehoused, steps have been taken to demolish several blocks on the Estate (currently totaling 6 residential dwellings) so as to minimise the opportunity for anti-social behavior and reduce the Council's maintenance obligations.
- 2.11 Other areas of the Estate, which are not in the Order land include two large areas of open space to the middle and south of the Estate. The first is located between Edgson House and Hillersdon House and takes the form of open landscaping with trees and children's playspace. The second is located between Doneraile House and Cheylesmore House and comprises a fenced Multi-Use Games Area available for use by residents as well as other organisations, by agreement.
- 2.12 A total of 177sqm of community floorspace was comprised in the Estate. This

comprised a 23sqm gardening building and a 153 sqm facility in the basement of Edgson House that included a main hall, two small meeting rooms, office, toilets and a kitchen. It is understood that this space was used primarily by a local youth club and by the Ebury Bridge Residents Association – twice a week for two hours. In addition to this, the hall was used for an hour a day as a food bank. There were community 'meeting spaces' located in Wainwright House and The Lodge (being a one storey building between Doneraile House and Hillersdon House), with the latter also being used by the Estate gardening club. The Estate is for the most part 'car free' with just seven car parking spaces provided at street level for disabled residents living on the Estate.

- 2.13 Edgson House was one of the first buildings to benefit from vacant possession and has now been demolished pursuant to an approval granted in January 2019 (reference 18/08372/COFUL). A subsequent approval granted in September 2019 (reference 19/05038/COFUL) consented the use of the former Edgson House site as a temporary community space, café and workspace/retail units for a period of 5 years. The construction of of the 'meanwhile' facility (now known as Ebury Edge) completed in September 2020, and includes a 79 sqm community space pursuant to the prior approval is temporary, pending the delivery of a larger community space as part of the Scheme.
- 2.14 As the Council's rehousing strategy has progressed, the decision was taken to obtain prior approval for the phased demolition of Wellesley House, Wainwright House, Dalton House, Hillersdon House, Pimlico House and Mercer House (reference 19/06951/APAD). Wellesley House, Wainwright House, Dalton House, Hillersdon House, Pimlico House and Mercer House have all been demolished.
- 2.15 In terms of the surrounding area, it comprises a range of uses, albeit predominantly residential. The Estate is in close proximity to the Grosvenor Waterside Development (to its south) and the Chelsea Barracks Development (to its west). Both are high density residential-led mixed use schemes. There is a variety of period and modern architectural styles and typologies, which vary in height.

## Ownership

- 2.16 A substantial part of the Order Land is already within the ownership of the Council. The Council owns the freehold of Westbourne, Rye, Bridge, Victoria, Bucknill, and Doneraile House.
- 2.17 At the start of the purchase process there were 140 long leasehold interests throughout the Estate that needed to be acquired by the Council. Of the leasehold interest approximately, half were owned by non-resident lessees.
- 2.18 Since negotiations with lessees to acquire those leasehold interests began in April 2014, the Council and its agent Westminster Community Homes (“WCH”) have purchased 103 properties with a further 7 owned by WCH. WCH has agreed to transfer the properties back to the Council in line with the vacant possession timeline.
- 2.19 Of the remaining 30 leasehold interests to be acquired 8 are currently under offer to the Council and a further 7 in active negotiations. Efforts continue to be made with the final 15 leaseholders yet to enter into negotiations to sell by agreement.
- 2.20 With regard to council tenants, there were a total of 198 secure tenants who would need to be rehoused during both phases. Since 2014 Phase 1 residents were prioritised and all Phase 1 tenants have been rehoused. In terms of the subsequent phases, there are 49 secure tenants remaining in Phase 2 that need to be rehoused.
- 2.21 The Phase 1 proposals will provide 226 new homes across two buildings, and will include 98 council homes, providing the opportunity for returning council tenants to move into the first phase.
- 2.22 There are currently four long standing retail interests within the Ebury Bridge Estate. The Council are actively working with them, to find an alternative location or agree on ending their lease with a payment of compensation. Presently two long term retail users have expressed their wish to stay until they need to leave in 2026, whilst the two other long term users have advised that they would like to move to an alternative location or accept a

payment of compensation once the Order has been served.

### **3. EXPLANATION OF THE USE OF THE ENABLING POWER**

#### **CPO Powers**

- 3.1 The Council has powers (subject to confirmation by the Secretary of State) under section 226 of the 1990 Act to acquire land compulsorily for “development and other planning purposes”. Section 226(1) (a) allows the use of these powers if it thinks the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to that land.
- 3.2 Section 226(1)(a) is subject to subsection (1A) which provides that the Council as an acquiring authority, must not exercise the power unless it thinks that the proposed development, redevelopment or improvement is likely to contribute to achievement of the promotion or improvement of one or more of the economic, social or environmental well-being of its area. As explained in Section 7 below the Council is satisfied that the compulsory acquisition of the Order Land will achieve the objectives of section 226(1) (a) and (1A). The proposed use of compulsory purchase powers will result in the redevelopment of the Order Land in a manner which will bring about social, economic and environmental improvements through the provision of new housing, new and improved community facilities and high quality open space as described in Section 7.
- 3.3 The Guidance recognises the use of the Section 226 power as a positive tool to help acquiring authorities to assemble land where this is necessary to implement proposals in their local plans or where strong planning justifications for the use of the power exists. The Council has taken full account of the Guidance in making the Order. It is utilising the powers under section 226(1)(a) of the 1990 Act because it is not certain that it will be able to acquire the remaining interests and rights to enable the redevelopment to commence by agreement, notwithstanding that it is proposed to reach agreement by negotiation wherever reasonably possible.

### **4. PROJECT BACKGROUND AND PURPOSE IN SEEKING TO ACQUIRE THE LAND**

#### **Background – Option Selection**

- 4.1 The Estate (of which the Order Land forms part) has been a regeneration priority of the Council for some time. The Estate comprised one of the priority

housing estates identified in the Westminster Housing Renewal Strategy March 2010 (the 'Renewal Strategy') as being in need of improvement and significant investment. In accordance with the Council's City for All objectives, the overarching objective of regenerating the Estate is to create a comprehensive renewal that brings about physical, economic, and sustainable change; that creates additional homes and improves the lives of residents, businesses and visitors alike.

- 4.2 The Renewal Strategy proposed five 'Wellbeing Principles' to be applied to key regeneration areas: These principles were:
- 4.2.1 to increase the supply and quality of affordable housing to meet a variety of local needs including for families;
  - 4.2.2 to improve the quality of the local environment with outstanding green and open spaces that promotes low energy consumption and environmental sustainability;
  - 4.2.3 to promote a high quality of life for people of all ages and backgrounds in safe cohesive and healthy neighbourhoods, supported by a range of high quality housing and excellent community facilities;
  - 4.2.4 to enable people to maximise economic opportunity with housing tenure with support for training, employment and enterprise, and housing tenures which help those in work to remain in the City;
  - 4.2.5 to create a more distinct sense of neighbourhood ending the physical divide between Westminster's estates and surrounding streets.
- 4.3 A procurement competition was held in 2012 to appoint master planners to seek to apply the above principles to the renewal of the Estate. HTA was subsequently appointed. In 2013, following extensive consultation with Estate residents, a renewal scheme was developed, involving a mixture of new build and refurbishment of homes. A resident ballot was subsequently held in which residents voted in favour of the development proposals (the 'Previous Scheme'). The Previous Scheme received planning permission in March 2016 (reference 14/01295/COFUL). The approved masterplan sought to provide more residential and associated floor space to contemporary standards, retained more of the existing blocks of flats and the new building element was



not as high as currently proposed. Despite conducting detailed scrutiny of the Previous Scheme, it proved unviable and, therefore, undeliverable. The associated planning permission subsequently expired unimplemented on 7 March 2019.

- 4.4 The Council looked again at viable renewal options for the Estate and in July 2017 made a commitment to work with the residents of the Estate to identify a way forward to improve the quality of homes, open spaces, and community facilities. From the end of July 2017 an on-site engagement team was recruited, tasked with re-starting engagement with residents on potential schemes. Since this time, consultation with local residents has been on-going, led by a team of dedicated on-site engagement officers.
- 4.5 To identify the preferred scenario for the regeneration of the Estate, an engagement framework was established in accordance with the Mayor's Good Practice Guide for Regeneration and the National Strategy for Estate Regeneration. The programme of engagement was delivered in the following stages.

Dates	Engagement/Consultation	Outcome
July 2017 – October 2017 (Vision and Objectives)	<p>Vision for the renewal of the Ebury Bridge Estate developed in partnership with residents. Face to face door knocking undertaken to collect a qualitative baseline of aspirations and opinions.</p> <p>On-site engagement team in situ. 130 structured conversations with households and businesses on how best to engage them on the renewal scenarios for the Estate.</p> <p>Regular Ebury Bridge newsletter (46 editions produced) established and distributed to existing residents and those temporarily rehoused. Optimism for the</p>	<p><b>Key Pledges established to assure residents that any scenario involving redevelopment would provide for:</b></p> <ul style="list-style-type: none"> <li>- <b>A right of return for residents, guaranteed for all secure tenants and resident leaseholders;</b></li> <li>- <b>Full replacement of all council homes</b></li> <li>- <b>35% of any new homes provided will be affordable for social and intermediate rent;</b></li> <li>- <b>Addressing overcrowding as a top priority;</b></li> </ul>

	<p>renewal scheme and levels of engagement tested with a regular pulse survey.</p> <p>Dedicated Ebury Bridge website and Facebook page created July 2017 to hold the latest project information.</p>	<ul style="list-style-type: none"> <li>- <b>Good local shopping that serves local communities to be central to any scheme;</b></li> <li>- <b>Ebury Bridge remaining a Council-owned estate;</b></li> <li>- <b>Residents being at the heart of developing a viable new scheme</b></li> </ul> <p><b>Council agreed a set of aims and objectives with residents:</b></p> <ul style="list-style-type: none"> <li>- <b>Deliver more affordable housing</b></li> <li>- <b>Create a sustainable mixed community</b></li> <li>- <b>Deliver improved public spaces and community facilities</b></li> <li>- <b>Partner with residents and businesses in a meaningful and transparent way to put forward</b></li> <li>- <b>the best proposal for the Estate</b></li> <li>- <b>Set the standard for estate renewal with high quality design throughout all tenure types</b></li> <li>- <b>Bring to life the most desirable, deliverable and viable option</b></li> </ul>
<p>October 2017 – March 2018 (Options Appraisal)</p>	<p>Review of previous consultation undertaken in partnership with residents via workshops with secure tenants, leaseholders, overcrowded households, and temporary accommodation households. This assessed which of priorities embedded in the previous proposal were still important to residents and looked at new aspirations for future development</p>	<p>A resident-led strategy body (The Ebury Bridge Community Futures Group ('CFG')) was established and terms of reference agreed. The CFG is made of secure tenants, leaseholders, and Ebury Bridge businesses. Monthly meetings of the CFG established, followed a week later by less-formal drop-ins.</p> <p><b>Set of design principles established with the Council's design-team:</b></p> <ul style="list-style-type: none"> <li>- <b>Good distance between blocks</b></li> </ul>

		<ul style="list-style-type: none"> <li>- Good separation of pedestrian/vehicular movement</li> <li>- High quality amenities</li> <li>- Safe and secure environment</li> <li>- Well insulated from environment</li> <li>- Long term sustainability</li> <li>- Dual aspect homes</li> </ul> <p>Scoring matrix (based on three core tests: viability, desirability, and deliverability) established to test each scenario.</p>
March 2018 – April 2018 (Narrowing Options)	<p>Eight development scenarios were established with the community (ranging from full refurbishment of existing blocks through to full redevelopment of the Estate).</p> <p>CFG and interested residents from the Estate were provided with detailed training in traditional developer-led viability assessment to enable residents to analyse the different development scenarios including the Previous Scheme, which was analysed using up-to-date benchmarking figures. This transparent process has included the likely costs of refurbishment options, the planning risks of scenarios, the feedback from developers and the impact of scenarios on groups with protected characteristics.</p>	<p><b>Scenario 7 (being the full redevelopment of the Estate and the creation of 750 homes) was selected. The CFG agreed the decision and endorsed consultation with the remainder of the Estate via s105 of the Housing Act 1985.</b></p>
May 2018 – June 2018 (Shaping Preferred Scenario)	<p>Engagement process that led to the selection and consultation on the preferred scenario compiled into a brochure and issued to all households on the Estate. Survey, block pop-up consultation events and a door-to-door questionnaire undertaken.</p> <p>In accordance with s105 of the Housing Act 1985, six week period of consultation on</p>	<p><b>Preferred Scenario presented to the Council's Cabinet on 9 July 2018. Cabinet approval for the selection of Scenario 7 as the preferred approach to look to deliver 750 homes (including 342 affordable homes) plus community facilities, retail shops and improved public realm.</b></p>

	preferred scenario 7 with Ebury Bridge secure tenants on and off the Estate	
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- 4.6 A Section 105 consultation was conducted in May 2018. In response to the consultation undertaken under the Housing Act 1985, 93 secure tenants provided their views (being 62% of the 151 secure tenants on or waiting to return to the Estate) on the redevelopment scenarios. The majority of secure tenants, 56 tenants, 61% supported the recommendation of Scenario 7. Another 33 secure tenants made no positive or negative response and only 4 secure tenants were not in favour of Scenario 7. Over 90% of resident leaseholders were engaged throughout the preferred scenario process. Of the 39 remaining resident leaseholders, feedback was received from 6 households (15% of all resident leaseholders). Of these, 50% were supportive of Scenario 7, whilst 50% provided a negative response.
- 4.7 Over 80% of Estate households took part in shaping the renewal proposals, encompassing 496 engagement interactions. This enabled the priorities of residents to be factored into the proposals. Through collaborative dialogue with the CFG, the consultation and engagement programme was adapted and refined to meet the requirements of tenants and leaseholders. Dedicated support was provided for vulnerable people and organisations, including dedicated officer support for older people both before, during and after their respective moves, assistance with preparing temporary alternative homes with adaptations, reconnections, parking and additional furniture and assistance provided to the homeless charity 'One Big Family' to source new premises and provide storage and amenities during the transition. An online engagement tool was also set up to reach those who preferred to comment from their own home, in addition to the live-streaming of engagement sessions. Dedicated sessions with officers who speak a range of languages and older-person coffee mornings were also offered.
- 4.8 The consultation exercise on the preferred scenario revealed the following key themes/aspirations for residents of the Estate:
- (a) To move only once, where possible;
  - (b) To explore opportunities to keep the Estate active during construction works;
  - (c) To have a choice in where their new temporary or permanent home will be;
  - (d) They welcome the investment into improving the Estate;
  - (e) Those who participated in the consultation felt engaged and informed;

(f) They would like to carry on being involved in the redevelopment.

- 4.9 The preferred 'Scenario 7' scored most highly in the publicly consulted scenario assessment and was considered to most closely align with the strategic objectives set by the Council's City for All strategy. In particular, the preferred scenario allowed the potential for 750 residential units (re-providing the existing 198 social rented houses on the Estate with modern, high quality replacement homes). It would further deliver 144 affordable homes, 35% of the additional housing Scenario 7 envisaged, comprising a mix of social and intermediate homes. The proposals also envisaged improvements to the public realm, connecting the Estate to the local area, creating community facilities and a mix of shops to cater for residents and the wider community. Scenario 7 also included 408 homes designated for private ownership.
- 4.10 Market testing of Scenario 7 in December 2018 demonstrated that there was little interest in an opportunity to develop 408 homes for sale (as opposed to rent) as part of the Estate regeneration. The market response was consistent with the Council's desire to retain ownership of the Estate and its ambition to create a ladder of housing opportunity (from social and intermediate through to market rent) for all those living and working in Westminster. Accordingly, a revised regeneration tenure mix was put before (and approved by) the Cabinet on 13 March 2019 for Scenario 7 to deliver more market and discount rented homes.
- 4.11 Further, in March 2019, Cabinet approved a phased approach to the delivery of regeneration of the Estate, with the first phase of 216 new social, intermediate rent and market sale homes together with public realm coming forward first through tenant engagement, voluntary acquisitions and agreements. In addition to setting the quality standard for regeneration of the Order Land, this phased approach would enable the re-housing of all those tenants and resident leaseholders wishing to return to the Estate as well as the on-site households who wished to stay. This approach, in-line with the key aspirations of the Estate residents, would mean that the majority of residents in blocks comprised in the Order Land would have a single-move rehousing option (with the exception of a number of one bed households where second-move options would be required and also for leaseholders who express desire for a location outside of the first phase of development). In line with the October 2018 Cabinet decision, the proposal is that the first phase of development will be delivered by the Council and its wholly owned housing company, WHIL.

## Background – Pre-Planning

- 4.12 Since the Cabinet decision as to the preferred option for redevelopment of the Estate in 2018, the onsite engagement team continued to support Estate residents and neighbours living in the local area. A monthly newsletter was issued to all residents living on the Estate and in adjacent neighbourhoods in the area (approximately 700 households). Throughout the autumn of 2018 secure tenants and leaseholders living at the Order Land were interviewed by Council officers and indicated their rehousing preferences. This data has been used to inform the construction phasing plan and the indicative tenure mix in each new block. The Ebury Bridge project team also continued to meet on a monthly basis with Churchill Ward Councillors to provide them with an opportunity to comment on the emerging phasing and scheme delivery options.
- 4.13 Following the Cabinet's approval of the approach to a planning application for the Estate in March 2019, to comprise a detailed planning application for the first phase and an outline planning application for the remaining phases – a hybrid planning application. Advisors Ove Arup & Partners were appointed to undertake the design development work to deliver the overall strategy for the Estate. Following detailed work by the architect team, including defining the housing mix, plans were presented to residents of the Estate and people living in the local area in the first phase of pre-planning consultation. To ensure that emerging designs were formed in collaboration with residents, a number of engagement methods were established:
- (a) The CFG – the resident-led steering group continued to play an instrumental part in the delivery of the Scheme and provided feedback on public realm, the energy strategy, building materials, facias, community facilities and internal configuration of flats;
  - (b) Dedicated Consultation Space – a vacant shop unit at No 9 Ebury Bridge Road was used to provide an accessible, welcoming space for residents to visit. The space hosted emerging design exhibition boards and engagement officers were on hand to answer questions and receive feedback;
  - (c) Resident Drop-ins – Hosted by the architects from the project team, the sessions gave all Estate residents an opportunity to drop-in and provide feedback on themed subject areas such as Rehousing/phasing, Public Realm, Homes, Play, Placemaking, Homes and Character. Over 150 Ebury Bridge residents attended these sessions;
  - (d) Dedicated Ebury Bridge website – To reflect the importance of the project and to provide an accessible platform for which interested parties can

access up to date information;

- (e) Commonplace online consultation tool – For those residents who were unable to attend workshops sessions/exhibitions or those who preferred to provide anonymous feedback in the comfort of their own homes;
- (f) Newsletters – 46 editions of the Ebury Bridge Newsletter have been distributed since this project started over in July 2017. The circulation has increased to include both Estate residents and neighbours living in the local area and over 750 copies are distributed each month;
- (g) Leaflet drops – All local residents have received leaflets and consultation booklets to provide opportunities to feedback on proposals;
- (h) Exhibition – Following the design engagement period with Ebury Bridge residents, a public exhibition was held over a two-week period (14 to 26 October 2019) including three Saturday's and late-night sessions. In addition to the physical exhibition, the Boards were made available on the Ebury Bridge website;
- (i) Meetings with amenity groups – Officers from the project team have met with 14 amenity and resident groups in the area. This included groups of residents from Cheylesmore House, Consort Rise, the Belgravia Conservation zone and No 1 Ebury Bridge Road.

4.14 Using the feedback gathered during the initial design development stage the design team responded with a set of key design objectives. There was then a further period of consultation meetings and a public exhibition informed the design proposal submitted as a planning application.

4.15 As is clear from the above, in accordance with the aspirations arising out of the consultation exercise, existing residents and businesses of the Estate and the wider community have played a key role at each stage of both the scenario development and the planning process. The application proposals were developed in response to the views of the community and other key stakeholders.

### **Phasing/Relocation and Rehousing**

4.16 Before commencing engagement work with residents on an option appraisal process, a set of key pledges were established that would underpin any option taken forward, as above. The first was a guaranteed right of return for all secure tenants and resident leaseholders. This commitment safeguarded a new home on the Estate for such residents in the event of a redevelopment option being

taken forward.

- 4.17 In 2017, prior to any scenario appraisals, the tenure make-up of the Estate was 198 council homes and 140 leasehold properties. To date:
- (a) 149 secure Council tenants and their families have moved from the Estate (either temporarily or permanently)
  - (b) Of the total who have moved, 73 households have signalled they want to return to the new Estate;
  - (c) 76 households have chosen to permanently move to another home in Westminster
  - (d) 49 secure tenants currently remain on the Estate with 43 of these households expressing a desire to move into a new home once built;
  - (e) Two resident leasehold households have temporarily moved and expressed a wish to return to a new home on the Estate;
  - (f) It is expected that up to a further 20 resident leaseholders will be supported to return to a new home on the redeveloped Estate
- 4.18 To fulfil the Council's commitment to enable a right of return for both secure tenants and resident leaseholders, the Council's rehousing strategy is underpinned with two bespoke policies: Policy for Tenants in Housing Renewal Areas 2019 and Policy for Leaseholders in Housing Renewal Areas 2018. The Council has a dedicated re-housing team, responsible for carrying out a thorough housing needs assessment and supporting each household with their temporary or permanent move from the Estate. All secure council tenants are provided the highest bidding priority on the Council's choice based lettings system. This means that if they identify a suitable alternative property they are likely to be successful when bidding. The re-housing team will also identify potential properties, ahead of them becoming available, and arrange viewings with tenants.
- 4.19 In addition to establishing the standard of regeneration for the remainder of the Estate, the underlying principle of the phasing is to allow, as far as possible, a single move for tenants from their existing property to their newly built replacement homes on the Estate.

#### Council's Secure Tenants

- 4.20 Under the Council's policy secure tenants are entitled to a home loss payment, to compensate tenants for having to move at a time which is not of their choosing and a disturbance payment, to cover the reasonable costs of moving.



Council tenants who need to move right away will have a right to one of the new social homes in the redeveloped Estate. Tenants will have the option to: (i) move straight into one of the homes, if possible; or (ii) move into another social home in Westminster for a temporary period and then move into a new social home in the renewal area when they are ready.

If they do not want to move into one of the new homes, they can: (i) move to another social home in Westminster; or (ii) have a high priority to buy any of the new intermediate homes that are for sale in the housing renewal area. Any new social homes will be of a size that is needed, of the same tenant type and offered at a rent similar to current rents and set using the same national formula.

### Leaseholders

- 4.21 In addition to the statutory home loss compensation, the Council has also consulted on and produced a refreshed leaseholder policy to support all resident leaseholders impacted by the renewal. Throughout 2017 and into 2018 widespread consultation took place across the borough. Ebury Bridge leaseholders and the CFG played a key role in shaping the content of the updated policy.

Following this consultation, the Policy for Leaseholders in Housing Renewal Areas was updated with its key features including;

- **An equity loan will be offered**, where the leaseholder is buying one of the new homes directly from any developer. The Council provides an interest free loan to bridge the gap between the leaseholder's contribution and the price of the new property
- **Shared equity will be offered**, where the leaseholder is buying one of the new homes directly from the Council. The Council bridges the gap between the leaseholder's contribution and the price of the new property, by having a share in the equity of the home
- **Buy one of the new homes on a shared ownership basis**, shared ownership is different to buying with an equity loan or on a shared equity basis as the leaseholder only part owns the property, rather than them being the full legal owner and rent is paid on the proportion that is not owned.
- **Buy one of the new homes outright**, Leaseholders can buy one of the new homes outright, if they want to and can afford to. There is no obligation on them to buy in this way, even if they can afford to. If this option is chosen they can buy a property of any size.

- **Buy another leasehold property in the housing renewal area,** Leaseholders may prefer to buy another property of the same value as their current home in the local area i.e. one that is not part of the redevelopment programme, if available. Where this is possible, assistance will be provided from the Council to help them find one. In some cases, the Council may be able to sell them property from its own vacant housing stock.
- **Become a social or an intermediate tenant in the housing renewal area,** In some cases leaseholders may be able to remain in the local area by becoming a social or an intermediate tenant. This option will only be offered in special circumstances, such as where none of the other home ownership options are suitable or where leaseholders want to become tenants due to having health problems for example. Where it is agreed leaseholders will receive 75% of the market value of their property, rather than 100%.
- **Receive help and support to move away from the housing renewal area,** Practical help and support will be available for leaseholders, where needed, that want to move to another part of Westminster or elsewhere. This can include help to find a property or with the whole process of buying. In some cases the Council may be able to sell them a property in Westminster from its own vacant housing stock. An equity loan or shared equity might be offered to buy another property close to the housing renewal area, in some limited circumstances.

### Retailers

All long-term retailers will be offered the right of first refusal within the new Ebury Bridge development, once complete. They also have the option to relocate temporarily or permanently within the local area; alternatively, there is an option to agree to end their lease for compensation.

The Council has appointed an independent retail specialist, to give impartial business support to all retailers. This specialist has been available to all retailers since May 2020. The independent retail specialist is there to support occupiers move to new premises and ensure that they are able to continue trading with any increases in costs that may occur. This means that a financial business plan is created with all retailers.

### Rehousing Strategy

- 4.22 The Previous Scheme saw 40 residents move from the Estate, with the Council's intention of moving them back in to the first newly delivered phase of that scheme. Due to the challenges in progressing the previous scheme, this was not possible to facilitate. These tenants are the Council's top priority for re-

housing once the first phase of the Scheme is complete. With approximately 226 new homes projected to be built in the first phase, there is an opportunity to provide all existing secure tenants and resident leaseholders (either onsite or temporarily rehoused) a move into a new home in that phase, so mitigating further disruption. Although some residents have already been required to move temporarily, this would provide the majority of residents to move once, straight into their new home.

### **Purpose of the Order**

- 4.23 The purpose of the Order is to enable the comprehensive implementation of the Scheme which, in the opinion of the Council, will meet its planning and regeneration objectives within a realistic timescale. Without it, the Council has no certainty that development other than the first phase of the Scheme will come forward, which would mean that the economic, social and environmental benefits that come from comprehensive redevelopment of the Estate would not be realized.
- 4.24 The Estate is home to a cohesive community, including many householders and businesses who have lived there for a number of years and are established in the area. However, the building stock is ageing and in need of significant improvement. It currently provides relatively poor-quality housing, amenity space and living environment. The Housing Renewal Strategy outlined how some of Westminster's housing estates face challenges as a result of high concentrations of social housing that does not meet modern living standards and is expensive to maintain; disproportionate levels of overcrowding; health problems; poor levels of numeracy and literacy that contribute to low levels of employment and economic activity and higher perceptions of anti-social behaviour. The Estate is characterised by many of these problems.
- 4.25 As part of the options appraisal process, a detailed stock condition survey was undertaken. This identified that to refurbish the estate and bring it up to decent homes standard, would amount to between £60m and £100m across the whole estate. Maintenance costs on the Estate are increasing which results in poor value for money for residents. The layout of accommodation is poor with overcrowded households, the community facilities are inadequate and best use is not being made of the public realm.
- 4.26 The supporting text of the City Plan Policy 6 acknowledges that the Ebury Bridge Estate has the potential to create a significant uplift in the number of

homes, contribute to meeting strategic housing need and will also deliver wider benefits for the community, made possible by the large-scale nature of estate renewal. The reasoned justification acknowledges that regeneration presents the opportunity to improve quality of life for existing residents, address overcrowding and improve public realm, which will deliver walking links to the wider area (including the Victoria Opportunity Area and the new Chelsea Barracks development).

- 4.27 The redevelopment of the Order Land will also provide much-needed affordable housing (allowing all existing residents to remain on/return to the Estate) in an accessible location. In addition to contributing towards meeting Westminster's housing priorities, the Scheme will also act as a catalyst, spurring on further investment in the Victoria Opportunity Area. The Scheme will create a legible and accessible mixed-use neighbourhood with pedestrian and vehicular links that will better integrate the Estate into the surrounding street network, where currently it is disconnected and isolated. The enhancements to public realm will also deliver a far greater social and environmental contribution than the current under-used and tired offer. Other benefits include a substantial increase in quantum and quality of community floorspace, together with workspace, retail and commercial opportunities and a package of sustainability measures.
- 4.28 The Council is satisfied that: (i) all of the Order Land is required to deliver the Scheme; and (ii) the social, economic and environmental benefits of the Development are not capable of being realized otherwise than as part of a comprehensive redevelopment of the whole of the Estate. As there is no certainty that all of the interests can be acquired by negotiation, the Order is needed to enable the full, unified ownership so the Scheme can proceed.
- 4.29 Compulsory purchase will enable redevelopment to take place in a timely fashion in order to derive the wider public benefits the Scheme will secure and the realisation of the Council's objectives. The Order is therefore, not only necessary, but justified in the public interest.
- 4.30 If compulsory purchase is not achieved then the redevelopment of the Estate will be limited to the initial phase, reflecting the smaller area within the Council's ownership. This would thwart or delay much needed redevelopment of the area and the reduced scheme would not achieve a comprehensive redevelopment and result in considerably less benefit to the local community. The additional residential units (including an uplift in affordable housing), public realm and enhanced pedestrian links would be lost. It would also not resolve the future of

the Estate, which is of poor quality, does not make efficient use of land and has significant maintenance costs.

## 5. DESCRIPTION OF THE PROPOSALS FOR THE USE AND DEVELOPMENT OF THE LAND AND PLANNING POSITION

5.1 The redevelopment Scheme has been sensitively designed in response to detailed analysis of the Estate, the local context, the wishes of local residents and the Council's objective of delivering high-quality development.

5.2 The Scheme has been developed in close consultation with residents of the Estate, the local planning authority, the GLA and other key stakeholders. Throughout the consultation process, the support aired for the scheme was widespread with comments received fully considered as part of the evolving design.

5.3 On 6th October 2021 the Planning Permission was granted for:

*"A mixed use development in outline for residential floorspace and ancillary residential facilities (Class C3) non-residential floorspace comprising flexible retail (Classes A1 - A4), community (Class D1), leisure (Class D2) and workspace (Class B1) floorspace; provision of basement; new pedestrian and vehicular access; and associated amenity space, open space, plant, landscaping, car and cycle parking, refuse storage, servicing area, and other associated infrastructure works; and*

*Detailed planning consent for Blocks 7 and 8 comprising residential floorspace and ancillary residential facilities (Class C3); provision of a basement; new pedestrian and vehicular access; and associated amenity space landscaping, car and cycle parking, refuse storage, servicing area, and other associated infrastructure works"*

5.4 Taken together the scheme proposes up to 781 Class C3 residential units and up to 3,018sqm non-residential floorspace. The non-residential floorspace would comprise flexible retail (Classes A1 - A4), community (Class D1), leisure (Class D2) and workspace (Class B1) floorspace. The residential includes a replacement of the 336 homes current on the Estate, together with an uplift of 455 homes;

5.5 The detailed component for the first phase of the Scheme (on land within the Estate but outside of the Order Land) comprises 226 residential units proposed across Blocks 7 and 8, which comprise two buildings up to 18 storeys and 17

storeys in height respectively; with a basement. The application also includes new pedestrian and vehicular access and associated landscaping, car and cycle parking, refuse storage, servicing area and other associated infrastructure works.

5.6 The outline component comprises the subsequent phases of development and includes the development that is to be implemented on land which includes the Order Land, bringing forward the remaining homes (approximately 532 units) and further retail and community facilities across seven blocks – Block 1 to 6 and Block 9.

5.7 The allowable land uses across the blocks is set out in the table below:

Development Plot	Land Use
Block 1	<p><b>Principal land use:</b> Residential (C3), including ancillary facilities.</p> <p><b>Other land uses:</b> Retail(A1-A4); community and cultural uses (D1). In this respect, no more than 460sqm to be A3, no more than 340sqm to be A4, and no more than 150sqm to be D1.</p>
Block 2	
Block 3	
Block 4	
Block 5	<p><b>Principal land use:</b> Residential (C3), including ancillary facilities.</p> <p><b>Other land uses:</b> 350sqm of commercial uses (B1); 158sqm of community and cultural uses (D1).</p>
Block 6	<b>Principal land use:</b> Residential (C3), including ancillary facilities.
Block 7 (Detailed Area)	<b>Principal land use:</b> Residential (C3), including ancillary facilities.
Block 8 (Detailed Area)	<b>Principal land use:</b> Residential (C3), including ancillary facilities.
Block 9	<p><b>Principal land use:</b> Residential (C3), including ancillary facilities.</p> <p><b>Other land uses:</b> Community, cultural or leisure uses (D1/D2); restaurant or café uses (A3). In this respect no more than 130sqm to be A3.</p>

- 5.8 The development proposed pursuant to the Planning Permission and which is to come forward on the Order Land proposes (as a minimum) 158 sqm community floorspace in the ground floor of block 5 which will take the form of a designated community hall. Details of the hall will form part of the reserved matters application for this phase of development. This new hall will be larger than the existing, more flexible, secure, and located in a landmark location within the Estate. This will ensure a substantial intensification in its use and a far greater social benefit than the previous hall.
- 5.9 Additional community use could also come forward at the Estate as part of the 3,018 sqm of non-residential floorspace proposed as part of the development which includes the Order Land. This will depend on market and resident need and will be determined as part of future reserved matters applications. In this respect, the Planning Permission provides for up to 1,600 sqm of non-residential floorspace (A1-A4/D1 Uses) in Blocks 1-4 and, in Block 9, up to 910 sqm non-residential floorspace comprising D1/D2/A3 with no more than 130 sqm to be provided as A3 use. As such, there is scope for additional community facilities to come forward.

## **6. PLANNING POLICY**

- 6.1 Any decision about whether to confirm an order made under section 226(1)(a) will be made on its own merits, however paragraph 106 of the Guidance makes clear what factors the Secretary of State is likely to take into account in deciding whether to confirm an Order, including whether the purpose for which the land is being acquired fits in with the adopted Local Plan for the area or, where no such up to date Local Plan exists, with the draft Local Plan and the National Planning Policy Framework.
- 6.2 The statutory development plan for the Order Land comprises:
- (a) Westminster's City Plan 2019-2040 adopted by the Council on 21 April 2021; and
  - (b) The London Plan 2021.
- 6.3 The following policies of the development plan are relevant to the making of the Order:

## **London Plan**

- 6.4 The Mayor's London Plan (2021) is the Spatial Development Strategy for Greater London. It sets out an integrated social, economic and environmental framework for the future development of London.
- 6.5 The London Plan (2021) places a greater emphasis on the need to genuinely optimise residential land uses in order to provide the high quality and well designed homes that London needs. This is set out across Chapter 3, in which the overarching principle is expressed as good growth through design. So whilst Westminster's housing target has dropped very nominally from 1,068 to 1,010 homes per year, the need to better utilise existing developed brownfield land is still a priority.
- 6.6 Within London Plan (2021) Policy H8 concerns the loss of existing housing and estate redevelopment. This policy provides that existing housing, if lost, should be replaced by new housing at existing or higher densities with at least equivalent level of overall floorspace. It cautions that, before considering the demolition and replacement of affordable homes, consideration should be given to alternative options. The potential benefits of demolition and rebuilding of homes should be balanced against wider social and environmental impacts and consideration should be given to the availability of Mayoral funding.
- 6.7 The London Plan (2021) comprises policies founded on the "golden thread" principle of 'good growth'. For housing delivery this means guiding London's development in a way that allows it to meet the needs of its growing population on existing brownfield sites. A key component of this is the support of mixed use developments that are able to distribute the success of London's economy, whilst delivering more housing and creating stronger communities. In terms of location, the London Plan emphasizes the importance of making best use of London's land – by using brownfield sites and intensifying the density and use of existing places. Policy H1 reinforces this, noting that boroughs should seek to optimise the potential for housing delivery on all suitable and available brownfield sites. As Policy GG1 recognises, the creation of mixed use developments contributes towards achieving good growth and inclusive communities. Specific to residential uses within the CAZ, Policy SD4 reiterates that such developments should be conserved and enhanced to meet the needs of diverse communities – albeit in a way that does not compromise the CAZ's wide strategic function.
- 6.8 The demand to optimise the use of land to meet increasing housing need has



been reinforced by Policy D3 which removes the Density Matrix in its entirety. Instead, the Policy states that in order for growth to be accommodated in a responsible way, densities will have to be developed with a design-led approach. This stance is strengthened further by policy directions made by the SoS on 13th March (as above), which states that higher density developments should be promoted in areas that are well connected by public transport and walking and cycling routes to jobs, services, infrastructure and amenities.

- 6.9 Policy H4 sets London' strategic target for 50% of all new homes to be genuinely affordable with major developments required to provide affordable housing in line with Policy H5's 'threshold approach.' As to tenure, Policy H6 and the Mayor's Affordable Housing SPG requires 30% of homes to be provided as low cost rent (social rent and affordable rent), 30% an intermediate product; and the remaining 40% to be determined by the LPA taking into account the relevant local plan policies. Policy H10 expects residential schemes to comprise a range of unit sizes to meet local housing need, deliver mixed neighbourhoods and to ensure that sites reach their potential without adding to the pressure on existing housing stock.
- 6.10 Policies D4 and D6 stipulate that residential developments should be of high quality design, comprising comfortable and functional layouts that are fit for purpose and which do not differentiate between tenures. Policy D5 on Inclusive Design states that proposals should have regard for specific groups, being designed to include spaces for social interaction and community. In addition, at least 10% of dwellings comprised in a development should be wheelchair user dwellings with the remainder accessible and adaptable.
- 6.11 Policy S1 considers that social infrastructure should be high quality and inclusive to London's diverse communities by meeting local or strategic need.
- 6.12 As part of the Estate is located within the designated Ebury Local Centre, Policy SD8 is relevant and provides that such centres should focus on the provision of convenient and attractive access to local goods and services that meet the day-to-day needs of residents.
- 6.13 Policy D9 concerns the London-wide strategy on tall buildings. It states that it is up to the borough to define both what constitutes a tall building and which areas are appropriate for them – though they should be located in areas that have capacity for such development. Tall buildings are required to be of an exemplary standard.

- 6.14 Policy G4 recognises the wide range of social, health and environmental benefits of open space, requiring that new developments promote the creation of new areas of publicly accessible open space. Policy S4 requires that residential development provides a net increase in good quality, safely accessible open and play space, designed so that they are overlooked and integrated into the neighbourhood.
- 6.15 Policy G7 includes a presumption against the loss of existing tree value, wherever possible. If planning permission is granted that necessitates the removal of trees, there should be adequate replacement based on the existing value of the benefits of the trees removed. The planting of additional trees is encouraged. Whilst not fully meeting the London Plan (2021) policy on urban greening the scheme will see biodiversity and ecological net gain together with enhanced connectivity to the north and south. This is supported in place shaping terms.
- 6.16 In accordance with the NPPF, Policy HC1 requires development proposal affecting heritage assets and their settings to conserve their significance and avoid harm.
- 6.17 As to transport and accessibility, Policy T1 requires that development makes the most effective use of land, reflecting its connectivity and accessibility by public transport and walking and cycling routes. Policy T6 encourages car-free development and Policy T5 prescribes cycle parking provision.
- 6.18 Finally, Policy GG6 necessitates development to improve energy efficiency and support the move towards a low carbon economy, contributing towards London becoming a zero-carbon city by 2050. Policy SI2 requires all major development to be net zero carbon (Policy SI 7 adopts the same approach in respect of waste).

### **City Plan**

- 6.19 Westminster Council adopted the Westminster City Plan 2019 – 2040 on 21 April 2021. It sets out the vision for the City of Westminster up to and beyond 2040, putting in place a policy framework that would deliver this vision. Many of its policies are therefore of high relevance to the Ebury Bridge Estate scheme.
- 6.20 The City Plan recognises the challenges faced by the Council to accommodate the growth required alongside the need to preserve a good quality of life for its

residents and visitors. In this respect, the Plan's vision anticipates 'economic regeneration and housing developments in Church Street and Ebury Bridge estates will bring a renewed vitality. A vitality that will resonate throughout the City.'

- 6.21 Spatial Strategy Policy 1 continues the theme of growth, and considers that supporting intensification and optimizing densities in high quality new developments that showcase the best of modern architecture and integrate with their surroundings to make the most efficient use of the land, is the best way to achieve this. In particular, the policy requires the delivery of 22,222 homes with 35% of new homes as affordable. The policy cites the renewal of Ebury Bridge Estate Housing Renewal Areas as a key way in which growth will be delivered.
- 6.22 As a Housing Renewal Area, the expectation is for additional housing, improved connections and public realm, and the provision of new retail and community facilities. Policy 6 cites the Ebury Bridge as a Spatial Development Priority, which will deliver: (i) approximately 750 new high-quality homes; (ii) enhanced connections to the wider area through improved public realm and green infrastructure; (iii) innovative and high-quality design to ensure the most efficient use of land; and (iv) improvements to the Ebury Bridge Local Centre in the form of new retail accommodation and community facilities.
- 6.23 Policies 8 and 9 within the City Plan 2019-2040 are geared towards encouraging applicants to come forward with more housing, optimising housing delivery sites and finding new innovative ways to deliver more homes. Through this approach, there is an expectation that the London Plan derived target of 20,685 homes across the plan period (2019-2040) will be exceeded.
- 6.24 Policy 8 seeks to optimise housing delivery across the borough. In the interests of meeting the 22,222 target, the emerging City Plan seeks a "step up" of housing for the first 10 years of the plan period – with an annual delivery of 1,495 new homes. Policy 8 provides that the stepping up of housing delivery will be achieved by optimizing site densities on Housing Renewal Areas.
- 6.25 The Council wishes to increase the amount of affordable homes delivered in Westminster. In carrying this through, City Plan Policy 9 protects affordable housing and will resist any development that would result in its net loss. Accordingly, all residential proposals are to provide a minimum of 35% of the total residential units as affordable on-site, subject to meeting certain

conditions. City Plan Policy 11 requires a mix of units in terms of size, type and tenure to secure mixed and inclusive communities. The policy requires that 25% of all new homes are to be family sized.

- 6.26 As to design, City Plan Policy 13 provides that all new homes should be well-designed, energy efficient and create a high-quality living environment. It reiterates the accessibility requirements of the London Plan Policy D5 and requires all new homes to meet or exceed Nationally Described Space Standards.
- 6.27 As to amenity, City Plan Policy 7 requires development to be 'neighbourly.' This includes protecting and enhancing amenity by preventing unacceptable impacts, enhancing the local environmental and contributing to the greening of the City.
- 6.28 City Plan Policy 18 resists the loss of existing community facilities and floorspace unless the loss or relocation is in the interests of reconfiguring, consolidating or upgrading services. The policy encourages new social and community uses where there is an identified or future need. Accordingly, new large scale development that generates a need will be required to provide additional community facilities to support existing and new residents. Where provided, such facilities should be designed to accommodate a range of community uses, where possible.
- 6.29 In accordance with national and regional policy, City Plan Policy 25 requires development to be located and designed so as to maximize sustainable forms of travel. Delivery and services infrastructure should be incorporated into developments to allow them to operate and be maintained efficiently with minimal disruption (emerging City Plan Policy 30). The parking standards contained within emerging City Plan policy 28 align with the standards prescribed by the London Plan.
- 6.30 As to open space, City Plan Policy 35 requires major development to provide new or improved public open space and space for children's play. Opportunities to enhance existing habitats and create new habitats should be maximized and trees of value ought to be protected. As to public realm, emerging City Plan policy 44 requires developments to incorporate well-designed public realm that is safe, attractive and accessible to all and to improve connectivity of the network of open space and public realm in the City.
- 6.31 City Plan Policy 37 requires major development to maximize the use of low

carbon energy sources to minimize the effects of climate change and strive towards zero carbon emissions.

- 6.32 City Plan policies 39 – 46 underline the fundamental role of new development to enhance its local context by positively responding to local characteristics and local features. In particular, emerging City Plan Policy 39 requires new development to incorporate exemplary standards of high quality, sustainable and inclusive urban design and architecture, reduce emissions and ensure a reduction, reuse or recycling of resources. Development is required to positively contribute to Westminster's townscape and streetscape having regard to the character and appearance of the existing area and to create inclusive and accessible spaces that reduces the opportunity for crime and promotes health and well-being. Principles of sustainable design should be incorporated into development proposals.
- 6.33 City Plan Policy 43 recognises that the general principles to be applied to building heights (i.e. that buildings are proportionate to role, function and location, of exceptional architectural quality, avoid unacceptable impacts etc), in Housing Renewal Areas it is acknowledged that appropriate height must be balanced against the wider public benefits the scheme is able to viably deliver. With regards to the Ebury Bridge Estate, the policy notes that there are opportunities for tall buildings (being buildings of more than 30 metres or, those that are more than twice the prevailing context height (whichever is lower)), though they should be designed in a way that has regard to the setting of and views from the surrounding conservation areas. As such, the tallest elements ought to be to the northern end of the area, with building heights stepping down.
- 6.34 The following policies, guidance and emerging planning policy are material considerations:

**National Policy**

- 6.35 The National Planning Policy Framework 2019 (NPPF) (at paragraph 2) reiterates the statutory requirement to determine planning applications in accordance with the development plan and, therefore, the development plan is the starting point for determining the acceptability of the development. There is a presumption in favour of sustainable development which the NPPF identifies as having three overarching objectives, namely economic, social and environmental objectives (paragraph 8).

- 6.36 In relation to the economic objective, the NPPF explains that to help build a strong responsive and competitive economy, *'sufficient land of the right type is available in the right places and at the right time to support growth, innovation and improved productivity, and by identifying and coordinating the provision of infrastructure'* (paragraph 8a).
- 6.37 In relation to the social objective, the NPPF encourages the planning system to *'support strong, vibrant and healthy communities, by....fostering a well-designed and safe built environment, with accessible services and open spaces that reflect current and future needs and support communities' health, social and cultural well-being'* (paragraph 8b).
- 6.38 The NPPF's overarching environmental objective is to *'contribute to protecting and enhancing our natural, built and historic environment; including making effective use of land, helping to improve biodiversity, using natural resources prudently, minimising waste and pollution, and mitigating and adapting to climate change including moving to a low carbon economy'* (paragraph 8c).
- 6.39 Chapter 5 of the NPPF promotes increases and improvements in the quantity, quality and variety of housing, with paragraph 59 noting the Government's support for schemes that significantly boost the supply of housing, including affordable housing. Paragraph 61 provides that dwellings should be delivered in a variety of sizes, types and tenures to meet the broad needs of different groups in the community.
- 6.40 As regards design, Chapter 12 of the NPPF states that achieving well-designed places is a key purpose of the planning system. In addition, paragraph 127 cites functionality, attractiveness and responsiveness to local context as important principles in the design of developments and highlights that developments should promote accessibility.
- 6.41 Chapter 8 of the NPPF promotes the creation of healthy and safe communities. This is expressed in paragraph 91, which emphasizes the importance of creating high quality open space where people can meet and interact. Paragraph 96 of the NPPF builds on this, promoting the importance of a high quality network of open spaces which provide opportunities for physical activity and social interaction.
- 6.42 Paragraph 92 of the NPPF highlights the planning system's role in supplying the social, recreation and cultural facilities and services that are crucial in meeting community needs. The importance of safeguarding existing valued

facilities and the need to ensure residential economic and community uses are integrated within new developments is noted. Paired, with paragraph 96, paragraph 175 encourages the incorporation of biodiversity improvements in and around development, especially where this can secure measurable net gains. Paragraphs 96 and 97 also resist the loss of recreation spaces and require new developments to incorporate both private and public open spaces for use by occupants.

- 6.43 Section 9 of the NPPF sets out the importance of developments encouraging and facilitating an increase in the use of and access to sustainable transport modes.
- 6.44 Chapter 16 sets out the approach to be adopted to conserving and enhancing the historic environment. In particular, where less than substantial harm will result to the significance of a designated heritage asset, this harm should be weighed against the public benefits of the proposal including, where appropriate, securing its optimum viable use.
- 6.45 In recommending the grant of planning permission for the Scheme, officers reached the view that the Scheme is a well-considered design including an appropriate and rational arrangement of layout, height and massing. The quality of architecture, materials and public realm established within the design code and set out within the detailed scheme is of a high standard. The height of the proposed taller blocks sited alongside the railway line would have the main townscape, visual and heritage impact.
- 6.46 Some harm to designated heritage assets is identified and from some locations the townscape impact, as a consequence of the dramatic scale change, is an uncomfortable one. However, there are many aspects of the tall building policy context where the proposals do accord with policy; and it is also to be taken into account that there are large parts of the Georgian and Victorian townscape of Belgravia and Pimlico which are fully respected and will witness little to no change as a consequence of the proposals.
- 6.47 Overall in terms of heritage impact, it was identified that the proposals will have an adverse impact on some designated heritage assets and on non-designated heritage assets. In the case of the former the degree of impact is indirect and would be to the setting of some listed buildings and conservation areas. In all cases the degree of harm is assessed to be less than substantial and for the most part at the low end of this. While any harm should be avoided

and requires clear and convincing justification, where it is adjudged to be less than substantial the NPPF makes clear that the harm must be weighed against the public benefits of the proposal. With respect to non-designated assets the NPPF requires a balanced judgement to be made having regard to the scale of any harm or loss and the significance of the heritage asset. The public benefits of this scheme are significant and are not capable of being delivered without the demolition of the existing buildings on the site. It is considered that they very persuasively outweigh the harm to heritage assets identified in this report.

6.48 Developing the Estate at a higher density level to meet policy objectives of boosting significantly the supply of housing and optimising housing delivery, will lead to reductions in daylight and sunlight to neighbouring properties. The consideration of alternative lower density options would mean that the housing growth benefits in the scheme in relation to the delivery of market and affordable housing would not be realised.

6.49 It was considered that, on balance, the proposed development is in accordance with the Development Plan read as a whole. In addition to providing in the region of 445 additional homes and a minimum of 50% affordable housing across the illustrative Masterplan, there are other significant public benefits arising from the proposed development that are material considerations, namely improvements to the quality and energy efficiency of homes. enhancements to the public realm, new community and social facilities, an enhanced Ebury Bridge Local Centre and enhanced connectivity and new public route through the site. The proposed development would also meet the policy objectives of the NPPF that seek to significantly boost the supply of homes, address the needs of groups with specific housing requirements and the provision of affordable housing on site.

## **7. JUSTIFICATION FOR COMPULSORY PURCHASE**

7.1 Having regard to paragraph 106 of the Guidance, the Council notes that, where a compulsory purchase order is promoted pursuant to section 226(1)(a) of the Act, the Secretary of State will take into account the following issues:

- (a) Whether the purpose for which the Order Land is being acquired fits with the adopted local plan for the area or, where no such up to date local plan exists, with the draft local plan and NPPF;
- (b) The extent to which the proposed purpose will contribute to the



- achievement of the promotion or improvement of the economic, social or environmental wellbeing of the area;
- (c) Whether the purpose for which the Order Land is to be acquired could reasonably be achieved by any other means within a reasonable timeframe;
- (d) The potential financial viability of the Scheme.
- 7.2 The Guidance also requires the Council to have regard to the following when considering making a compulsory purchase order:
- (a) That the purposes for which the Order is made sufficiently justify interfering with the human rights of those with an interest in the land affected;
- (b) Whether it is likely that the Scheme will be blocked by any physical or legal impediments to implementation.
- 7.3 These are each considered below in relation to the Order and the Scheme.
- (i) Whether the purpose for which the Order Land is being acquired fits with the adopted planning framework or, where no up-to-date local plan exists, with the draft local plan and NPPF:**
- 7.1 The compulsory purchase of the Order Land is required to deliver a comprehensive redevelopment scheme and is the only approach available to the Council to optimise the benefits offered from a key site within a priority regeneration area.
- 7.2 The comprehensive renewal of the Estate is supported in land use terms. The development would optimise housing delivery and help the City Council meet its ten year housing target set out in the London Plan (2021). For the reasons set out below, the acquisition of the Order Land to facilitate the delivery of the Scheme would on balance, be in accordance with the Development Plan read as a whole, and other guidance, including the NPPF.
- 7.3 The intention to bring forward development at the Order Land has been articulated by the Council for nearly 10 years. The Council refers to the following key aspects of the Scheme by reference to the planning framework:

### *Principle of Development*

- 7.4 The regeneration of Estate (of which the Order Land forms part) is promoted at a strategic and local level. In particular:
- (a) it has been identified as a strategic opportunity since 2010 (per the Housing Renewal Strategy);
  - (b) Policy 1 of the City Plan cites the Estate as a Housing Renewal Area key to the way in which the target for 22,222 homes over the plan period will be delivered;
  - (c) Policy 6 of the City Plan cites the Estate as a spatial development priority with the scope to deliver approximately 750 high-quality new homes, enhanced connections through improved green infrastructure, high-quality design to make the most effective use of land and new retail and community facilities.
- 7.5 The supporting text of the relevant City Plan Policy 6 states that the Ebury Bridge Estate has the potential to create a significant uplift in the number of homes, contribute to meeting strategic housing need and will also deliver wider benefits for the community, made possible by the large-scale nature of estate renewal. The reasoned justification acknowledges that regeneration presents the opportunity to improve quality of life for existing residents, address overcrowding and improve public realm, which will deliver walking links to the wider area (including the Victoria Opportunity Area and the new Chelsea Barracks development).
- 7.6 Turning to the NPPF, it is clear that the regeneration and effective use of the Order Land, being previously-developed land, will contribute to sustainable development in accordance with the NPPF (paragraph 8). The assembly and regeneration of the Order Land to facilitate its redevelopment will create conditions in which businesses will invest, in turn helping to build a strong, responsive and competitive economy (paragraph 8a). Regeneration and redevelopment will create a place that is well-designed, safe and accessible, with open spaces that support the well-being of surrounding communities (per paragraph 8b). Further, the regeneration of the Order Land and the application of development plan policies in the planning application determination process will ensure the protection and enhancement of the natural, built and historic environment (per paragraph 8c).

- 7.7 In accordance with the development plan, national policy imperatives and emerging policy, the Scheme would act as a catalyst for further transformational investment in the local area. Relevant to the proposals is policy H8 of the London Plan. As detailed in Section 6 above, and in accordance with the reasoned justification to policy H8, there has been significant engagement and consultation with local residents as to the development proposals and vision for the Estate. Alternative (and less interventionist) options for the delivery of the Estate's regeneration have been considered as part of an ongoing consultation process starting in 2013 and, more recently, as part of the eight potential development scenarios for development closely consulted upon with residents and businesses in 2017 - 2018. In each case, this has ensured that residents are at the heart of the Estate's regeneration.
- 7.8 Ultimately, less disruptive alternatives scored less favourably when considered against a scoring matrix of deliverability, viability and desirability and would not achieve the same vision and objective of comprehensive regeneration as is proposed by the Scheme. The potential benefits of demolition and rebuilding of homes (namely, the uplift in affordable housing, enhanced and improved community uses and the creation of improved open space) are considered to clearly outweigh any social and environmental impacts. Further, by formulating clear objectives for the estate regeneration Scheme, the proposals will better serve the local community. The proposals for the Scheme have taken into account (and fully comply with) the Mayor's Good Practice Guide to Estate Regeneration (2018), which acknowledges that more interventionist regeneration can realise significant benefits, including opening up access to a full range of better quality housing of all tenures, improvements across neighbourhoods; new opportunities for training and employment and new community facilities. A ballot is not required in this instance as no Mayoral funding is required to take the Scheme forward. Accordingly, the acquisition of the Order Land for the purposes of delivering the Scheme is considered to fully comply with London Plan Policy H8, City Plan policies 1 and 6, and the Mayor's Good Practice Guide to Estate Regeneration.

### Housing

- 7.9 Across the Estate, the illustrative Masterplan for the Scheme proposes up to 781 residential units of which 53% is proposed as affordable housing by habitable room with an overall tenure split of 66% social rent to 34%

intermediate housing. Discounting the affordable housing re-provision requirement, this equates to 50% affordable housing on the uplifted accommodation. This will be the minimum amount of affordable housing provision across the Masterplan area.

- 7.10 The new homes would replace the existing 336 units (being the units in situ and those prior to the demolition of Edgson House) with an uplift of 422 units. The additional housing would 'boost significantly the supply of housing' (per paragraph 59 of the NPPF), contribute towards achieving Westminster's housing target (per City Plan policy 8) and optimize the potential for housing delivery on a suitable and available brownfield site (per London Plan policy H1).
- 7.11 As to affordable housing, of the previous 336 units, 198 residential units (548 habitable rooms) were provided for social rent, with the remainder comprising market housing. The Scheme uplifts the previous level of affordable housing. The uplift is also consistent with City Plan policy 6. Additionally, in accordance with London Plan policy H8, it is proposed that any affordable housing that is replacing social rented housing is provided as new social rent housing, where it is facilitating a right of return for existing tenants.
- 7.12 The proposed development would have a residential density of 420 units per hectare and compares with 180 units per hectare as existing. In the London Plan (2021), higher density residential developments are those with a density of at least 350 units per hectare. A key benefit of the proposed scheme is that it intensifies the use of land and provides a high density form of development to support additional homes.
- 7.13 In accordance with London Plan Policy D3, the Scheme's approach to density has been design-led, optimizing the use of the land in a way that respects the surrounding constraints and land uses in accordance with policy 6 of the City Plan, Section 11 of the NPPF (Making Effective Use of Land) and the spirit of the policy direction made by the Secretary of State on 13<sup>th</sup> March. In this regard, the Scheme further accords with City Plan policy 8, which recognizes the need to optimize site densities on Housing Renewal Areas such as the Estate, so as to achieve the borough's 'stepped-up' housing delivery target.
- 7.14 The development proposed pursuant to the Planning Permission provides an indicative mix of residential units across the Estate, which would provide a mixed and balanced neighbourhood in accordance with paragraph 61 of the NPPF, and City Plan policy H10.

- 7.15 As noted earlier, the illustrative Masterplan sets out that overall a minimum of 19% family units would be provided (149 units). In terms of the uplift in residential units, 20% (90 units) would be family units. The proposed 20% provision of family sized units based on the uplift in residential units across the Masterplan falls below the 25% required by Policy 10 of the City Plan 2019-2040. The illustrative dwelling mix across the Masterplan indicates, however, a substantial increase in the number of family sized units from 59 as existing to 149 as proposed. In addition the illustrative accommodation schedule identifies that 31% of the affordable units would be family units ensuring provision in the tenure most in need of family accommodation.
- 7.16 As previously noted, all units would meet the minimum Nationally Described Space Standards and the majority would be dual aspect, with single aspect north facing units avoided. At present two thirds of units do not comply with such standards and only 25% are dual aspect. An approach to window treatment and separation distances has been adopted to ensure that residents are provided with the highest standards of living. The proposed heights and massing of the Scheme have been devised to ensure that it does not unduly prejudice daylight and sunlight to surrounding windows; and that the massing itself does not create an undesirable microclimate which adversely impacts on surrounding residents. However, if this site is to be redeveloped at a higher density level to meet policy objectives of boosting significantly the supply of housing and optimising housing delivery, then reductions in daylight and sunlight to neighbouring properties are to be expected. It is considered that the Scheme accords with NPPF Chapter 12, London Plan policies D4, D5 and D6 and City Plan policies 7, 12 and 13.
- 7.17 In light of the above, the Scheme would secure a mixed and balanced community at the Order Land (and, when taken together with the detailed component of the Planning Permission, the Order Land) in accordance with adopted policy. In respect of the development consented pursuant to the Planning Permission, 10% of dwellings will be designed in accordance with Building Regulation requirement M4(3) 'adaptable' standards whereby if a resident requires a fully accessible wheelchair unit they can be easily adapted for such, with the remainder to be designed in accordance with Building Regulation requirement M4(2). This is fully in accordance with paragraphs 91 and 127 of the NPPF, London Plan D5 and City Plan policy 13.

### Community Uses

- 7.18 The development proposed pursuant to the Planning Permission proposes (as a minimum) 158 sqm community floorspace in the ground floor of block 5 which will take the form of a designated community hall. Details of the hall will form part of the reserved matters application for this phase of development.
- 7.19 Additional community use could also come forward at the Estate as part of the 3,018 sqm of non-residential floorspace proposed as part of the Planning Permission, this will depend on market and resident need and will be determined as part of future reserved matters applications. In this respect, the Planning Permission provides for up to 1,600 sqm of non-residential floorspace (A1-A4/D1 Uses) in Blocks 1-4 and, in Block 9, up to 910 sqm non-residential floorspace comprising D1/D2/A3 with no more than 130 sqm to be provided as A3 use. As such, there is scope for additional community facilities to come forward.
- 7.20 This new hall will be larger than the existing, more flexible, secure, and located in a landmark location within the Estate. This will ensure a substantial intensification in its use and a far greater social benefit than the previous hall. Whilst the existing 23 sqm gardening building is not proposed to be re-provided, community gardening activities will be supported through the provision of community herb gardens on the podiums of the various blocks comprised in the development. It is considered that the proposed community use complies with paragraphs 91 and 92 of the NPPF, London Plan policies S1 and D5, City Plan Policy 18 and the spatial priority for the Ebury Bridge Renewal Area stipulated by City Plan Policy 6.

### Commercial and Retail

- 7.21 A key component of the Scheme is the improvement and increased provision of retail and commercial floorspace. As to this, the scheme consented pursuant to the Planning Permission would provide 3,018 sqm of non-residential floorspace (comprising a net increase of 2172 sqm on the existing provision). Save for the community use and 350 sqm of Class B1 floorspace to be accommodated within Block 5, the proposed uses of the remaining floorspace are to be determined at the reserved matters stage, subject to need and feedback from local residents and stakeholders. A threshold per use-class has been adopted to diversify the offer. The commercial and retail uses are proposed to be sited in Blocks 1 – 4, given the western frontages of

such blocks are part of, and will form an extension to, the Ebury Local Centre. The provision of high quality, flexible retail floorspace here would therefore contribute towards the vitality of the Local Centre whilst also providing key local conveniences to residents in full accordance with London Plan Policy SD8, the requirement, pursuant to the NPPF, for LPAs to positive and proactively encourage economic growth.

### Design and Open Space

- 7.22 The Scheme also presents an opportunity to provide a high quality design with bulk and massing in-keeping with the location and sympathetic to local surroundings in accordance with London Plan policy D5 and D6, City Plan policies 39 – 46 and Chapter 12 of the NPPF. The illustrative masterplan submitted as part of the application for the Planning Permission demonstrates how the development is capable of creating a cohesive network of legible, open spaces; high quality green infrastructure; new routes and connections to the surrounding neighbourhood and the creation of buildings laid out so as to allow for passive surveillance of the public realm, which ensuring privacy for residents.
- 7.23 The massing of the Scheme has been carefully considered. The tallest building proposed pursuant to the Planning Permission (Block 6; up to 19 storeys) is located on the eastern edge of the Estate. Blocks 7 and 8 comprise two buildings up to 18 storeys and 17 storeys in height respectively. It is proposed that the Blocks step-down to circa 6 storeys for those fronting Ebury Bridge Road. The remaining blocks peak at circa 8 storeys and are in-keeping with prevailing heights in the local area. Further, the reduction in heights in this location respects the adjoining heritage assets, whilst still providing a positive impact onto Ebury Bridge Road and providing an attractive landmark in a way that would not diminish the quality of the existing built environment.
- 7.24 As above, the development includes 'tall buildings' within the meaning of City Plan policy 42 and London Plan policy D9. Having regard to the location of the Estate within the CAZ, the Housing Renewal Area and adjacent to the Victoria Opportunity Area, it is considered that there is scope to include tall buildings at the Estate. In accordance with City Plan policies 42 and 43, it is considered that the benefits of the Scheme in supporting the creation of a substantially enhanced housing estate, legible network of high quality open spaces and uplift in affordable housing weigh in favour of the scale of development proposed.

- 7.25 As to open space, landmark gateways are proposed to the north and south of the Estate with a network of connected public squares with interlinked pedestrian and cycle routes in through and out; and landscaped entry points from Ebury Bridge Road. Children's play spaces and playable landscapes will be distributed throughout that, in quantum terms, there will be an increase above the existing Estate provision. In addition to public open space, private amenity space is proposed in the form of podium gardens and roof terraces, providing a further source of open space for residents. Accordingly the new open spaces proposed are superior in terms of amenity, usability and ecological value to the existing spaces in accordance with London Plan policy G4 and G5 and City Plan Policy 35.

### Conservation

- 7.26 Whilst the Estate is bounded to its north west edge by the Belgravia Conservation Area, there are a number of other conservation areas and listed buildings within its proximity. The visual impact of the development consented pursuant to the Planning Permission has been assessed from 26 views from and of heritage assets around the Estate and concludes that, in all but one case (the view from Pimlico Conservation Area), the development will either have a neutral or positive impact on views. Although, in accordance with City Plan policy 40, the development has been designed with due consideration to the surrounding context with taller buildings are positioned along the eastern edge to the railway and step down from north to south, the Scheme will result in a low degree of 'less than substantial harm' to the Grade II listed National Audit Office and low level of harm to a group of non-designated assets on Westmoreland Place.
- 7.27 The Council is satisfied that any harm arising is less substantial (per paragraph 196 of the NPPF) and, even attaching special weight to such harm, this is outweighed by the physical and economic regeneration of the Order Land at a density that secures its optimum viable use. Accordingly, the proposals are in compliance with Section 16 of the NPPF.

### Transport and Parking

- 7.28 The Order Land is in a highly sustainable location with a PTAL rating of 6b and is well located in relation to existing public transport services, which will result in the reduced need for car-use. In accordance with London Plan policy



T1 and Section 9 of the NPPF, the location of the Order Land facilitates access on foot, via safe and convenient routes to the local area and transport nodes.

- 7.29 The development consented pursuant to the Planning Permission maximizes connections and accessibility, with a total of eight entrance points to cyclists and pedestrians. This will enhance the Order Land's connectivity to the amenities in the wider area, whilst opening it up for use by residents within the wider neighbourhood as a place to relax and socialize. Although there is provision for vehicular access to accommodate less mobile residents and servicing and deliveries, pedestrians and cyclists will be prioritized. The accessibility strategy is therefore fully in accordance with London Plan policies 6.10, 6.11 and 6.12 and City Plan policy 25.
- 7.30 In accordance with London Plan policy T6, it is proposed that the Scheme will be car-free with car parking limited to use by disabled residents. The Scheme proposes a total of 42 disabled car parking spaces and two car club spaces. This level of parking provision is in accordance with London Plan (2021) policy and Policy 27 of the City Plan. Cycle parking for the scheme is proposed to comply with London Plan (2021) standards. In accordance with paragraph 104 of the NPPF and in excess of the requirements of London Plan policy T5, cycle parking will be provided commensurate with each Block's dwelling mix with additional spaces provided for visitors.
- 7.31 Moreover, the balance of uses proposed at the Order Land pursuant to the Scheme would encourage people to minimise journey lengths for employment, shopping and leisure activities (per paragraph 104 of the NPPF).

#### Energy and Sustainability

- 7.32 The integration of sustainability and energy efficiency measures as part of the Scheme has been carefully considered as part of the design proposals that are now the subject of Planning Permission. In addition to the two energy centres proposed with the Estate to serve the development, the proposals prioritise sustainable transport; buildings that incorporate a high degree of insulation and protection for residents from undue external noise and air quality impacts; a design that seeks to mitigate overheating in line with the London Plan and reliance on sustainable methods of energy generation. In addition, ecological enhancements have been incorporated into the design to improve ecological resilience and seek to achieve biodiversity net gain.

- 7.33 The Council is satisfied that the Scheme will make the fullest contribution to the mitigation of, and adaption to, climate change, energy usage and resource wastage, whilst minimising carbon dioxide emissions in accordance with London Plan policies GG6 and SI 2, policy 37 of the City Plan and the NPPF.
- 7.34 In light of the above, the Council is satisfied that the Scheme accords with the strategic objectives of the development plan and the national planning framework (as well as other material considerations). The purposes for which the Order Land is being acquired accords with the adopted and emerging planning policy for the area as recognized by the grant of Planning Permission.

**(ii) The extent to which the proposed purpose will contribute to the achievement of the promotion or improvement of the economic, social or environmental wellbeing of the area:**

**SOCIAL**

- 7.35 The benefits of the Scheme include the provision of new housing, improved community facilities, the provision of improved open space and play space and substantial improvements to the public realm. The opportunities presented by the Scheme will create social gains for local people and businesses and contribute towards the promotion and improvement of social well-being in the Council's area. The economic and environmental benefits listed below will improve the social well-being of the Council's area, for example creating jobs and creating an attractive environment will also indirectly enhance the social well-being of people in the area.
- 7.36 Accordingly, to the 2017 mid-year estimate, the population of the City of Westminster was 244,813<sup>1</sup>. The population is projected to increase by 32,631<sup>2</sup> by 2042, an increase of 13.3%. This projected increase is an important consideration for the requirement for the delivery of new housing. The 2019 English Index of Multiple Deprivation (IMD)<sup>3</sup> (section 12) summarises the deprivation levels for each LSOA covering the local and wider community (comprising LSOAs Westminster 023C and Westminster 023G) faces significant income and employment deprivation, ranking between the top 10%

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<sup>1</sup> ONS, 2017. Mid-year population estimates. Available at:

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates>

<sup>2</sup> GLA, 2017. Trend-based population estimates: Long-term. Available at:

<https://data.london.gov.uk/dataset/trend-based-population-projections>

<sup>3</sup> ONS, 2019. Indices of Deprivation 2019 and 2015. Available at:

<https://dclgapps.communities.gov.uk/imd/idmap.html>

and 30% most deprived in the country.

- 7.37 Westminster has an acute need for additional homes, especially affordable housing, which the Scheme will help to deliver. The Scheme will deliver at least 50% of homes as affordable and will provide a mixture of market, intermediate and social housing, which will contribute towards the improvement of social well-being in the Council's area.
- 7.38 The Scheme would deliver a range of new homes, built in accordance with relevant housing standards and meeting policy compliant levels of adaptable and accessible dwellings. The development consented pursuant to the Planning Permission proposes 781 homes, comprising a significant uplift in homes currently at the Estate. Of the homes proposed, a minimum of 50% affordable homes are proposed and the new housing will help to diversify the housing stock available.
- 7.39 Current and future residents living in Westminster and London have identified a high level of housing need and the ONS figures indicate existing issues regarding overcrowding in existing housing stock. All net additional housing units to be delivered as part of the Scheme will represent additional housing units available to these residents with a greater proportion of much needed family sized housing.

## **ECONOMIC**

- 7.40 As above, LSOAs Westminster 023C and Westminster 023G face significant income and employment deprivation, ranking between the top 10% and 30% most deprived in the country. The latest population estimate shows that the proportion of economically active residents (aged 16-64 years) in the local area (Churchill Ward) is 70.3% and in City of Westminster is 71.8%, which is lower than the London average (78.1%). It is estimated that the current employment-generating uses (excluding vacant units) at the Estate support an estimated 39 direct full-time equivalent (FTE).
- 7.41 Within this context, there is a compelling need to regenerate the Estate. The development consents pursuant to the Planning Permission will comprise 3,018 sqm of non-residential commercial floorspace. This compares to 846 sqm of non-residential commercial floorspace at the Estate presently. The development is therefore likely to result in new employment opportunities for existing and future residents within the local community, which would be beneficial in the

context of existing significant income and employment deprivation within the vicinity of the Estate.

- 7.42 A number of economic benefits can, therefore, be directly be attributed to the development consented pursuant to the Planning Permission through construction work and the end user jobs. The Environmental Statement associated with the Planning Permission predicted 96–103 net additional full-time equivalent (FTE) jobs.
- 7.43 The Council is satisfied that the Scheme would contribute towards the improvement and promotion of the economic well-being of its area.

## **ENVIRONMENTAL**

- 7.44 The Scheme would provide a high quality and inclusive environment, whilst making best use of the Order Land to better integrate the Estate with the local area. An attractive shared surface will emphasize pedestrian and cyclist priority through the Estate and the greened north-south route will enhance the connectivity and permeability of the area. The series of public squares will create a new focal point, with the benefits of the residential-led development overlooking public space, which would improve the perception of the risk of crime in the area.
- 7.45 Westminster’s built-up nature means that its parks and open spaces play an essential role in the quality of life for residents. Despite being able to provide the more than national average of publicly available open space, the City Plan states that there is still an overall deficiency in the City. South Westminster is particularly deficient in green and open space.
- 7.46 The Estate is located in an identified area of Play Space Deficiency (per figure 7 of the Draft Infrastructure Delivery Plan (IDP) (November 2019)<sup>4</sup>. The existing provision of open space within the Estate is poor and comprises undesignated spaces, access roads and other areas of hard-standing. There is a playground set within the community gardens and a multi-use games area (MUGA), comprising a total of 1,836 sqm.
- 7.47 The development consented pursuant to the Planning Permission has been designed to minimise impacts on the environment by incorporating

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<sup>4</sup> City of Westminster, 2019. City Plan 2019-2040 – Draft Infrastructure Delivery Plan (November 2019 – Live document).

sustainability measures into the built development.

- 7.48 The proposals will maximise the site's potential, enhance public space, provide a mix of uses and will be accessible, legible and sustainable.
- 7.49 The social, economic and environmental benefits of the Scheme are substantial.

**(iii) whether the purpose for which the acquiring authority is proposing to acquire the land could be achieved by any other means.**

- 7.50 The Council does not consider that there are any suitable alternatives to the Order which would deliver the objectives of the Scheme. The purpose for which the Order Land is proposed to be acquired is in accordance with the adopted and emerging planning policy framework.
- 7.51 The Council has spent many years developing a sustainable, deliverable regeneration proposal for the Estate as previously explained in Section 4 above. The Scheme proposed will secure the comprehensive development of the Order Land in accordance with regional and national planning policy, in a manner sympathetic to its location and the constraints of the Estate.
- 7.52 No alternatives to the Order have been advanced by any other party. Notwithstanding this, and as noted above, the Council has had regard to alternative proposals; notably, the Previous Scheme and the various scenarios for development considered as part of the 'Narrowing of Options' in 2018.
- 7.53 It is considered that the social, economic and environmental benefits of the Scheme detailed above are specific to the Order Land.
- 7.54 Given the nature of the Order Land, its history and current status, the Council consider it unlikely that the comprehensive regeneration of the Estate can be achieved without the Order being confirmed by the Secretary of State.
- 7.55 The Council has given careful consideration to the need to include each parcel of land within the Order Land and is satisfied that the Order is necessary and in the public interest and that all of the Order Land is required to facilitate the development.
- 7.56 The Council considers that the use of compulsory purchase powers is fully

justified. The Scheme offers social, economic and environmental benefits as summarised above which provide a compelling case in the public interest.

**(iv) the potential financial viability of the Scheme for which the land is being acquired**

- 7.57 Paragraph 106 of the Guidance states that an acquiring authority should provide details of sources and timing of funding for both acquiring the Order Land and implementing the Scheme.
- 7.58 Both the detail and outline phases of the Ebury Bridge Estate Renewal Scheme is a Council led development scheme that is to be 100% funded by the Council, supported through market sales of completed units and Council funds.
- 7.59 A capital budget for Ebury Bridge Estate Renewal Scheme has been included in the Council's capital budget and was approved by the Cabinet on 8th March 2021.
- 7.60 A viability appraisal accompanied the planning application and the Council is satisfied that the total cost of delivering the project including the land acquisitions can be supported by sale of private units and internal Council funding.

**(v) That the purposes for which the Order is made sufficiently justify interfering with the human rights of those with an interest in the land affected;**

Human Rights

- 7.61 The Human Rights Act 1998 incorporated into domestic law the Convention on Human Rights (the 'Convention'). The Convention includes provisions in the form of Articles, which aim to protect the rights of the individual.
- 7.62 Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way that it incompatible with the Convention. The Guidance provides that a compulsory purchase order should only be made where there is a 'compelling case in the public interest,' and that a public authority pursuing a compulsory purchase order should be sure that the purpose for which it is making that order sufficiently justifies interfering with the human rights of those with an interest in the land affected. In making this assessment, the authority should have regard, in particular, to the provisions of Article 1 of the First Protocol and Articles 6 and 8 to the Convention.

- 7.63 Under Article 1 of the Convention, every natural or legal person is entitled to the peaceful enjoyment of his possessions. Article 1 states 'no one shall be deprived of his possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law.'
- 7.64 Article 6 of the Convention provides that 'in determining his civil rights and obligations...everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law.'
- 7.65 Article 8 of the Convention protects private and family life, home and correspondence.
- 7.66 It is acknowledged that the above Convention rights may be at issue in the course of making and leading up to the confirmation or non-confirmation of the Order. As regards Article 1 of the Convention, it is acknowledged that the owners of the land comprised within the Order Land may be deprived of their property if the Order is confirmed and thereafter implemented. However, such interference will be in accordance with the law. The public benefits associated with the Order are set out in this Statement, and the Council is satisfied that the Order will strike a fair balance between the private loss of property rights and the public interest in securing the implementation of the Scheme (which is unlikely to happen in the absence of the Order).
- 7.67 In respect of the right to a proper hearing under Article 6 of the Convention, there has been considerable public consultation and engagement on the proposals to regenerate the Order Land, and numerous opportunities throughout the planning process for interested third parties and those with a proprietary interest in the Order Land to make representations. Leaseholders have also had the opportunity to engage in negotiations for voluntary acquisitions prior to the compulsory purchase process being initiated. In any case, the Council is satisfied that the statutory compulsory purchase process provides for the consideration of objections and, if such objections are duly made, for a public inquiry to be convened into the Order, all of which complies with Article 6. With regard to the Secretary of State's decision, a right of challenge before the High Court exists. In relation to compensation disputes, affected persons have the right to refer any claim for compensation to the Upper Tribunal (Lands Chamber), being an independent body.
- 7.68 As to Article 8, this right is qualified in the case of interference in accordance with the law, where there is a legitimate aim and where it is fair and

proportionate in the public interest. The Council is satisfied that their proposed use of compulsory purchase powers for site assembly of the Order and the interference caused is justified and falls within these exceptions having regard to the compelling public benefit which would arise from the Scheme.

#### Equality

- 7.69 The Equality Act 2010 provides protection from discrimination in respect of certain protected characteristics namely: age, disability, gender re-assignment, pregnancy and maternity, race, religion or beliefs and sex and sexual orientation. Pursuant to section 149 of the Equality Act 2010, the Council is subject to the Public Sector Equality Duty, which requires the Council, when exercising their powers, to have due regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Equality Act 2010;
  - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not; and
  - (c) Foster good relations between people who share a protected characteristic and those who do not.
- 7.70 The Council has been mindful of its duty and has had regard to the impact of regeneration of the Order Land and provision of the Scheme on such protected characteristics. A full Equalities Impact Assessment ('EQIA') was commissioned by the Council in support of the planning application that gave rise to the Planning Permission. An Addendum has been commissioned which considers the equality impacts of the redevelopment process including the use of compulsory purchase powers.
- 7.71 The EQIA has found that there are remaining residents on the Estate with protected characteristics. The Council has sought to mitigate the impact on those protected characteristics through a range of reasonable and proportionate measures focused on engagement, compensation options, and the benefits of the redevelopment in order to improve the outcomes of the redevelopment for the current and future Estate community.
- 7.72 The EQIA acknowledged that the effects on protected characteristics are being managed through engagement and consultation and the mitigation measures set out in the Policy for Tenants in Housing Renewal Areas, the Policy for



Leaseholders in Housing Renewal Areas and the support developed by the Council for businesses included in the Order.

7.73 The EQIA concluded, therefore, that where any negotiations of property acquisition to facilitate the redevelopment is deemed to not be possible and compulsory purchase must be used, equality risks have been addressed. There is, therefore, a case for the use of the CPO, if it is required to facilitate the development.

**(vi) Whether it is likely that the Scheme will be blocked by any physical or legal impediments to implementation.**

7.74 The Guidance requires an acquiring authority to show that the Scheme underlying the Order is unlikely to be blocked by any physical or legal impediments to implementation. These include the programming of any infrastructure accommodation works or remedial work as may be required and any need for planning permission or other consent or licence.

7.75 On 6<sup>th</sup> October 2021, the LPA granted the Planning Permission. Further, Section 7(iv), details the proposed funding for the redevelopment Scheme, which includes the cost of leasehold and other land acquisition. The Council is satisfied that adequate funding is available not only to complete the assembly of the Order Land but to implement (and complete) the Scheme.

7.76 There are sub-stations on the Estate which have been integrated into the development proposals and these assets will not present any impediment. London Power Networks Plc HV cabling currently crosses the Estate and will need to be removed or relocated to accommodate the Scheme. Similarly, BT Open Reach has various overhead and underground plant and join boxes across the Estate, including a large three-paneled cabinet/ BT junction box situated alongside Doneraile House. Negotiations with utility companies have been entered into and no utility impediments are expected. Thames Water also has a water main within the Estate. This will continue to serve the development proposed for the Order Land, albeit its capacity will be reviewed in light of the additional homes.

7.77 The Council is satisfied that, there are no fundamental impediments to the implementation of the Scheme and that the Scheme will proceed if the Order is confirmed.

## **8. SPECIAL CONSIDERATIONS AFFECTING THE ORDER LAND**

- 8.1 The Order Land is situated outside Westminster's conservation areas, although it does lay immediately to the south east of the Belgravia Conservation Area. Whilst none of the buildings comprised within the Order Land are statutorily listed, there are listed buildings in the vicinity.
- 8.2 As to the development consented pursuant to the Planning Permission, the Council fully assessed its likely impact on the Conservation Area and neighbouring listed buildings (being designated heritage assets within the meaning of the NPPF) and concluded that any harm arising is: less than substantial; and outweighed by the substantial public benefits which accrue, to which the Council has referred above. In so concluding, the Council has attached considerable weight to this identified harm and to the desirability of preserving the designated heritage assets pursuant to its statutory duty under the Planning (Listed Buildings and Conservation Areas) Act 1990.
- 8.3 Overall, the Council is satisfied that less than substantial harm (per the NPPF) exists but this is outweighed by the public benefits arising from the making of the Order (and, subsequently, implementing and completing the Scheme).
- 8.4 The estate is located in the Archaeological Priority Area (APA) Tier 3: Pimlico. The Estate has been subject to a programme of archaeological desk-based assessment with monitoring of site investigations. This is due to the presence and potential survival of post-medieval/industrial archaeological remains of the 19th century Grosvenor Canal and 1720's Chelsea Waterworks. Whilst the proposals could cause harm to archaeological remains Historic England advised ahead of the grant of the Planning Permission that the significance of the asset and scale of harm to it is such that the effect can be managed using a planning condition to secure a written scheme of investigation.
- 8.5 The Order Land includes land used by statutory undertakers for the purposes of its undertaking. This gives such undertakers a separate and additional power to object to the Minister responsible for their undertaking in accordance with section 16 of the 1981 Act. The Council will seek to put in place appropriate agreements with such statutory undertakers and any telecommunications operators and discussions have already commenced to achieve this.
- 8.6 The Crossrail Line 2 Safeguarding Route 2015 crosses the north western

corner of the Ebury Bridge Estate. Crossrail 2 will provide a new underground rail-line connecting the National Rail networks in Surrey and Hertfordshire via new tunnels and stations, including a new station at Victoria. Safeguarding the proposed underground rail route helps to protect it from conflicting development. Crossrail 2 requested that a condition be included on the Planning Permission requiring the submission and approval of detailed design and method statements for all the ground floor structures, foundations and basements and for any other structures below ground level, including piling (temporary and permanent).

**9. DETAILS OF ANY VIEWS WHICH MAY HAVE BEEN EXPRESSED BY A GOVERNMENT DEPARTMENT ABOUT THE PROPOSED DEVELOPMENT OF THE ORDER LAND**

9.1 No views have been expressed by a Government Department's about the proposed development of the Order Land.

9.2 The Greater London Authority (GLA) responded in relation to the planning application for the Scheme. The GLA concluded in their Stage 2 Report that

"While the response to some strategic issues raised by GLA officers, including tall buildings, urban greening, private amenity space standards, play space and the small loss of existing sports facilities, are not demonstrably compliant with the London Plan, the strategic issues raised at consultation stage regarding principle of development, housing, affordable housing, equalities, urban design, heritage, fire safety, energy, air quality, flood risk, sustainable drainage and water efficiency and transport have been addressed, and conditions and obligations within a unilateral undertaking secured. The less than substantial harm to designated heritage assets and substantial harm to non-designated heritage assets is outweighed by the public benefits of the proposal. As such, the application, on balance, complies with the London Plan. There are no sound reasons for the Mayor to intervene in this case. It is therefore recommended that Westminster City Council is advised to determine the case itself, subject to any action that the Secretary of State may take".

**10. STEPS THE AUTHORITY HAS TAKEN TO NEGOTIATE FOR THE ACQUISITION OF THE LAND BY AGREEMENT**

10.1 The Council has been seeking to acquire the entire development site through private treaty negotiation to enable delivery of the regeneration proposals.

## 10.2 **Efforts to Acquire**

### **Lessees & Tenants on the Estate:**

10.3 There has been a Westminster City Council regeneration office onsite throughout the process of the current scheme. This has allowed the Council to help and to support residents effected by the scheme by keeping them up to date with relevant information and to help their move away from the Estate either temporarily or permanently; this has either been done via the choice based lettings list, with priority given to a Council tenant affected by any renewal scheme, or by supporting with the negotiation process for leaseholders.

### **Lessees**

10.4 As noted earlier, since negotiations with lessees to acquire those leasehold interests began in April 2014, the Council and its agent Westminster Community Homes (“WCH”) have purchased 103 properties with a further 7 owned by WCH. WCH has agreed to transfer the properties back to the Council in line with the vacant possession timeline.

10.5 Of the remaining 30 leasehold interests to be acquired 8 are currently under offer to the Council and a further 7 in active negotiations. Efforts continue to be made with the final 15 leaseholders yet to enter into negotiations to sell by agreement.

### **Tenants**

10.6 With regard to council tenants, there were a total of 198 secure tenants who would need to be rehoused during both phases. Since 2014 Phase 1 residents were prioritised and all Phase 1 tenants have been rehoused. In

terms of the subsequent phases, there are 49 secure tenants remaining in Phase 2 that need to be rehoused.

- 10.7 The Phase 1 proposals will provide 226 new homes across two buildings, and will include 98 council homes, providing the opportunity for returning council tenants to move into the first phase.

### **Retail Tenants**

- 10.8 There are currently four long-standing retail interests within the Ebury Bridge Estate. The Council is actively working with them, to find an alternative location or agree on ending their lease with a payment of compensation. Presently two long-term retail users have expressed their wish to stay until they need to leave in 2026, whilst the two other long-term users have advised that they would like to move to an alternative location or accept a payment of compensation once the CPO has been served.
- 10.9 Additionally to this, the Council has appointed the independent advisor, who works with the retailers to support their needs and give them independent advice about their retail future.

## **11. OTHER INFORMATION WHICH WOULD BE OF INTEREST TO PERSONS AFFECTED BY THE ORDER**

- 11.1 The documents relating to the Order are listed in Appendix 1 to this Statement and can be inspected during normal office hours at:

[Westminster Council, City Hall, 64 Victoria Street, London SW1E 6QP];

- 11.2 All of the documents can also be viewed online at [ ]
- 11.3 Persons requiring further information regarding the Order should contact [ ] by post to [ ], by telephone on [ ] or by email: [ ]
- 11.4 Owners and occupiers of the Order Land who wish to negotiate a sale or discuss matters of compensation should contact [ ] by post to [ ], by telephone on [ ] or by email to [ ].

## **12. DETAILS OF ANY RELATED ORDER, APPLICATION OR APPEAL WHICH MAY REQUIRE A COORDINATED DECISION BY THE CONFIRMING MINISTER**

12.1 There are no related orders.

## **13. CONCLUSION**

13.1 In summary, the Council considers that the public interest in proceeding with the redevelopment proposals justifies the compulsory acquisition of the interests in the Order Land, which are required if the redevelopment is to proceed.

13.2 The Council is satisfied that there is no planning or financial impediments to the implementation of the proposal and that the Scheme is therefore likely to proceed if the Order is confirmed.

13.3 The Council has applied the advice in the Guidance and has set out above its view that the Order meets its requirements. For the reasons set out above, there is considered to be a compelling case in the public interest to proceed with the Order to facilitate the delivery of a significant regeneration project.

13.4 Appropriate steps have been taken to seek to acquire the land needed by agreement, and it is clear that compulsory acquisition is necessary to acquire the Order Land. The Order is being made as a last resort, in accordance with the Council's own policy and the guidelines identified in the Guidance. Negotiations are continuing and attempts to acquire as many of the outstanding interests as possible by agreement will continue throughout the CPO process.

Dated [                      ]

Debbie Jackson

Executive Director of Growth Planning and Housing

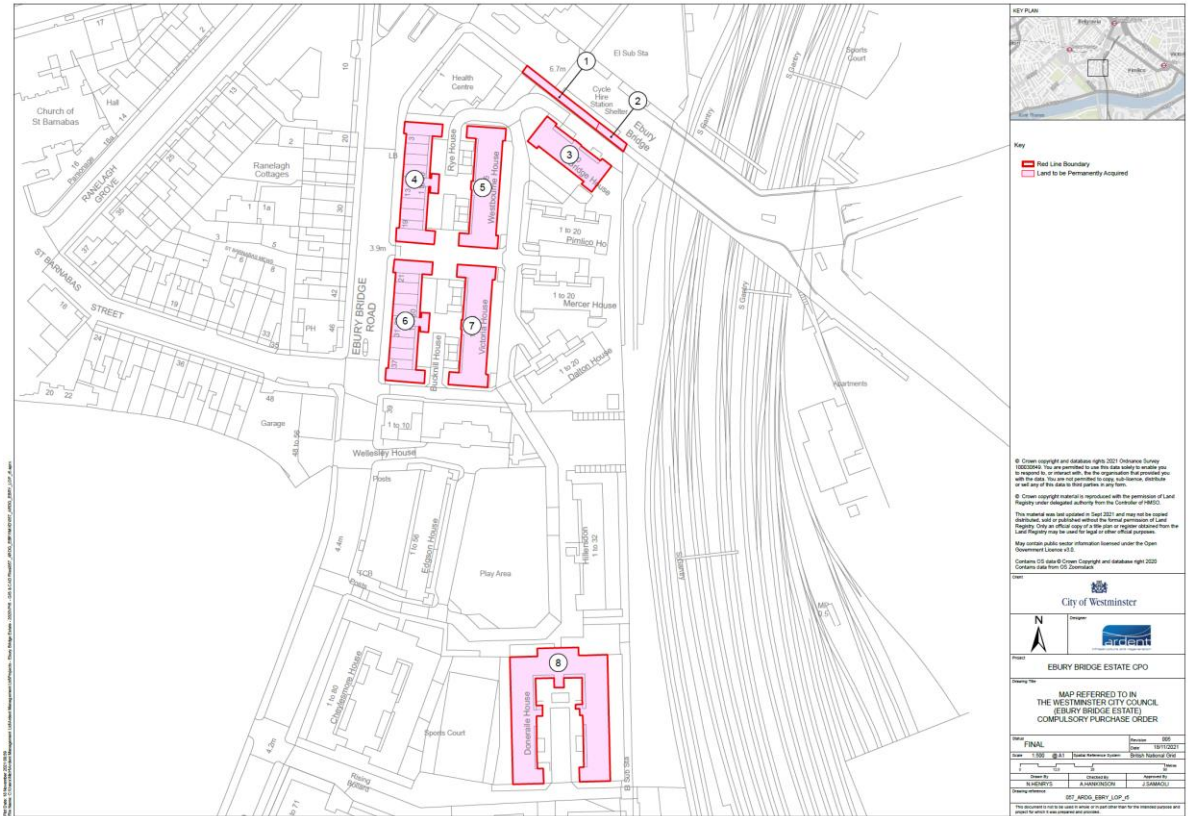
## APPENDIX 1 - LIST OF EVIDENCE DOCUMENTS

No	Document Name
1	Guidance on Compulsory purchase process and The Criche Down Rules” issued by MHCLG
2	London Plan (2021).
3	Westminster City Council, City Plan Adopted April 2021
4	Westminster Housing Renewal Strategy March 2010.
5	Cabinet Member Reports authorising the in-principle use of CPO powers and the making of the CPO.
6	Planning and Development Specification
7	Outline Parameter Plans
8	Planning Committee Report
9	Equalities Impact Assessment and Equalities Impact Assessment Addendum
10	GLA Stage 1 Report
11	GLA Stage 2 Report

The Council reserve the right to add to and amend this list. In particular other planning application documents may be referenced. All planning application documents can be found at:

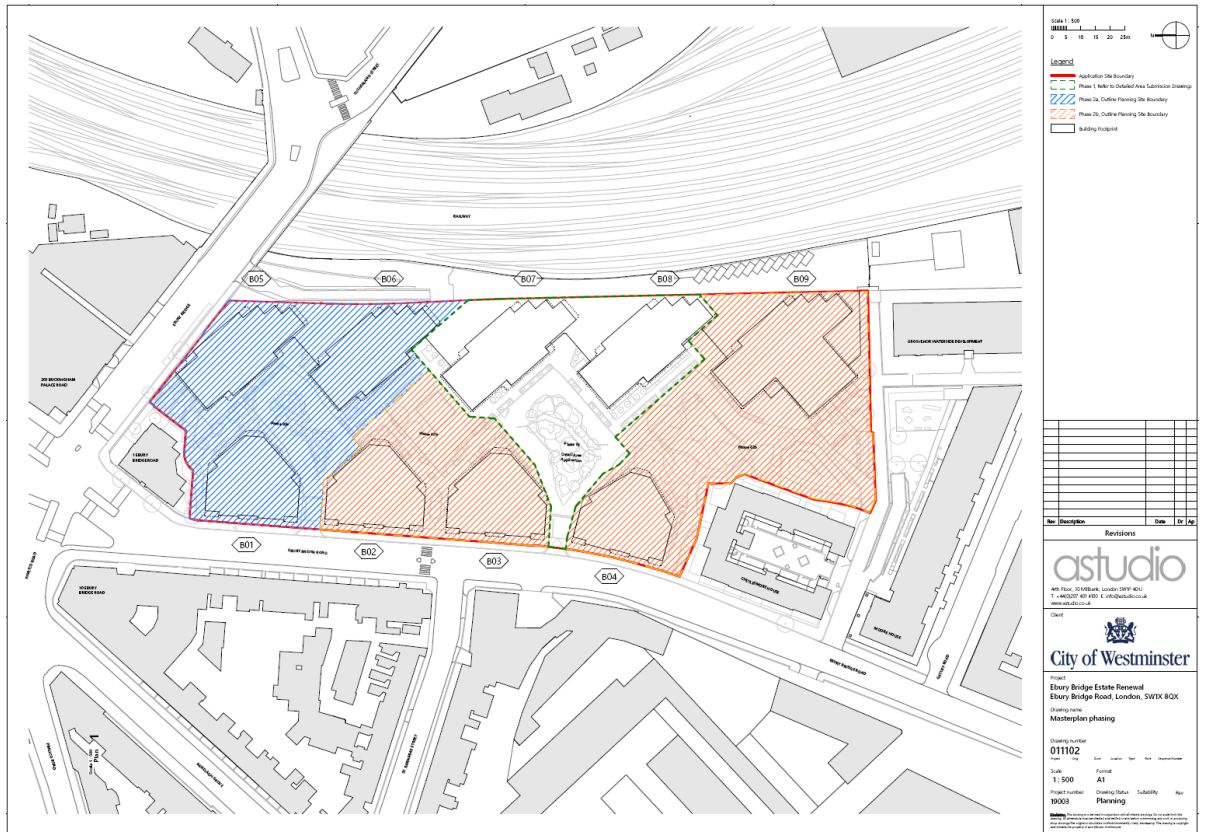
<https://idoxpa.westminster.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=QDECO3RP2RE00>

## APPENDIX 2 – ORDER PLAN





# APPENDIX 3 – PROPOSED ESTATE PLAN



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City of Westminster

## Cabinet Report

<b>Meeting or Decision Maker:</b>	Cabinet
<b>Date:</b>	13 December 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Responsible Procurement and Commissioning Strategy
<b>Wards Affected:</b>	All
<b>City for All/Policy Context:</b>	This Strategy seeks to deliver the City for All Strategic Outcomes by providing a framework for supply chain activities.
<b>Key Decision:</b>	No
<b>Financial Summary:</b>	This Strategy is not associated with any specific financial outlay.
<b>Report of:</b>	Gerald Almeroth, Executive Director – Finance & Resources

### 1. Executive Summary

- 1.1 This report presents the new Responsible Procurement and Commissioning (RPC) Strategy for approval.
- 1.2 The strategy is based on four themes, which include areas of local impact and social value, as well as wider aspects related to sustainable development and responsible business:
  - a) Environmental Sustainability
  - b) Community and Business Partnerships
  - c) Build Back Better
  - d) Inclusive, High-Quality Work
- 1.3 Under each of the RPC themes, objectives have been set based on City for All and broader United Nations Sustainable Development Goals. There are 32 objectives in total, eight for each of the four themes. These objectives are underpinned by 32 corresponding policy commitments, which help to

communicate our level of ambition clearly both within our organisation, to our communities and to our supply chain. 16 commitments have been prioritised for phase one of the RPC Strategy delivery.

- 1.4 Within the strategy it is proposed that tender scoring for responsible procurement or commissioning is increased from a 5% minimum weighting in supplier evaluation criteria to a minimum of between 10% - 20% weighting depending on the nature of contract. It is proposed that the following themes be specifically addressed wherever relevant:
- Environmental sustainability (focus on climate emergency and air quality)
  - Diversity, inclusion, representation and social mobility (covering workforce culture as well as supplier entity/ leadership)
  - Social Value in community benefit (sponsorship, resources, volunteering and legacy projects for regeneration)
  - Social Value in Employment, skills and professional development (focus on Westminster residents and existing supply chain workers)
- 1.5 This report provides the background to the strategy, outlines the approach to deliver the strategy and the strategy governance. This strategy will guide a collaborative effort between the Procurement and Commercial Service, our commissioners, service leads and contract managers, our leadership and our supply chain to deliver more responsible business in Westminster.

## **2. Recommendations**

That Cabinet:

- i. Approves the Responsible Procurement & Commissioning Strategy and the 16 commitments contained in phase 1 of the strategy;
- ii. That is adopted as core cross-cutting Council strategy; and
- iii. That the minimum (overall) percentage weighting for elements of Responsible Procurement and Commissioning is raised from 5% to between 10 and 20%, depending on the nature and the value of the contract.

## **3. Reasons for Decision**

- 3.1 The Council spends over £500million each year on third party services and contracts. We have potential to drive positive action on increasingly important issues such as tackling the climate emergency, contributing to local and national recovery, ensuring human and labour rights and greater diversity and inclusion in our supply chain. It is imperative that we update this strategy now to work with our supply chain to address the climate emergency, improve worker rights and have diverse and inclusive services for Westminster's residents.

- 3.2 This is a cross-council strategy and is designed to provide a framework to support the delivery of:
- City for All, including the new pillar ‘Thriving Economy’;
  - Our Climate Emergency carbon reduction targets;
  - Our new Diversity and Inclusion Strategy (being developed in parallel);
  - The new bi-borough Modern Slavery Strategy (summarised in Appendix 3);
  - Our new Social Value Framework; and
  - Other Council-wide and departmental strategies, policies and workstreams.

#### **4. Background, including Policy Context**

##### **Developing the strategy**

- 4.1 In April 2020, a new target operating model for the Procurement and Commercial Service was launched with the intention of transforming the Procurement function and driving improvement. This transformation included the recruitment of a Responsible Procurement Lead to:
- Develop a new framework to deliver City for All and wider goals through our procurement and commissioning activities; and
  - Deliver maximum value for Westminster’s community and wider stakeholders.
- 4.2 Since March of this year, the Procurement and Commercial Service has been working with colleagues across the Council to develop a new Responsible Procurement and Commissioning Strategy. The team collaborates regularly with counterparts across London boroughs, particularly the Royal Borough of Kensington and Chelsea to work towards an alignment of our approach and with external subject matter experts on areas of national and global significance to ensure that our ambitions are set within the context of the United Nations Sustainable Development Goals (UN SDGs).

##### **The strategy**

- 4.3 The RPC Strategy, found in Appendix 1, aims to deliver a focused and impactful approach to delivering responsible business goals, relevant to departmental service leads and suppliers alike. It seeks to set a clear vision and direction of travel. However, the approach taken will be, in each procurement or commissioning exercise, tailored to the nature and value of the contract, the associated risks and opportunities presented by the project and the particular industry or sector.
- 4.4 The RPC Strategy is based on four themes, which include areas of local impact and social value, as well as wider aspects related to sustainable development and responsible business: The themes aligned to City for All, though they do not match-up directly:

- **Environmental sustainability** – Includes climate change resilience, air and noise quality, road safety, urban greening and biodiversity. Wider issues tackled will include supplier environmental performance and the reduction of direct and indirect carbon emissions associated with our goods, services and works contracts.
- **Community and business partnerships** – Covers aspects of local interest such as community benefit, legacy projects and spend with diverse supply chains and SMEs, alongside industry collaboration and pilots helping deliver our Smart City agenda.
- **Build back better** – Priority areas for our local community and the UK's economy include recovery from the impacts of the COVID-19 pandemic and employment and training that will help plug skills gaps and promote the green economy.
- **Inclusive, high-quality work** – Includes the pay and conditions associated with employment alongside professional development opportunities, a diverse workplace that is representative of its community, ensuring legal and fair employment and combatting modern slavery and labour rights abuses.

4.5 Under each of the RPC themes, clear objectives have been set based on City for All and broader United Nations SDGs. These Responsible Procurement and Commissioning (RPC) objectives are underpinned by 32 corresponding policy commitments, which help to communicate our level of ambition clearly both within our organisation, to our communities and wider stakeholder and to our supply chain. 16 of these commitments have been prioritised for phase one of the RPC Strategy delivery. Each set of policy commitments is accompanied by a commentary on competition and cost implications in terms of how potential unnecessary cost increases will be mitigated and how levels of competition will be maintained. Where cost premiums for delivery of City for All outcomes are possible, these will be made transparent for decision-makers. How we will deliver against the SDGs is included in appendices of the strategy (see Appendix 2).

### Supplier Evaluation

4.6 UK local authorities recognised as leading on this agenda are now attributing 20-30% of total supplier evaluation weighting to responsible procurement and a 10% attribution is now considered standard. It is proposed that tender scoring for responsible procurement or commissioning by WCC is increased from a 5% minimum weighting in supplier evaluation criteria to between 10% - 20% weighting, depending on the nature of contract. The following themes are intended to be part of supplier evaluation where relevant:

- **Environmental** – Suppliers, approach to carbon reduction, waste minimisation, air and noise quality, circular economy and environmental management. This is currently not assessed as standard.
- **Diversity, inclusion, representation and social mobility** – Suppliers' approach to ensuring the recruitment, progression and diversity people with protected characteristics (as listed under the

Equality Act 2010) both in terms of their workforce and/or their subcontractors/ supply chain. This is currently not assessed as standard.

- **Social value in Employment, skills and professional development** - Focused on local and national recovery, professional development, motivation and retention of existing staff, and new training and recruitment opportunities to address skills gaps and the green economy. This is included in the 'social value' options set out in our current approach but is such an important area that officers recommend that it should be separated out.
- **Social value in Community benefit** – Skilled volunteering, contributions of resources or sponsorship of community and/or legacy projects will particularly apply for our regeneration programmes.

- 4.7 Each procurement strategy for tenders over £100,000, is considered by Commercial Gateway Review Board before going to the relevant Executive Director for approval. For higher risk / value contracts this approval will be in consultation with the linked Cabinet member. The board considers the selection and award criteria, including the split between Quality (including Responsible Procurement) and Price. Considerations will include budget requirements, the size of the market, market capability and what can realistically be achieved. The procurement strategy will justify the elements of Responsible Procurement that have been included and how the market has or will be engaged. Scoring criteria will be created to reduce the risk of subjectivity in tender scoring, evaluating suppliers on the active steps they propose to take during the contract, when and how these will be achieved and reported on.
- 4.8 Within high value contracts, that bring a range of risks and opportunities that are relevant to City for All, a weighting of 20% for Responsible Procurement would be recommended. The above four elements would be covered to a greater or lesser extent depending on the nature of the contract. This would include contracts of key importance to our community, high visibility, politically important contracts within relatively mature markets where we have high leverage to influence and the potential to form ongoing strategic relationships. Examples where 20% weighting may be appropriate include regeneration schemes, highways, waste collection, construction, building repairs and maintenance, soft FM (cleaning, catering, security), IT managed services and other corporate services.
- 4.9 A 10% weighting would be used within procurement exercises where:
- there is less leverage due to either low competition in the market (e.g. specialist providers or nationally significant charities)
  - or low leverage due to our relative insignificance as a client (i.e. markets with predominantly global players )
- 4.10 A lower weighting may be used for contracts with:
- little involvement of labour (i.e. goods contracts)
  - inherent social value (i.e. community outreach/ other health & social care contracts)

- inherent environmental benefits (e.g. solar panels or electric vehicle charge points)
  - a lower value and are one-off, with relatively low market interest
  - a need to be undertaken at pace (which limits the opportunities for ongoing employment & skills or other social value delivery)
- 4.11 The specifications / contractual requirements would need to reflect the risks and opportunities presented by such contracts (i.e. living wage/ diversity and inclusion / professional development and job creation / ethical sourcing of high risk materials respectively).
- 4.12 When a provider has been selected, the contract award report will detail what the recommended bidder has committed to in terms of delivery of Responsible Procurement. This section of the report will outline how the elements will be monitored during the contract and whether any specific KPIs have been included in the contract.

### **Implementing the strategy**

- 4.13 Four stand-alone action plans underpin the RPC Strategy, providing detail on the implementation of areas of key political importance and urgency:
- **Climate Emergency** – This action plan was endorsed by the Climate Emergency Delivery Board in May 2021 and progress is reported to the Board monthly as a flagship project. The overarching aim is to reduce the carbon emissions associated with our third party spend. Current work, which will form the basis of our future approach, is focused on baselining our ten highest spend, most carbon intensive contracts, identifying carbon hotspots and working with contractors in partnership to reduce emissions in line with Council targets.
  - **Diversity, Inclusion and Representation** – This plan is comprised of a series of workstreams including the diversification of enterprises that we and our contractors with and work with suppliers on closing pay gaps and improving representation of their workforce at each tier of the organisation.
  - **Social Value** – Our approach to leveraging community benefit and creating impactful legacy projects through social value offers of financial and resource contributions, pro bono and community volunteering and to increasing employment, skills and training opportunities for Westminster residents. It will be delivered through collaboration between Procurement, Legal and Finance teams and GPH's Responsible Economy and Regeneration teams.
  - **Modern Slavery** – The Modern Slavery Action Plan (see Appendix 3), will be developed into the Council's new Modern Slavery Statement after due consultation in January 2022. Work to deliver this action plan is supported by the tri-Borough Modern Slavery and Exploitation Group and underpinned by the Bi-Borough Modern Slavery Strategy.
- 4.14 The main activities taking place to implement the RPC Strategy over the next 12 months (phase 1) are summarised below:
- Strategy designed ready for launch [December 2021]



- Supplier Code of Conduct - a set of commitments suppliers wishing to bid for opportunities will be asked to sign to tender, tiered according to contract value to ensure proportionality [December 2021]
- RPC Directory - a set of sample supplier evaluation questions, evaluation guidance and associated KPIs based on 50 categories [January 2022]
- RPC website content (internal and external) and update procurement documents [January 2022]
- Gather data requirements to enable baseline to be set and assess RPC performance going forward [February 2022]
- Supplier event launching the strategy and engaging with large and small suppliers [24 February 2022]
- Completion of first tranche of internal training to support strategy [March 2022]
- Supplier performance monitored collectively e.g. % spend with SMEs, % Living Wage compliance, % contracts with due diligence integrated included in Contract Management system [April 2022]
- First check on delivery of action plan [April 2022]
- Audit and Performance Committee report on delivery of strategy and highlighting case studies [May/June 2022]
- Detailed engagement and planning of Phase 2 implementation including involvement from internal leads across relevant departments and external subject matter experts and available guidance [September 2022]

4.15 Our success in achieving the RPC policy commitments set out in the RPC Strategy will be measured at three different levels to gain detailed insight, apportion appropriate responsibility, and ensure relevant buy in. This will include:

- **Contract management** – Performance of suppliers at a contractual level in terms of RPC contractual requirements and tender offers e.g., Reduction in CO2 emissions/£ spent
- **Procurement and Commercial Service** – Looking at how well the team leading this strategy is fulfilling its function e.g., % relevant contracts with CO2 emissions reduction criteria integrated, by spend.
- **Wider measures** - Contributions to City for All commitments and pledges, GLA and national targets, will allow demonstration of how we are contributing to the UN SDGs e.g. Scope 3 emissions reduction in FY 2021/22.

4.16 Alongside annual reporting to Audit and Performance Committee, it is proposed that existing working groups/ boards govern and scrutinise our approach and progress on delivering the RPC Strategy:

- Climate Emergency Delivery Board (cross-departmental)
- Bi-borough Modern Slavery & Exploitation Group (multi-agency)
- Diversity and Inclusion Strategic Board (cross-departmental)

- Social Value Board (Jointly-led by Procurement and Responsible Economy).

## **5. Financial Implications**

- 5.1 There are no direct financial implications arising from this report or the recommendations. However, increases in the percentage weighting for responsible procurement could be offset with the commercial assessment. Each tender will be reviewed case by case, with the final weighting for quality, commercials and responsible procurement approved by the Commercial Gateway Review Board, ensuring the Council are receiving the right balance of quality and value for money.

## **6. Legal Implications**

- 6.1 The Council has the power to set the proposed strategy.
- 6.2 The Council has express and implied duties to act to the letter of and in the spirit of:
- The Public Services (Social Value) Act 2012 when procuring for the provision of services together with the purchase or hire of goods or the carrying out of works how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area.
  - Modern Day Slavery Act 2015 in terms reporting functions and making sure the supply chain is free of modern slavery
  - Equality Act 2010 to tackle socio-economic inequalities
- 6.3 The proposed strategy seeks to facilitate the Council in meeting these duties and requirements.
- 6.4 The Council has undertaken consultation with relevant stakeholders prior to and as part of the setting the proposed strategy.
- 6.4 Legal will work with the procurement team where necessary to update the council's standard service contract terms and conditions, procurement documents and any strategy documents as they pertain to the proposed strategy.

## **7. Consultation**

- 7.1 A comprehensive engagement programme involving staff across the council has taken place to inform and shape the strategy. Procurement Boards across all Directorates have been consulted, as well as some management teams. It featured on Loop Live with follow up information on six 2-hour workshops, which were attended by over 170 staff, tailored for different directorates and categories of spend. These sessions have helped shape the strategy by

prioritising key issues and by ensuring the standards we set for suppliers are specific to the service area.

7.2 We have engaged wider stakeholders including:

- A presentation to Westminster's Responsible Business Network in August;
- A green construction / 'Meet the Cities' event held jointly with the City of London on 30 September; and
- A Responsible Economy led supplier engagement event on 18 November.

## **8. Carbon Impact**

8.1 This Strategy provides a framework for improvement in the environmental performance of Westminster City Council's supply chain. The four Phase 1 objectives to be delivered under the 'Environmental Sustainability' theme of the Strategy include:

- Increase environmental performance of our suppliers
- Reduce carbon emissions associated with our electricity
- Reduce carbon emissions associated with our purchased goods and services
- Increase interventions to aid climate resilience

8.2 To accelerate the delivery of the third objective, a specific action plan has been developed to reduce the carbon emissions associated with our third party spend. Work is focused on calculating a carbon footprint for each of our ten highest spend, most carbon intensive contracts. This forms the basis of identifying carbon hotspots and working with contractors to reduce emissions in line with Council targets.

## **9. Human Rights Implications**

9.1 This Strategy is designed to improve the Council's approach to mitigating human and labour rights risks in our domestic and global supply chains. Objectives relevant to human rights, which will be delivered under the 'Inclusive, High-Quality Work' theme of the Strategy include:

- Increase monitoring of fair employment & treatment
- Increase due diligence to combat modern slavery
- Increase interventions on ethical global sourcing

9.2 To accelerate the delivery of the second objective, a Modern Slavery Action Plan (see Appendix 3) has been developed. This will turn into the Council's new Modern Slavery Statement after due consultation in January 2022. Work to deliver this action plan is supported by the tri-Borough Modern Slavery and Exploitation Group, underpinned by the bi-Borough Modern Slavery Strategy.

## **10. Energy Measure Implications**

10.1 The implementation of this strategy will include the requirement for contractors to report carbon emissions associated with our contracts to baseline and evidence a continuous reduction of carbon emissions

**If you have any queries about this Report please contact:**

Natalie Evans, Responsible Procurement Manager, Procurement and Commercial Services [nevans@westminster.gov.uk](mailto:nevans@westminster.gov.uk)

**APPENDICES**

**Appendix 1** – Responsible Procurement and Commissioning Strategy

**Appendix 2** – UN Sustainable Development Goals

**Appendix 3** – Modern Slavery Action Plan

**BACKGROUND PAPERS:** None

# Responsible Procurement and Commissioning Strategy

Westminster City Council

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## Foreword

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We are living through a time of pressing political and social issues: human impact on the climate and on natural ecosystems can no longer

be ignored; the extent of workers' rights violations is increasingly becoming exposed; and the fallout from the COVID-19 pandemic has shone a light on pervading inequality in the UK and abroad. Over many decades, unchecked business activities, the use of nebulous global supply chains and the pursuit of profit at the expense of human and environmental health have brought us here. These issues are ours to

help resolve as a council with local authority powers and responsibilities, and as individuals who wish to pursue intergenerational equity; passing on a planet and society within which generations to follow can thrive.

Westminster City Council's vision is to create a world class City for All; supporting communities to help them to recover from the pandemic and become stronger, healthier and greener. The aim is to help build a dynamic new economy that can respond flexibly to change, whilst continuing to tackle the climate emergency, support our vibrant communities, and harness technology to improve people's lives. This Responsible Procurement and Commissioning Strategy is Westminster City Council's approach to delivering our City for All vision, whilst at the same time contributing towards wider societal, national and global goals.

Our organisation spends over £500million each year on third party services and contracts. As such, we have significant potential to drive positive change. Procurement, commissioning and contract management activities are enablers to ensure these services support our policy objectives and deliver maximum value for Westminster's community and wider stakeholders.

We will use our significant spend to influence and create positive action on tackling the climate emergency, improving our local environment, contributing to local and national recovery, leveraging community benefit and driving forward greater diversity and inclusion. We will play our part in driving innovation, progressing the circular economy and ensuring the right due diligence procedures are in place to help bring to an end the exploitation of workers in domestic and global supply chains.

We have set our ambitions high, but we intend to take a considered and tailored approach to delivering the Responsible Procurement and Commissioning Strategy, so that we channel the efforts made by our supply chain partners and achieve the greatest impact possible. The requirements will be determined according to the nature and value of each contract and will be focused on areas of greatest risk and opportunity. We will set high standards but will provide flexible options and work in partnership with suppliers to establish and achieve ambitious continuous improvement targets. Using this proportionate approach will ensure that we maintain good levels of competition, avoid creating barriers to smaller organisations and achieve best value for money, whilst at the same time ensuring that we deliver meaningful outcomes that help deliver a world class City for All.

*Cllr Paul Swaddle*

Cabinet Member for Finance and Smart City

## ***Executive Summary***

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This Responsible Procurement and Commissioning (RPC) Strategy is designed to translate our City for All vision into a clear framework for Westminster City Council's procurement and commissioning activities. It also seeks to contribute towards wider national and global goals.

The RPC Strategy is based on four themes, each with four objectives we aim to achieve during phase one of delivery during 2022:

- **Environmental Sustainability**
  - Increase environmental performance
  - Reduce the carbon intensity of electricity

- Reduce carbon associated with our supply chains
- Increase interventions to aid climate resilience
- **Community & Business Partnerships**
  - Increase trials and pilots of new tech and solutions
  - Increase no. projects delivering community benefit
  - Increase the impact of legacy projects
  - Increase skills support for smaller organisations
- **Build Back Better**
  - Increase careers inspiration and preparation
  - Increase no. skills and work-related opportunities
  - Increase no. roles for Westminster residents
  - Increase implementation of the waste hierarchy
- **Inclusive, High-Quality Work**
  - Increase professional development opportunities
  - Increase workforce diversity, inclusion & representation
  - Increase monitoring of fair employment & treatment
  - Increase due diligence to combat modern slavery

Each objective is accompanied by clear commitments on how it will be achieved in practice, alongside cost benefits, how any cost implications will be managed or mitigated and how competition will be maintained.

This work will be underpinned by an initial focus on prioritising spend categories in terms of risk and potential, training and guidance for staff,

### ***What do we mean by responsible procurement and commissioning?***

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awareness raising and engagement with our supply chain and collaboration internally and externally to achieve optimal results.

Four areas have been identified as priorities to deliver at pace. They have separate action plans that will be reported on at relevant Council delivery boards/ working groups already established:

- Climate Emergency – Delivery Board
- Modern Slavery and Exploitation – Tri-Borough Working Group
- Diversity, Inclusion and Representation – Strategic Board
- Social Value Delivery – GPH and F&R collaboration

As a local authority and the administrator of tax-payers' money, we recognise our responsibility to procure and commission in a sustainable, ethical and progressive way that delivers the best possible outcomes and value for money. We seek to adhere to the spirit as well as the letter of national legislation and frameworks and international targets. Our organisation can influence our suppliers and harness their potential to benefit our local and wider community.

This strategy is a result of a comprehensive engagement programme, involving staff across the council and suppliers. It is a Council-wide commitment and its delivery will rely on collaboration between the Procurement and Commercial Service, commissioners, service leads and contract managers, our leadership and our supply chain, supported by peers who are on the same journey.

### **The key terms**

- **Procurement** - Westminster spends over £500 million annually acquiring goods, works and services from third parties. This strategy aims to integrate RPC principles at each stage of the



procurement cycle. The level of impact made and how seriously contractors take our ambitions will also depend on the weighting attributed as part of supplier evaluation in tenders. As such, Westminster will increase its current 5% weighting to between 10-20% depending on the nature of the contract.

- **Commissioning** – This covers the whole lifecycle from planning to monitoring services. For this strategy to be successful, it is vital that its principles are considered when services are planned and in contract management. Promises made by suppliers in tenders must be followed through and supported by contract managers.
- **Social Value** – Commissioners of public services are required to consider how social, economic and environmental benefits can be secured for local communities through procurement. This includes helping local communities recover from the impact of COVID-19, creating new jobs and skills, fighting climate change, reducing waste, driving equal opportunity, tackling workforce inequality and improving health and wellbeing and community integration. The Council's existing Social Value Programme engages with suppliers to match the socio-economic needs of residents with council suppliers. They are provided with support for the duration of the contract to monitor and evaluate the social impact delivered.
- **Responsible Business** – A 'Responsible Business' is one which uses its decision-making processes across all business activities to minimise negative impacts and deliver positive environmental, social, ethical and economic benefits, to internal and external stakeholders, in a transparent way. To ensure alignment with public and private sector responsible business practices in the UK and globally, the responsible business focus of this strategy is based on the United Nations Sustainable Development Goals (UN SDGs).

Developed in 2015 by the UN General Assembly and intended to be achieved by 2030, the SDGs are a collection of global goals designed to be a blueprint to achieve a better and more sustainable future for all. Westminster will contribute towards the SDG sub goals through responsible procurement and commissioning.

## Responsible Procurement and Commissioning

Our is to build on existing work being carried out to deliver social value across the Council and broaden our focus to achieve more holistic responsible business objectives. This RPC strategy aims to minimise risks of harm to workers, public health and the environment and maximise opportunities for our residents, local organisations and wider community. It seeks to contribute towards sustainable development by embracing circular economy principles, helping to build a resilient and green economy and ensuring a fair and equitable society. By working in partnership with our suppliers, we will deliver more innovative, better value goods, services and works.

### *What is the Strategy hoping to achieve?*

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## Westminster's Responsible Procurement and Commissioning Objectives

The RPC Strategy is based on four themes:

- **Environmental Sustainability**
- **Community & Business Partnerships**
- **Build Back Better**
- **Inclusive, High-Quality Work**

Each theme aligns with the soon to be published City for All Strategic Objectives and the established [City for All](#) pillars; 'Greener & Cleaner', 'Vibrant Communities', 'Smart City' and 'Thriving Economy', but do not

directly correspond due to the incorporation of the UN Sustainable Development Goals and the nature of our global supply chains.

The RPC Strategy is designed to achieve 32 objectives, eight within each theme, set out in the graphic overleaf. The objectives depicted in the inner rectangle are local outcomes for our residents, commuters, students, visitors and direct supply chain workers. Those in the outer rectangle are wider societal, national or global goals. The objectives represent a high-level direction of travel that we want to achieve.

## Our first focus

Our objectives will be replaced by more specific and quantified targets when baseline performance data is sufficiently gathered i.e. carbon footprints associated with our contracts, spend with minority-led firms etc. In the meantime, our first areas of focus will be to ensure that:

- **Prioritisation** - The most relevant contracts are identified so as to prioritise those posing the highest risk or best opportunities.

- Relevant contracts to reduce the no. of people killed or injured on our roads will be those involving vehicle use
- Increasing skills and work opportunities requires a focus on contracts best placed to create new roles, such as facilities management and construction
- Combatting modern slavery will require a focus on higher risk sectors, such as harvesting or manufacturing etc.

- **Internal capability** - All relevant staff are trained and provided with guidance to help identify these risks and opportunities so they can be factored into planning stages and incorporated into the procurement or commissioning exercise accordingly.

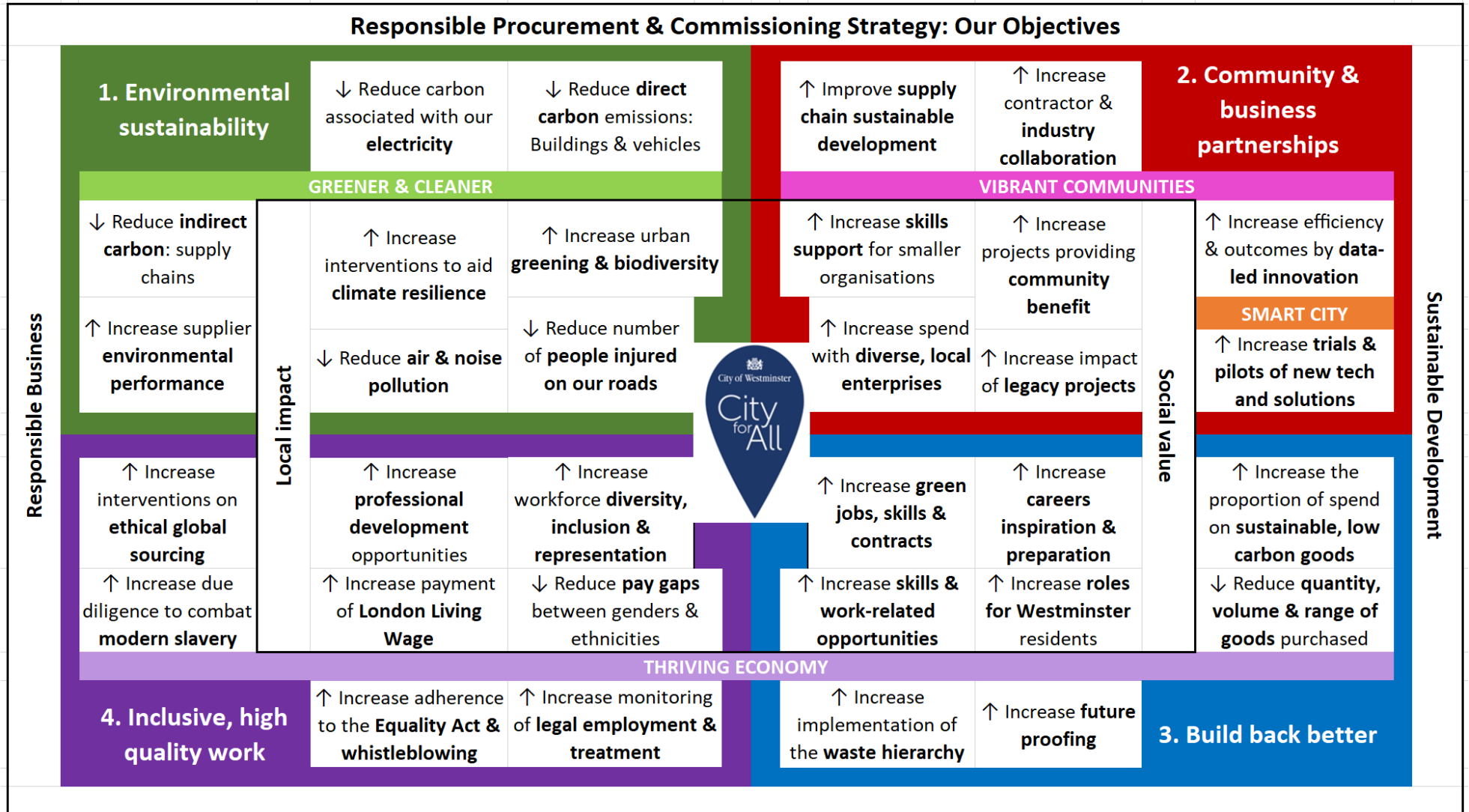
- In-depth training tailored to departments/ spend categories
- A Directory of evaluation questions for 50+ spend categories, based on sector and our priorities, risks and opportunities
- Sample reporting requirements and KPIs
- A 3-tier supplier code of conduct used in supplier selection
- Website information and case studies

- **Market awareness raising & capacity building** – We make our current and future suppliers aware of our priorities, ambitions and new ways of working and we facilitate their progress

- Events to facilitate collaboration between large and small firms
- Responsible procurement incorporated into soft market testing
- Industry and sector engagement on key topics

- **Collaboration** – We work with external experts, peers and dedicated boards across the Council to co-develop and deliver action plans on the following priority areas:

- Climate Emergency
- Modern Slavery and Exploitation
- Diversity, Inclusion and Representation
- Social Value



**16 objectives** have been selected for **Phase One of Strategy delivery**, which will take place during 2022. These 16 objectives set out in more detail over the following four pages were chosen based on City for All priorities, national political priorities and emerging societal issues and the objectives we can most influence through our supply chains. and engagement with staff and suppliers.

## Environmental Sustainability

**Local impact – Local Environment:** Our local environment is where we live, work, learn and recreate so the quality of our natural surroundings, the air we breathe, our acoustic environment and the safety of our roads matters. By requiring suppliers to minimise air and noise pollution, mitigate road danger and enhance urban greening and biodiversity, we can help improve public health and wellbeing for Westminster residents. Procurement activities and projects that impact on our public realm must also be designed in a way that offers resilience to the impacts of climate change.

**Responsible Business – Global Sustainability:** Many of our activities involve the transport of goods across global supply chains and the use of fuel and energy within vehicles and buildings, all of which cause

carbon emissions that drive climate change. It is our responsibility to minimise these emissions to help meet our climate emergency targets of ‘net zero’ direct carbon emissions by 2030 and indirect carbon emissions by 2040 by improving the way that we require our contracts to be delivered. Other impacts such as waste generation, pollution and loss of biodiversity can also be minimised by enhancing supplier environmental performance.

**City for All Strategic Outcomes the RPC Strategy will help deliver:**

- Westminster is Net Zero by 2030 and a net zero carbon city by 2040
- Cleaner air supports our community’s health & wellbeing
- Our streets, parks and open spaces are cleaner, more sociable places that improve mental and physical health

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RPC Objective	RPC Commitments	Competition and Cost Implications/ Benefits
<b>Increase environmental performance</b>	Set environmental management requirements and evaluate suppliers on commitments and procedures related to air and noise quality, energy, water & waste minimisation and sustainable procurement	By establishing relative levels of maturity in environmental performance in sectors, we will determine industry acceptable specifications. Clean technology pilots will determine carbon savings so informed decisions on achieving net zero targets
<b>Reduce the carbon intensity of electricity</b>	Purchase 100% renewable electricity and seek to increase proportion of ‘additional’ renewable energy by investing in offsite renewable supply	Decoupling the procurement of electricity from the volatile energy market is designed to reduce cost and increase budget certainty as well as providing environmental benefits
<b>Reduce indirect carbon: supply chains</b>	Set reporting requirements to help baseline our scope 3 emissions and agree on meaningful reduction targets and related actions for our own organisation and our suppliers	Most firms have aligned carbon commitments to external targets; we will seek to request data already reported on. Additional workload will be shared between ourselves and the supplier. Advances made will help them demonstrate their commitment to new potential customers
<b>Increase measures to aid climate resilience</b>	Stipulate up-to-date experience of using resilient materials & implementing adaptation techniques and assess commitments to applying these to our projects	Initial premiums on future proofing for increasingly frequent and severe weather events helps to save costs and avoid risk and disruption in the longer term.

## Community and Business Partnerships

**Social Value - Enterprise and Community:** Activities that derive community benefit, such as digital inclusion and outreach work can be delivered by contractors as part of their social value offer. Strategic suppliers can be part of delivering projects that will create a community regeneration legacy, such as communal gardens or play areas. Partnerships with our suppliers can be leveraged to create skills support and commercial opportunities for Westminster-based SMEs, minority-led organisations, social enterprises and community groups.

**Sustainable Development - Smart Business:** Understanding our supply markets and increasing the targeted pilots we undertake through our contracts improves our ability to be an intelligent and agile client

able to exploit new, clean and smart technology and solutions. Partnership working with strategic contractors to understand and respond to industry contexts facilitates a cascading of requirements and increased awareness of our RPC objectives across supply chain tiers.

### City for All Strategic Outcomes the RPC Strategy will help deliver:

- Our communities are actively involved in service design and decision making
- Digital inclusion and improved access for residents
- Technology enables people to live healthier and more independent lives
- Westminster supports jobs & businesses
- Residents share in the benefit of regeneration and can access opportunities that arise from it

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RPC Objective	RPC Commitments	Competition and Cost Implications/ Benefits
<b>Increase trials and pilots of new tech and solutions</b>	Use facilitated networking between tier one contractors & innovative firms, contractual requirements and supplier evaluation criteria to encourage trials and pilots of clean, efficient technology and solutions	Pilots will be undertaken with high performing strategic suppliers that have appropriate skills sets, capacity and networks. Outcomes will be used by each department to determine if rolling out the new approach represents best value for money
<b>Increase projects for community benefit</b>	Differentiate bidders on their offers of skills, time, resources and/or sponsorship of community projects by using a series of relevant social value options within evaluation criteria	Bidders will only be evaluated on RPC aspects relevant to each sector. The approach will be flexible providing a range of social value options so a broad range of types and size of organisation can fulfil them. Financial donations will never be mandated.
<b>Increase impact of legacy projects</b>	Use supplier evaluation and partnership work with contractors and communities to deliver legacy projects as part of community regeneration and larger contracts	Market research will be used to gauge the preferred types of offers from each sector, which can then be tailored to our community needs and a range of options offered to bidders
<b>Increase skills support for smaller organisations</b>	Encourage larger contractors to offer skills, time and commercial opportunities to smaller organisations by including this option within supplier evaluation criteria	Some suppliers may prefer to offer social value in the form of pro-bono skills support and they may benefit from smaller, agile sub-contractors.

## Build Back Better

**Social Value – Focused Recovery:** Recovery from the impact of COVID-19 on our local economy can be contributed to by channelling the employment, skills and training offered by contractors towards Westminster residents and by requiring suppliers to focus these opportunities to roles where skills gaps currently exist and/or which will form part of the green economy in the longer term.

**Sustainable Development – Circular Economy:** As a society through the pandemic, we have learned about the potential to think and work in radically new ways when it is required of us. We can harness this

momentum to do things differently as we emerge from the crisis and use circular economy principles to drive resource and financial efficiencies through demand management, standardisation, flexible design and future proofing.

**City for All Strategic Outcomes the RPC Strategy will help deliver:**

- Residents are accessing the range of education, training and employment opportunities offered by the council
- Children and young people have the best start in life, are well cared for and attend excellent schools that promote achievement

Page 206

RPC Objective	RPC Commitments	Competition and Cost Implications/ Benefits
<b>Increase careers inspiration and preparation</b>	Encourage contractors to participate in careers events by including this option within supplier evaluation criteria and facilitating delivery through our internal connections with schools and employment centres.	Careers events are a good means of attracting new talent to help evolve the business and industry and to learn about the viewpoints and expectations of the next generation. Costs to contractor can be mitigated by inviting them to attend events already organised by the Council, education or employment institutions.
<b>Increase no. of skills and work-related opportunities</b>	Set thresholds of required employment and skills offers according to the nature and value of the contract and assess proposed delivery as part of supplier evaluation criteria.	Taking on new recruits is part of any firm’s operational agenda. Incentivising the creation of new work related opportunities builds on government instruments such as the Apprenticeship Levy and tailors it to Westminster communities’ needs.
<b>Increase no. roles for Westminster residents</b>	Require all contractors to advertise roles through Westminster Employment Service (WES), preferably before they are released more widely.	It is standard practice by local authorities to require advertising of new opportunities through borough channels first. Westminster Employment Service helps to identify and prepare candidates, supporting contractors by reducing HR administrative burdens.
<b>Increase implementation of the waste hierarchy</b>	Set industry specific targets related to recycling and waste to landfill/incineration rates and use supplier evaluation criteria to assess supplier approaches to waste management and resource efficiency	Most businesses have waste reduction commitments and receive granular data on waste generation as standard. It is accepted that reducing waste saves money in the form of avoided costs of new materials, transportation costs, landfill and other disposal costs.

## Inclusive, High-Quality Work

**Local Impact - Job Motivation:** Aspects of real importance to the working community include the pay, culture and conditions associated with their employment alongside professional development opportunities, and a diverse and inclusive workplace that is representative of its community. A living wage and the opportunity to learn and progress within the workplace is also key to social mobility.

**Responsible Business – Human and Labour Rights:** Responsible procurement and supply chain due diligence can be used to ensure legal and fair employment and to combat modern slavery and other

labour rights abuses that occur not only within global supply chains but also in the UK. We can use our purchasing power to ensure that everyone has the right to proper pay and conditions and a safe working environment, free from bullying and harassment, with appropriate complaints procedures in place.

**City for All Strategic Outcomes the RPC Strategy will help deliver:**

- Levels of deprivation and inequality have fallen
- Vulnerable children and adults receive care designed for their specific needs
- (Bi-Borough) Modern Slavery & Exploitation Strategy

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RPC Objective	RPC Commitments	Competition and Cost Implications/Benefits
<b>Increase professional development opportunities</b>	Assess professional development opportunities related to staffing and resources or related to addressing imbalances in representation at different organisational tiers.	Professional development opportunities serve as a mechanism for social mobility and help to upskill, motivate and retain staff, which is essential for quality and continuity of service, especially within health and social care. Staff retention saves on onboarding/ training costs.
<b>Increase workforce diversity, inclusion and representation</b>	Evaluate bidder approaches to ensuring diversity, inclusion and representation within selection criteria	We will collaborate with experts, industry, public authority peers and supplier focus groups to identify and address priority areas and use lessons learned to invest in what yields the most impactful results
<b>Increase monitoring of legal and fair employment &amp; treatment</b>	Audit high-risk aspects such as agency workers, stipulate clear requirements for staffing of 'gig' economy contracts and use evaluation criteria to assess treatment of staff.	We would only wish to do business with suppliers who treat their workers fairly and legally within the letter and spirit of UK employment law. Flexible working opportunities and staff benefits over and above this would not be set requirements.
<b>Increase due diligence to combat modern slavery</b>	Help deliver the Bi-Borough Modern Slavery Strategy, integrate modern slavery due diligence requirements into contracts including supply chain mapping and the hot-spotting of risks relevant to our contract	Market testing will be used to establish relative levels of maturity in each sector and to tailor requirements. We will help set continuous improvement targets and support supplier progress. Undertaking supply chain mapping leads to greater transparency of supply chains and an overall understanding of risk and supply continuity.

## What will this strategy mean for me?

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<p><b>Westminster residents, workers, students and visitors</b></p> <ul style="list-style-type: none"> <li>• Improved air and noise quality, and safer roads</li> <li>• Increased urban greening and biodiversity</li> <li>• A public realm better prepared for the impacts of climate change</li> <li>• Increased support for social value initiatives and legacy projects that communities help to shape</li> </ul>	<p><b>Westminster's children</b></p> <ul style="list-style-type: none"> <li>• Safer roads and pavements</li> <li>• Cleaner air around schools and the wider borough</li> <li>• Future opportunities to enter careers within the green economy</li> <li>• Reassurance that they are living in a borough playing its part to reduce the likelihood and impacts of future climate change</li> </ul>
<p><b>Westminster's young people, job seekers and those in re-training</b></p> <ul style="list-style-type: none"> <li>• Exposure to a wider range of career options and opportunities</li> <li>• An increased number of job opportunities for Westminster residents</li> <li>• More sustainable job opportunities in sectors with skill shortages</li> <li>• An increasing number of green jobs and skills on offer</li> </ul>	<p><b>Westminster SMEs, VCSEs, social enterprises and minority-led firms</b></p> <ul style="list-style-type: none"> <li>• Skills support, mentoring and business shadowing opportunities offered by larger tier one contractors</li> <li>• Programmes to facilitate, support and target business opportunities within tier one supply chains</li> <li>• Ring-fenced opportunities to contract with the Council</li> </ul>
<p><b>SME bidders</b></p> <ul style="list-style-type: none"> <li>• More contracts divided into smaller lots to increase SME opportunities</li> <li>• Requirements for larger contractors to integrate SMEs into supply chains</li> <li>• Avoidance of costly and resource intensive tender requirements</li> <li>• Simplified evaluation criteria, tailored specifically to the nature of the contract and proportionate to the value of the contract</li> </ul>	<p><b>Workers in our supply chains</b></p> <ul style="list-style-type: none"> <li>• Transparent procedures in place to address workplace bullying</li> <li>• An improved culture of diversity and inclusion within supplier workforces and a closing of any existing pay gaps</li> <li>• Targeted mentoring, job shadowing and fast track schemes to address imbalances in representation within all workforce tiers</li> <li>• Modern slavery and exploitation due diligence requirements designed to protect workers up the supply chain</li> </ul>
<p><b>All future contractors</b></p> <ul style="list-style-type: none"> <li>• Alignment of supplier evaluation criteria with industry priorities</li> <li>• Increased likelihood of winning contracts for those organisations committed to sustainable development and responsible business</li> <li>• Facilitation of trials and pilots of new technology and solutions</li> <li>• Procurement team support and continuous improvement targets rather than pass/fail criteria for complex and emerging issues</li> </ul>	<p><b>Westminster City Council staff</b></p> <ul style="list-style-type: none"> <li>• Tailored RPC training delivered to Procurement &amp; Commercial staff, service leads, commissioners, contracts managers and others involved in sourcing goods, services and works</li> <li>• Spend category specific written guidance on implementation of the RPC Strategy</li> <li>• A directory of supplier evaluation templates for 50+ categories</li> </ul>



## Measuring our success

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1. **Procurement and Commercial Service** – This strategy is written and driven by the Procurement and Commercial Service. We will measure the number and proportion of relevant contracts that have responsible procurement and commissioning interventions. We will also collate the number of internal staff trained to support this strategy and number of case studies published on our website. The initial phase of the RPC Strategy implementation will involve supporting contract managers to monitor and evaluate suppliers on interventions that support each objective. At the same time, we will be building up performance data in each area to determine a baseline from which we can measure improvement and set more specific targets going forward.
2. **Contract management** - Performance of suppliers will be monitored at a contractual level in terms of responsible procurement and commissioning targets, adherence to the relevant tier of the Supplier Code of Conduct and the delivery of their tendered offers. They will be assessed through relevant Key Performance Indicators, Annual Improvement Plans or other contract management method used on each contract.
3. **Wider measures** - Outcomes of the delivery of the RPC Strategy will contribute towards a wide range of City for All






commitments and pledges, as well as GLA and national targets. These will be fed into the Council's City for All performance framework, which is currently being developed. RPC reporting will also allow the demonstration of how we are contributing to the UN SDGs if the City Council wishes to affiliate with these Goals in the future.

4. **Annual reporting** – A report measuring the impact of our actions plans against the strategy and the delivery of our 32 objectives will be published annually as part of the Procurement and Commercial Service report to Audit and Performance Committee.
5. **Other reporting** - We will publish case studies and interviews with suppliers that successfully deliver RPC on our website in order to give existing and prospective contractors ideas of how they can progress and contribute to achieving our objectives Westminster City Council is part of the London Responsible Procurement Network (LRPN) of public authority counterparts based in the capital. The Network meets regularly to share best practice and lessons learned, with focus areas across a broad range of responsible procurement topics including air quality, social value, carbon reduction, modern slavery etc. We intend to share useful RPC implementation materials with our counterparts in these boroughs, academic institutions and GLA family, and to collaborate with wider local authority and government counterparts to progress RPC in the UK.


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## Appendix 2 - How will we be supporting the United Nations Sustainable Development Goals?

SDG	SDG Sub-Goal Westminster will strive to contribute to through the RPC Strategy	RPC policies and procedures
	1.2 Reduce the proportion of people of all ages living in poverty	<ul style="list-style-type: none"> <li>• Monitor payment of the Living Wage across all high risk contracts</li> <li>• Seek social value offers to support charitable and community initiatives to support members of our community most in need</li> </ul>
	2.1 End hunger and ensure access for the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.	<ul style="list-style-type: none"> <li>• Seek contractor support via sponsorship, fundraising or volunteering as part of their social value offer including school meal holiday initiatives, community support e.g. food banks etc.</li> </ul>
	3.6 Reduce deaths and injuries in road traffic collisions 3.9 Reduce hazardous chemicals and air, water and soil pollution & contamination.	<ul style="list-style-type: none"> <li>• Stipulate road safety features and training for contractors operating fleets, especially heavy vehicles</li> <li>• Set environmental performance criteria and evaluate suppliers on approaches to minimise air, water and soil pollution.</li> </ul>
	4.3 Expand ICT and STEM programmes 4.4 Increase technical & vocational skills for employment, decent jobs & entrepreneurship 4.5 Eliminate disparities in education & training 4.7 Educate learners in sustainable development	<ul style="list-style-type: none"> <li>• Evaluate suppliers on professional development opportunities related to staffing and resources or to addressing imbalances in representation at different organisational tiers.</li> <li>• Set thresholds of required employment and skills offers according to the nature and value of the contract and assess proposed delivery as part of supplier evaluation criteria.</li> </ul>
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	<ul style="list-style-type: none"> <li>• Evaluate suppliers on participation in careers events and facilitate delivery through our internal connections with schools and employment centres.</li> <li>• Integrate educational engagement initiatives into all projects where sustainability can be showcased.</li> </ul>
	6.4 Increase water-use efficiency and ensure sustainable water use 6.5 Implement integrated water management	<ul style="list-style-type: none"> <li>• Evaluate approaches to water conservation in construction, catering, horticulture etc.</li> <li>• Set procurement criteria for water efficient equipment and stipulate up-to-date knowledge and experience of implementing climate adaptation techniques including</li> </ul>

		the use of integrated water management and Sustainable Urban Drainage Systems (SuDS) and assess commitments to applying these to Westminster projects.
	7.2 Increase the share of renewable energy in the energy mix 7.3 Improve energy efficiency	<ul style="list-style-type: none"> <li>• Purchase 100% renewable electricity and seek to increase proportion of 'additional' renewable energy to help decarbonise the UK grid e.g. by investing in off-site installations. Test the market and maintain a watching brief on technological advances to enable specification of the most fuel or energy efficient equipment available.</li> <li>• Evaluate suppliers on previous experience of successful delivery of energy efficient buildings</li> </ul>
	8.5 Achieve full, productive and decent work for all and equal pay for work of equal value 8.6 Reduce the proportion of youth not in employment, education or training 8.7 Eradicate forced labour, modern slavery, human trafficking & the worst forms of child labour 8.8 Protect labour rights, promote safe, secure working environments for all workers	<ul style="list-style-type: none"> <li>• Audit high-risk aspects such as agency workers, stipulate clear requirements for staffing of 'gig' economy contracts and use evaluation criteria to assess treatment of staff in terms of flexible working opportunities and staff benefits.</li> <li>• Help deliver the Bi-Borough Modern Slavery Strategy, integrate modern slavery (MS) due diligence requirements into contracts including reporting on how MS statements are implemented in relation to our contract</li> </ul>
	9.3 Increase the access of small-scale industrial and other enterprises to financial services and their integration into value chains and markets. 9.4 Make infrastructure and retrofit industries more sustainable, resource efficient and adopt, clean technologies and industrial processes	<ul style="list-style-type: none"> <li>• Encourage larger contractors to offer skills, time and commercial opportunities to smaller organisations by including this option within supplier evaluation criteria</li> <li>• Use facilitated networking between tier one contractors &amp; innovative firms, contractual requirements and supplier evaluation criteria to encourage trials and pilots of clean, efficient technology and solutions</li> </ul>
	10.2 Empower the social, economic and political inclusion of all, irrespective of characteristics 10.4 Adopt policies to progressively achieve greater equality	<ul style="list-style-type: none"> <li>• Use supplier evaluation and partnership working with contractors and communities to deliver meaningful legacy projects as part of community regeneration and other long-term and/or large-scale contracts</li> <li>• Evaluate bidder approaches to ensuring diversity, inclusion and representation within selection criteria and within dedicated supplier evaluation criteria</li> </ul>
	11.B Adopt policies on inclusion, resource efficiency, mitigation & adaptation to climate change and resilience to disasters	<ul style="list-style-type: none"> <li>• Stipulate up-to-date knowledge and experience of using climate resilient materials and implementing climate adaptation techniques and assess commitments to applying these to Westminster projects.</li> </ul>

	11.6 Reduce environmental impacts of cities including air quality & waste management	<ul style="list-style-type: none"> <li>Work with teams across waste collection, recycling and facilities management as well as our waste contractor to transition to a zero-emission waste fleet, increase recycling rates and reduce residual waste and associated carbon.</li> </ul>
	12.3 Reduce food waste in production, supply, retail and amongst consumers 12.5 Reduce waste generation through prevention, reduction, recycling and reuse 12.6 Encourage companies to adopt and report on sustainable business practices 12.7 Promote sustainable public procurement practices	<ul style="list-style-type: none"> <li>Set requirements in catering contracts to reduce food waste and distribute surplus food</li> <li>Set industry specific targets on recycling, waste to landfill/incineration rates, use evaluation criteria to assess supplier approaches to waste management and resource efficiency</li> <li>Use the Supplier Code of Conduct alongside other mechanisms to require reporting of relevant and proportionate data relating to carbon emissions, waste streams etc.</li> <li>Use available guidance, industry and government best practice standards and market testing to develop and continuously improve sustainable procurement criteria, alongside 5% weighting within tenders on environmental management practices.</li> </ul>
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards. 13.2 Integrate climate change measures into policies, strategies and planning.	<ul style="list-style-type: none"> <li>Work with strategic supply chain partners involved in works on our public realm to explore improvements in surface permeability, drainage etc.</li> <li>Set reporting requirements and work with the highest emitting suppliers to baseline scope 3 emissions, identifying hotspots and sources of carbon with the highest potential to reduce</li> <li>Set meaningful scope 3 reduction targets and associated actions for our own organisation and supply chain partners</li> </ul>
	14.1 Reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution. 14.4 End overfishing and destructive fishing practices.	<ul style="list-style-type: none"> <li>Introduce requirements to limit unnecessary waste, including packaging, single use plastics and products containing microplastics</li> <li>Use catering services and hospitality requirements that all fish products are demonstrably sustainable, contractors will be required to refer to up to date information on sustainable fish for caterers and no 'red list' or endangered fish shall be used under any circumstances</li> </ul>
	15.5 Reduce degradation of natural habitats, halt biodiversity loss of and prevent species extinction.	<ul style="list-style-type: none"> <li>Use of sustainable procurement criteria for products associated with land use change e.g. timber, soy, palm oil and other agricultural commodities etc.</li> </ul>
	16.6 Develop effective, accountable, transparent institutions at all levels	<ul style="list-style-type: none"> <li>Monitoring and reporting of RPC outcomes will be regular, transparent and multi-tiered.</li> </ul>

	<p>16.7 Ensure responsive, inclusive, participatory, representative decision-making at all levels</p> <p>16.B Promote and enforce non-discriminatory policies for sustainable development</p>	<ul style="list-style-type: none"> <li>• Suppliers will be required to have appropriate whistleblowing procedures in place in order to tender for contracts with the Council.</li> <li>• Objectives to increase the number of projects providing community benefit and increase the impact of legacy projects will involve engagement and consultation with communities.</li> <li>• RPC criteria will be introduced in a way which does not create barriers to SME participation and active steps will be taken to increase spend with small, local, minority-led and mission led firms. More contracts will be divided into lots, larger contractors will be incentivised to integrate SMEs into supply chains and evaluation criteria will be simplified, tailored specifically to the nature of the contract and proportionate to the value of the contract</li> </ul>
	<p>17.14 Enhance policy coherence for sustainable development</p> <p>17.16 Enhance multi-stakeholder partnerships to achieve sustainable development</p> <p>17.17 Promote effective public, public-private and civil society partnerships.</p>	<ul style="list-style-type: none"> <li>• The RPC Strategy is aligned with all relevant sustainable development policy areas including UN SDGs, UN Guiding Principles and Human Rights, global and national targets on carbon reduction as well as City for All</li> <li>• Collaborate and share learning with the London Responsible Procurement Network</li> <li>• Form a Strategic Supplier Responsible Business Network with focus groups, alongside deeper public-private relationships with strategic suppliers to deliver effective community and legacy projects and innovative solutions to sustainable development goals</li> <li>• Use events, workshops and other initiatives on specific topics of RPC priority across sectors</li> <li>• Participate in multi-agency working groups such on Modern Slavery and Exploitation</li> </ul>

## Appendix 3 - Modern Slavery & Exploitation (MSE) Action Plan

This will be developed into WCC Modern Slavery Statement, which will be consulted on in January 2022.

	Actions	Current progress and plans	Timelines
<b>Step 1: Align with internal and external frameworks</b> - Ensuring harmonisation of the approach with internal strategies, initiatives and functions to maximise impact and ensure alignment with internal teams	a) Ensure plans are aligned with: <ol style="list-style-type: none"> <li>i. Guiding principles on Business &amp; Human Rights</li> <li>ii. Modern Slavery Act 2015 and enactment of Transparency in Supply Chains Bill</li> <li>iii. Bi-borough Modern Slavery Strategy: Theme 4 – Exploitation Prevented</li> </ol> b) Review available guidance for each public procurement spend category c) Undertake departmental consultation, especially those delivering front line services d) Research peer initiatives and lessons learned	a) Actions taken to date are informed by the legislation and principles listed b) Spend category review being undertaken c) Procurement is part of the WCC and tri-borough MSE Group, with representatives from VCSE, Police, Academic Institutions, local authorities and other agencies d) Procurement is on the steering group of the London Responsible Procurement Network (LRPN), a group which shares progress and lessons learned	a) Ongoing b) Q3 2021/22 c) Ongoing d) Ongoing
<b>Step 2: Knowledge gathering and industry context</b> - Work to understand industry maturity and performance and enable prioritisation of high risk spend categories	a) Gauge levels of maturity in due diligence and supply chain transparency in each industry sector b) Receive train-the-trainer workshops from subject matter experts ‘Action Sustainability’ c) Roll out training on MSE in supply chains to procurement, service leads and contract managers d) Learn from subject matter experts including participation in focus groups and roundtables	a) Category approach being developed b) Train-the-trainer workshops to be delivered to five WCC core MSE staff and procurement leads covering high risk categories (and five from RBKC) c) Training to be rolled out more widely d) Westminster is now part of a roundtable on human & labour rights associated with solar panel components	a) Q3 2021/22 b) Q4 2021/22 c) Q1 2022/23 d) Q3 2021/22 onwards
<b>Step 3. Category standards</b> - Creation of category specific standards, development of standardised frameworks and mechanisms for implementation and monitoring	a) Identify the highest risk (sub) categories in our domestic and global supply chain b) Identify front line services with the best opportunity to identify potential victims of modern slavery c) Establish sets of contractual measures by category d) Design Action Plan templates to assist contractors with fulfilling their reporting requirements e) Examine procurement frameworks used to understand MSE requirements set at the outset	a) Risk assessment being undertaken b) Category assessment being undertaken c) Framework being undertaken d) Templates to be written following framework development e) Framework assessment to be undertaken	a) Q3 2021/22 b) Q3 2021/22 c) Q3 2021/22 d) Q4 2021/22 e) Q4 2021/22 onwards

<p><b>Step 4. Procurement &amp; Commissioning -</b> Development of targeted procurement and commissioning techniques and frameworks</p>	<p>a) Include modern slavery and human right due diligence requirements into all relevant contracts:</p> <ul style="list-style-type: none"> <li>i. Introduce tiered Supplier Code of Conduct requirements</li> <li>ii. Contractual requirements on supply chain mapping, action plans to minimise risk and reporting</li> </ul> <p>b) Hold quarterly meetings with each high-risk supplier to monitor progress, agree corrective actions if risks not appropriately managed, support where possible, audit/spot check where necessary, work with the business to resolve infringements where identified, refer potential victims in our direct supply chain to relevant National Referral Mechanism/WCC support</p>	<p>a) Procurement &amp; Commissioning activities are now being risk assessed at CGRB</p> <ul style="list-style-type: none"> <li>i. Supplier Code of Conduct now being developed, which must be committed to in order to bid</li> <li>ii. Generic wording is being used; (category specific interventions to be developed)</li> </ul> <p>b) Meetings to be set up for each high-risk contractor</p>	<p>a) Q2 2021/23</p> <ul style="list-style-type: none"> <li>i. Q3 2021/22</li> <li>ii. Q3 2021/22</li> </ul> <p>b) Q4 2021/22 onwards</p>
<p><b>Step 5. Supplier Relationship Management -</b> Partnership working as part of supplier relationship management to identify and mitigate risks and leverage opportunities</p>	<p>a) Identify highest risk, highest spend current suppliers</p> <p>b) Review and assess their Modern Slavery Statements</p> <ul style="list-style-type: none"> <li>i. Identify relevant risks within our supply chain</li> <li>ii. Request reports on how they are applying the due diligence set out in their MS Statement to our contract</li> </ul> <p>c) Develop process to address risks where identified</p> <p>d) Support new suppliers with undertaking MS contractual requirements</p>	<p>a) Existing contracts are currently being assessed based on spend, nature of the contract in terms of goods &amp; services provided</p> <p>b) MS Statements to be assessed</p> <p>c) Process to be developed</p> <p>d) Support will be provided to relevant contractor staff as part of WCC's contract management approach to RPC</p>	<p>a) Q3 2021/22</p> <p>b) Q4 2021/22</p> <p>c) Q4 2021/22</p> <p>d) Q4 2021/22 onwards</p>
<p><b>Step 6. Continuous Improvement -</b> Ongoing progression involving learning lessons, adapting approaches, celebrating success and then increasing and broadening ambitions.</p>	<p>a) Collate and evaluate lessons learned and data on due diligence, feed this into updates of MS Statement</p> <p>b) Collaborate with and feed back to Bi-borough Tackling Modern Slavery and Exploitation Group</p> <p>c) Undertake workshops and share resources with peers and industry/university/ subject matter experts</p> <p>d) Review affiliation with Ethical Trading Initiative (ETI), Electronics Watch, Sedex and other expert/ audit organisations to assess potential value adds</p>	<p>a) A framework/ template to capture lessons learned to be developed</p> <p>b) Procurement are in regular attendance</p> <p>c) This will happen through London Heads of Procurement (LHoP), LRPN, the Business, Human Rights &amp; Environment multi-agency group led by Greenwich University and Action Sustainability</p> <p>d) Review still to be undertaken</p>	<p>a) Q1 2022/23 onwards</p> <p>b) Ongoing</p> <p>c) Q1 2022/23 onwards</p> <p>d) Q2 2022/23</p>





City of Westminster

## Cabinet Report

<b>Date:</b>	13 December 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Council Tax Discounts (including Council Tax Local Reduction Scheme) and Council Tax Base report
<b>Report of:</b>	Executive Director of Finance and Resources
<b>Wards Affected:</b>	All
<b>Policy Context:</b>	Statutory duty to set and collect Council Tax
<b>Key Decision:</b>	Yes
<b>Financial Summary:</b>	<p>The report proposes that:</p> <ul style="list-style-type: none"><li>• The Council Tax discount for second homes remains at 0%</li><li>• The Council Tax discounts for empty properties, including the discounts that replaced the previous Class A and C Council Tax exemptions, remains at 0%.</li><li>• A Long-Term Empty Property Premium is continued at the maximum level allowed for by central government legislation.</li><li>• The Director of Revenues and Benefits is authorised to determine any individual local discount requests in 2022/23 under Section 13A(1)(c) of the Local Government Finance Act 1992.</li><li>• The Council Tax Base is set at 135,056.32 equivalent Band D properties for 2022/23 for the whole City, 91.68 equivalent band D properties for Montpelier Square and 3,519.72 equivalent band D properties for Queen's Park.</li><li>• The existing Council Tax Local Reduction Scheme is retained for 2022/23.</li></ul>

## 1. Summary

- 1.1 The Local Government Act 2003 provided local authorities with discretion in relation to the level of Council Tax discount for specific categories of Council Tax properties, namely second homes and long-term empty properties. The Local Government Finance Act 2012 which came into effect in April 2013 removed several Council Tax empty property exemptions and replaced them with locally determined discounts. The Act also enabled local authorities to remove the minimum 10% discount for second homes and to set a local Long-Term Empty Property Premium.
- 1.2 This report recommends retaining the same level of Council Tax discounts in 2022/23 as were set in 2021/22.
- 1.3 The report recommends that the Council continue to charge a Long-Term Empty Property Premium in 2022/23 at the maximum level allowed for by the current legislation.
- 1.4 The Welfare Reform Act 2012 and Local Government Finance Act 2012 replaced the Council Tax Benefit scheme with a locally determined Council Tax Reduction Scheme (also known as a local Council Tax Support Scheme), which is effectively now a type of Council Tax discount. The recommended scheme for 2022/23 is a continuation of the scheme that was originally set by the Council in 2013/14.
- 1.5 The Council Tax Base is calculated in accordance with a nationally prescribed formula and represents the equivalent number of Band D properties within the area. The formula takes account of the number of properties in each band, the number of discounts given for single occupiers, empty dwellings, second homes and other eligible criteria, the prescribed proportions to convert numbers to Band D equivalents, and the estimated collection rate. The relevant regulations were changed from 1 April 2013, to enable the taxbase calculation to include a deduction for the equivalent number of Band D properties relating to the local authority's Council Tax Reduction Scheme. The Council Tax Base must be determined and be notified to the Greater London Authority (GLA) and other levying and precepting bodies. As in the past, these notifications must be made by 31 January.
- 1.6 The calculations as detailed in Appendices 1 and 2 confirm a figure of 135,056.32 equivalent Band D properties for the whole City, 91.68 Band D equivalent properties for Montpelier Square and 3,519.72 Band D equivalent properties for Queens Park. The Queen's Park Community Council was created on 1<sup>st</sup> April 2014 under the Council's Reorganisation of Community Governance Order 2013. The Queen's Park Community Council is a minor precepting authority for the purposes of Part 1 of the Local Government Finance Act 1992.
- 1.7 The taxbase calculation assumes that the recommendations in the report in relation to the level of Council Tax discounts and the Council Tax Reduction Scheme are adopted.

## **2. Recommendations**

- 2.1 That the Cabinet recommend that the Council approve the following recommendations for the financial year 2022/23:-
- (i) that the Council Tax discount for second homes remains at 0%;
  - (ii) the Council Tax discounts for empty properties, including the discounts that replaced the previous Class A and C Council Tax exemptions, remain at 0%;
  - (iii) that a Long-Term Empty Property Premium continues at the maximum percentage allowed for by the current legislation, which is for 2022/23:
    - Properties empty between 2 years - 5 years: 100% Increase
    - Properties empty between 5 years – 10 years: 200% Increase
    - Properties empty over 10 years: 300% Increase
  - (iv) that the Director of Revenues and Benefits be given delegated authority to determine any individual local discount applications received from Council Taxpayers during the 2022/23 financial year under section 13A(1)(c) of the Local Government Finance Act 1992.
- 2.2 That the Cabinet recommend that the Council approve the same Council Tax Reduction Scheme for 2022/23 which has operated successfully since 2013/14. The scheme is based on the Default Scheme Regulations, updated to reflect changes made via the Prescribed Requirements Amendment Regulations and with War Disabled Pensions, War Widow, Pensions and Armed Forces Compensation scheme payments disregarded in full when calculating a claimant's income.
- 2.3 That the Cabinet recommend to the Council to resolve that the Council Tax Base for 2022/23 for the Whole City is 135,056.32 equivalent Band D properties, for Montpelier Square alone 91.68 equivalent Band D properties and for Queen's Park 3,519.72 equivalent Band D properties.
- 2.4 That the Cabinet recommends to the Council to resolve that the figures set out in paragraph 2.3 above for the Council Tax Base for 2022/23 be used by the Council to make a determination pursuant to the requirements of the Local Government Finance Act 1992.

## **3. Reasons for Decision**

- 3.1 The taxbase decision is sought in order that the Council complies with the requirements of the Local Government Finance Act 1992.
- 3.2 The retention of the same levels of Council Tax discount, for empty properties and second homes will continue to deliver additional Council Tax income for

the Council without disadvantaging any vulnerable members of the community.

- 3.3 The recommendation to allow the Director of Revenues and Benefits to continue to determine any individual local discount claims will enable assistance to be given to individual Council Taxpayers if required, especially as there is no longer the ability for taxpayers to claim Discretionary Housing Payments (DHP) in relation to their Council Tax liability. This will also provide the mechanism for granting the local Council Tax discount for Care Leavers and other vulnerable Council Taxpayers.
- 3.4 The Council's proposed Council Tax Reduction Scheme will mean that the level of Council Tax support provided to the borough's working age claimants will effectively mirror that previously provided under the national Council Tax Benefit scheme.
- 3.5 The recommendation to continue the Long-Term Empty Property Premium at the maximum allowed for within current legislation aligns with the Council's City for All agenda and the Council's aim of a fairer Council Tax system for all residents.

## **4. Council Tax Discounts**

### **4.1 Legislation**

- 4.1.1 The Local Government Act 2003 provided local authorities with discretion in relation to the level of Council Tax discount for specific categories of Council Tax properties, namely second homes and empty properties. It also made provision for a local authority to set its own "local" Council Tax discount categories.
- 4.1.2 The Local Government Finance Act 2012 which came into effect in April 2013 removed several Council Tax empty property exemptions and replaced them with local determined discounts. The Act also enabled local authorities to remove the minimum 10% discount for second homes and to set a Long-Term Empty Property Premium.
- 4.1.3 The Welfare Reform Act 2012 and Local Government Finance Act 2012 replaced the Council Tax Benefit scheme with a locally determined Council Tax Reduction Scheme (also referred to as a local Council Tax Support scheme), which is effectively now a type of Council Tax discount.

### **4.2 Second Homes**

- 4.2.1 A second home in Council Tax terminology is a furnished property which is no-one's sole/main residence.
- 4.2.2 The original Council Tax legislation prescribed that all local authorities had to give a discount of 50% for "second home" properties. However, the

Local Government Act 2003 provided local authorities with the discretion to change the level of discount to less than 50% but set a minimum discount level of 10%. The Local Government Finance Act 2012 subsequently allowed the minimum discount to be reduced to 0%.

- 4.2.3 The relevant regulations include exclusions to the local authority discretion in relation to second home properties. The main exclusion being that local authorities are not able to amend the level of discount for the second homes of people who are liable for Council Tax on a property that is provided by an employer (tied accommodation). This means that the Council must continue to give a 50% discount for second homes meeting this criteria. A local authority also cannot amend the 50% level of the second home discount for any dwelling that consists of a pitch occupied by a caravan, or a mooring occupied by a boat.
- 4.2.4 For each financial year since 2013/14 the City Council has decided that the second home discount should be set at 0%. It is recommended that the City Council retains the same 0% discount in 2022/23, as a decision to set a higher level of discount would reduce the Council's income.

### **4.3 Empty Properties**

- 4.3.1 Prior to 1 April 2013, all Council Tax empty properties fell under one of the following three categories:
- Class A Exemption  
If the property was empty and subject to major repair works / structural alterations, it was exempt from Council Tax for 12 months.
  - Class C Exemption  
An exemption from Council Tax was granted for the first 6 months after a property became empty.
  - Long-Term Empty Property Discount  
This was a locally determined Council Tax discount for the period after a Class A or Class C Exemption had expired. The Council had set a 0% discount level which meant that the owners paid the full Council Tax charge.
- 4.3.2 The Local Government Finance Act 2012 amended the relevant legislation so that the statutory exemptions referred to above (Class A and Class C) were replaced by locally determined discounts from 1 April 2013.
- 4.3.3 Since the 2013/14 financial year the City Council has determined that a 0% discount should be set for:
- a) The empty property discount which replaced the Class A exemption
  - b) The empty property discount that replaced the Class C exemption
  - c) The empty long-term property discount

- 4.3.4 It is recommended that the City Council retains the same 0% discount for each of the three categories of empty property discount referred to in 3.3.3. The recommendation being based on the fact that any increase in the level of discount will reduce the Council's income.

#### **4.4 Long Term Empty Property Premium**

- 4.4.1 The Local Government Finance Act 2012 allows local authorities to set a Long-Term Empty Property Premium for properties that have been empty for at least 2 years. The premium is currently (for 2021/22) set at 100% of the normal Council Tax for properties that have been empty between 2 years – 5 years, 200% of the normal Council Tax for properties that have been empty between 5-10 years and 300% of the normal Council Tax for properties that have been empty for more than 10 years.
- 4.4.2 The current 100% premium on the Council's 161 properties that have been empty between 2 years and 5 years provides around £75K per annum in additional Council Tax income for the Council, whilst the current 200% premium on the Council's 60 properties that have been empty between 5 years and 10 years provides a further £28K per annum in additional Council Tax income. Finally, the current 300% premium on the Council's 25 properties that have been empty over 10 years provides a further £12K per annum in additional Council Tax income for the Council.
- 4.4.3 It is recommended that the City Council retains the same premiums as detailed in 4.4.1. The Council considers that a decision to continue the maximum Premium aligns with the Council's current City for All agenda and the Council's aim for a fairer Council Tax system for residents.

#### **4.5 Local Council Tax Discounts**

- 4.5.1 Section 13A of the Local Government Finance Act 1992 allows a local authority the discretion to create its own "local" Council Tax discounts for local situations which are not already covered by the national statutory discounts. The government's guidance gives the example of a local discount for properties affected by flooding (Note: this form of discount was used in 2021/22 in respect of the localised flooding that occurred during the year).
- 4.5.2 Local discounts granted under Section 13A (l) (c) must be fully funded by the local authority.
- 4.5.3 It has been determined for each financial year since 2013/14 that the Director of Revenues and Benefits would be authorised to determine any individual applications from residents requiring additional assistance under the Local Discount provisions. In the last full year of 2020/21 there were 78 approved applications (including 23 Care Leaver applications) totalling £63,727 (please note that these figures exclude the government's requirement to increase Council Tax Support for eligible Council taxpayers by up to £150 due to the pandemic utilising the same legislative provision).

It is recommended that the delegation to the Director of Revenues and Benefits to determine individual applications is retained for 2022/23.

#### **4.6 Council Tax Reduction Scheme**

- 4.6.1 The Local Government Finance Act 2012 replaced the Council Tax Benefit scheme with a new locally determined Council Tax Reduction Scheme (also known as a local Council Tax Support scheme) from April 2013. This is effectively now a Council Tax discount.
- 4.6.2 Each local authority is required to annually set a local Council Tax Reduction scheme for working age claimants. The government continues to operate a statutory national scheme for pensioners, which provides them with broadly the same level of Council Tax Support as they received under the previous Council Tax Benefit scheme but has been adjusted by the government since its introduction to incorporate a number of welfare reform initiatives.
- 4.6.3 The local Council Tax Reduction scheme was initially funded through a specific central government grant set at 90% of each local authority's Council Tax Benefit expenditure. The government funding since 2014/15 has been rolled into the government's overall funding settlement and due to the overall cuts in funding for local government effectively increases the initial 10% funding reduction.
- 4.6.4 Since 2013/14, the City Council has agreed a Council Tax Reduction scheme which mirrored the previous Council Tax Benefit scheme, i.e. the City Council absorbed the government's 10% funding cut and did not pass the cut on to the borough's working age claimants. Technically this means that the original Council Tax Reduction Schemes (Default Scheme) Regulations are mirrored within the City Council's local scheme, with the addition that rates used to calculate the discount are uprated each year, and War Disabled Pensions, War Widow, Pensions and Armed Forces Compensation scheme payments are disregarded in full when calculating a claimant's income.
- 4.6.5 It is recommended that the Council should retain the same Council Tax Reduction Scheme in 2022/23.
- 4.6.6 The Council has in previous years conducted two consultations on the Council's website in relation to the Council Tax Reduction scheme. The results were limited, but the vast majority of responses were positive.
- 4.6.7 There is no statutory requirement to consult residents where there is no significant change to a Council's existing scheme.

#### **4. Council Taxbase**

##### **4.1 Background**

4.1.1 The Council is required for Council Tax purposes to notify the preceptors and levying bodies of the Council Tax Base.

4.1.2 The position is that: -

- a) the Council must approve and notify the preceptors and levying bodies of the Council Tax Base by 31 January each year; and
- b) the appropriate figure must be calculated using the Valuation List and Council Tax records as at 30 November.

## **4.2 The Calculation of the Taxbase**

4.2.1 The calculation of the Council Tax Base is by way of a statutory prescribed formula, which is set out at Appendix 1. The legislative changes relating to the Council Tax Reduction scheme resulted in a change to the formula for 2013/14 onwards (The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012). The change being that an estimate of the number of Band D equivalents relating to the Council Tax Reduction scheme has to be deducted from the overall taxbase. This amendment means that local authority taxbases from 2013/14 onwards are significantly lower than in previous years. However, the reduction was initially compensated for by a new Council Tax Support grant, which the government calculated based on 90% of the Council's previous Council Tax Benefit expenditure. The grant has subsequently been rolled into the government's overall funding settlement.

4.2.2 Appendix 2 shows details of the distribution of properties by Band, and the calculated equivalent Band D properties (known as the "relevant amount") within each Band after applying the formula.

4.2.3 To calculate the Council Tax Base the "relevant amount" figures for each Band have been aggregated and then adjusted to take account of the estimated collection rate and Ministry of Defence properties. The estimated collection rate used in the calculation for 2021/22 was 96%. It is recommended that this percentage should remain for 2022/23 due to the likely on-going reduction in collection rates nationally arising from the pandemic and the associated difficulties in accurate forecasting.

4.2.4 The Council Tax Base is calculated, for the whole of the City for 2022/23 as 135,056.32 equivalent Band D properties, for Montpellier Square 91.68 equivalent Band D properties and for Queens Park is 3519.72 equivalent Band D properties.

4.2.5 The Tax Base calculation assumes that the recommendations in this report in relation to the level of Council Tax discounts (including the Council Tax Reduction Scheme) are approved.

## **5 Financial Implications**



- 5.1 The 2022/23 tax base shows a growth of 0.93% when compared with the 2021/22 tax base. The growth will deliver around £575K in additional Council Tax income in 2022/23 for the Council.
- 5.2 The Council's decision in 2013/14 to implement a Council Tax Reduction Scheme which mirrored the previous Council Tax Benefit Scheme, effectively meant that the Council had to absorb the government's 10% cut in funding for the Council Reduction Scheme arrangements. However, the increased Council Tax income derived from the Council Tax discount changes implemented in 2013/14 more than covered the shortfall. This remains the case in 2022/23.
- 5.3 The Business Rate Retention scheme introduced within the Local Government Finance Act 2012 replaced the previous Formula Grant scheme from 1 April 2013. The Retention scheme Funding Baseline was scheduled to be recalculated for the planned scheme Reset in 2020. However, it has been announced that the government's Fair Funding Review, including the funding baseline, and the review / revision of the national Business Rate Retention scheme will not now take place in time for the 2022/23 financial year. Therefore, the changes in the Council's Tax Base will therefore not have an effect on the Council's grant funding position for 2022/23.
- 5.4 On 1<sup>st</sup> October 2013 the Council made the City of Westminster (Reorganisation of Community Governance) Order 2013. This created a new parish of Queen's Park from 1<sup>st</sup> April 2014. The Queen's Park Community Council was elected on 22<sup>nd</sup> May 2014 and became a precepting authority. The Queen's Park taxbase of 3519.72 equivalent Band D properties will result in an overall Council Tax income for the Community Council in 2022/23 (based on the existing precept level) of around £166K.

## **6. Legal Implications**

- 6.1 The legal implications are outlined in the body of the report. There have been no relevant changes in legislation since last year's report.

## **7 Ward Members Comments**

- 7.1 As this report relates to all wards, no Ward Member consultation was required.
- 7.2 The Ward Members for Queens Park were originally consulted as part of the City of Westminster (Reorganisation of Community Governance) Order 2013.

## **8 Outstanding Issues**

- 8.1 There are no outstanding issues.

## **10. Background Papers**

- 10.1 There are no additional background papers.

**IF YOU HAVE ANY QUESTIONS ABOUT THIS REPORT PLEASE CONTACT  
MARTIN HINCKLEY, DIRECTOR OF REVENUES & BENEFITS, ON 07816 215828  
OR BY E-MAIL [mhinckley@westminster.gov.uk](mailto:mhinckley@westminster.gov.uk)**

## **APPENDIX 1 – Taxbase Formula.**

### **Formula for calculating the Council Tax Base.**

For 2022 / 2023 the “relevant amount” for each band is to be calculated in accordance with the formula:

$$((H - Q + E + J) - Z) \times F / G$$

where:

H is the number of chargeable dwellings on the list on the relevant day, (30 November 2021) less an estimate of the number which are exempt.

For these purposes the authority is to take account of any alterations to the list which were shown as having effect on that day, or of any alterations which, though not shown on the list, the authority has been informed of by the Listing officer and had effect on that day. The authority is also to take account of the effect of the regulations under section 13 of the 1992 Act (“disabled reductions”), treating a dwelling as being in the band in respect of which the reduced amount is calculated.

Q is a factor to take account of the discounts to which the amount of council tax payable was subject on the relevant day based on the relevant discount percentage(s).

E is an adjustment to reflect any Council Tax Premium for long term empty properties.

J is an adjustment (positive or negative) in respect of changes in the number of chargeable dwellings or discounts or premiums during the period from the relevant day (i.e. 30 November 2021 to 31 March 2023) calculated as the difference between:

- (i) an estimate of the number of full year equivalent chargeable dwellings not on the list on the relevant day (30 November 2021) but which will be listed in that band for the whole or part of the year, plus
- (ii) an estimate of discounts which are estimated to be applicable on the relevant day, but which will not be applicable for the whole or part of the year, expressed as a full year equivalent number, based on the relevant discount percentage(s).
- (iii) an estimate of the aggregate of the number of chargeable dwellings which are on the list on the relevant day, but which will not be during the year, or part of the year, and the number which are not exempt on the relevant day, but which will be during the year or part of the year, plus
- (iv) the authority’s estimate of the number of discounts, other than those in the formula above, to which Council Tax dwellings calculated for item (H) in the formula above, will be subject for the whole or part year (based on the relevant discount percentage (s)).

Z is the total amount that the authority estimates will be applied pursuant to the authority's council tax reduction scheme in relation to the band, expressed as an equivalent number of chargeable dwellings in that band.

F is the amount of Council Tax payable in respect of dwellings situated in the same billing authority's area (or the same part of such an area) and listed in different valuation bands in the following proportions: -

5 : 6 : 7 : 8 : 9 : 11 : 13 : 15 : 18

where 5 is for band A (Disabled), 6 is for band A, 7 is for band B etc.

G is the number applicable to band D (i.e. 9).

#### Full Year Equivalents.

Where an authority estimates that discounts / exemptions etc. will apply for only part of the year, or that the dwelling will only be banded for part of the year, the full year equivalent must be calculated for the purposes of the above formula. This will be the number of days for which the dwelling is banded / exempt etc. divided by the number of days in the year.

#### Appeals.

For the purpose of calculating the Tax Base an authority may estimate the number of appeals against banding that may have an effect on the number of properties within each band.

#### Council Tax Base.

In order to calculate the Council Tax Base, the "relevant amount" for each band is aggregated and the sum multiplied by the Council's estimated collection rate. An adjustment is made to this figure in respect of MOD property in the area.

#### MOD Adjustment.

This adjustment is an amount, estimated to be equivalent to the number of Band D dwellings, in respect of where a contribution in lieu of Council Tax is to be made by the Ministry of Defence for Class O (exempt) dwellings.

**APPENDIX 2. - Tax base Calculations for 2022/23**

TAXBASE FOR THE WHOLE CITY.

DISTRIBUTION OF PROPERTIES BY BAND AS AT 30.11.21 FOR THE WHOLE CITY.	EQUIVALENT BAND "D" PROPERTIES FOR EACH AFTER APPLYING THE FORMULA $((H - Q + E + J) - Z) \times F / G$
BAND A : 1,702	BAND A : 940.33
BAND B : 6,460	BAND B : 4,100.64
BAND C : 15,802	BAND C : 11,984.00
BAND D : 22,865	BAND D : 19,907.25
BAND E : 23,920	BAND E : 25,611.06
BAND F : 18,738	BAND F : 24,068.06
BAND G : 23,852	BAND G : 35,986.67
BAND H : 16,335	BAND H : 30,979.50
Total : 129,674	Total : 153,577.50

Less Z - =140,209.59
X Collection Rate (96%) = 134,601.21
Plus MOD Adjustment + 455.11

**TAXBASE = 135,056.32**

APPENDIX 2.

TAXBASE FOR MONTPELIER SQUARE ONLY.

DISTRIBUTION OF PROPERTIES BY BAND AS AT 30.11.21.	EQUIVALENT BAND "D" PROPERTIES FOR EACH AFTER APPLYING THE FORMULA $((H - Q + E + J) - Z) \times F / G$
BAND A : 0	BAND A : 0.00
BAND B : 0	BAND B : 0.00
BAND C : 0	BAND C : 0.00
BAND D : 1	BAND D : 1.00
BAND E : 0	BAND E : 0.00
BAND F : 0	BAND F : 0.00
BAND G : 3	BAND G : 5.00
BAND H : 47	BAND H : 89.50
Total : 51	Total : 95.50

Less Z = 95.50
Plus MOD Adjustment = + 0.00
X Collection Rate (96%) = 91.68

**TAXBASE = 91.68**

APPENDIX 2.

TAXBASE FOR QUEENS PARK COMMUNITY COUNCIL.

DISTRIBUTION OF PROPERTIES BY BAND AS AT 30.11.21 FOR QUEENS PARK PARISH.	EQUIVALENT BAND "D" PROPERTIES FOR EACH AFTER APPLYING THE FORMULA $((H - Q + E + J) - Z) \times F / G$
BAND A : 62	BAND A : 34.00
BAND B : 272	BAND B : 180.64
BAND C : 845	BAND C : 643.56
BAND D : 1,932	BAND D : 1,710.50
BAND E : 1,887	BAND E : 2,099.47
BAND F : 237	BAND F : 313.44
BAND G : 32	BAND G : 49.58
BAND H : 3	BAND H : 6.00
Total : 5,270	Total : 5,037.19

Less Z = 3,666.37
X Collection Rate (96%) = 3,519.72
Plus MOD Adjustment + 0.00

**TAXBASE = 3,519.72**

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City of Westminster

## Cabinet Member Report

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	13 December 2021
<b>Classification:</b>	Open
<b>Title:</b>	2021/22 Capital Budget Re-Profiling & Budget Changes
<b>Wards Affected:</b>	ALL
<b>Key Decision:</b>	Yes
<b>Financial Summary:</b>	<p>As part of the Council's annual capital budget cycle, the capital budgets are reprofiled to align with project delivery timeframes and to baseline in preparation for setting the following year's capital strategy.</p> <p>A net total of £17.148m (General Fund) and £31.858m (HRA) are requested to be re-profiled into future years. Further details are provided in table 2 (GF) and table 5 (HRA).</p>
<b>Report of:</b>	Gerald Almeroth, Executive Director of Finance and Resources

### 1. Executive Summary

- 1.1. The Council has an approved gross capital budget of £315.754m for the General Fund (GF) and £197.029m for the HRA. The 2021/22 capital budgets were approved by Full Council in March 2021 and are inclusive of 2020/21 re-profiling which was approved by Cabinet in July 2021.
- 1.2. As part of the capital programme review, project profiles are reviewed to take into account the latest understanding on delivery timeframes. In most cases budgets have been reprofiled from 2021/22 into future years but there are some instances where budgets have moved into 2021/22 from future years. Overall, this represents a net change in the budget for 2021/22 of £17.148m for the General

Fund and £31.858m for the HRA – this is explained in more detail in sections 3 and 4.

- 1.3. This reprofiling report has been approved by the Council’s Capital Review Group before being presented to Cabinet. The reprofiling of budgets will allow budget managers to review in-year spend against the latest anticipated budgets, enabling more accurate monitoring of capital expenditure and funding, and by extension give better understanding of the annual net borrowing requirement.

## 2. Recommendations

- 2.1. That Cabinet approves net changes of £17.148m for individual projects as part of the 2021/22 general fund capital budget.
- 2.2. That Cabinet approves re-profiling of £31.858m for individual projects as part of the 2021/22 HRA capital budget.

## 3. General Fund Capital Programme

- 3.1. This report summarises forecast variations and seeks approval for the 2021/22 budget to be adjusted to reflect these expected variances and (where appropriate) future year budgets to also be altered for the consequential impact of re-profiling.
- 3.2. Full Council approved the capital programme in March 2021 as part of the annual budget setting process. The current capital budget reflect the reprofiled position outlined in the 2020/21 outturn report. Since then further reprofiling has been identified at Period 4 which is summarised below:

	Gross Expenditure £000	Gross Income £000	Net Budget £000
Revised 21.22 Approved Budget	315,754	(98,414)	217,340

- 3.3. Based on the latest position of current year budgets and forecasts a net total of £17.148m is still required but unlikely to be incurred in the current financial year. Therefore, this report requests this net movement to be re-profiled into future years to give a revised 2021/22 expenditure and income budget of £291.088m and £90.896m, respectively. A breakdown of these movements by directorate is detailed in Table 1 below:

Table 1

Please refer to Appendix 1 for a breakdown of the expenditure and income movement (reprofiling and over/underspends). The proposals for reprofiling are as follows:

	<b>GF Budget Movement £000</b>
Expenditure reprofiled to 2022/23 from 2021/22	(38,102)
Expenditure reprofiled from 2022/23 to 2021/22	19,832
Expenditure Over/Underspend	(6,396)
<b>Net Expenditure Total</b>	<b>(24,666)</b>
Income reprofiled to Future Years from 2021/22	5,422
Income reprofiled from 2022/23 to 2021/22	(940)
Income Over/Under-recovery	3,036
<b>Net Income Total</b>	<b>7,518</b>
<b>NET GENERAL FUND MOVEMENT TO 2022/23</b>	<b>(17,148)</b>

3.4. The reprofiling of income of £5.422m is largely due to the drawdown of funding linked to expenditure profiles.

3.5. Details of the changes being put forward for approval to be re-profiled are provided in Appendix 2 and 3 (General Fund and HRA, respectively).

#### **4. HRA Capital Programme**

4.1. The HRA Business Plan approved by Full Council in March 2021 approved a gross capital budget for the HRA in 2021/22 and the current budgets include

reprofiling from the end of 2020/21 approved by Cabinet in July. These budgets are shown below in Table 2.

Table 2

HRA Capital Programme	2021/22 Revised Approved Expenditure Budget £000
Housing Planned Maintenance	46,788
Housing Regeneration	106,826
Other Projects	43,415
<b>Total</b>	<b>197,029</b>

4.2. As at Period 4 the HRA is now estimating to spend £165.171m. This results in total re-profiling of £31.858m from 2021/22 into future years.

4.3. A summary of these movements in comparison to budget is provided in table 3 below:

Table 3

HRA Capital Programme	Full Year Budget £000	P4 Budget £000	Variance £000
Housing Planned Maintenance	46,788	43,041	(3,747)
Housing Regeneration	106,826	82,119	(24,707)
Other Projects	43,415	40,011	(3,404)
<b>Total Capital Expenditure</b>	<b>197,029</b>	<b>165,171</b>	<b>(31,858)</b>

## 5. Financial Implications

5.1. The adjusted budgets outlined in this report represent the more up to date position on expected timeframes for project delivery and by extension the net borrowing requirement of both the General Fund and HRA capital programmes.

5.2. The reprofiling of budgets to the years now anticipated will allowed budget managers to better monitoring their in-year capital expenditure and funding. The overall net change in for the year is likely to further reduce back towards the previously approved capital budget if no further additional calls on the capital contingency are required and this can eventually be released to offset the changes requested in this report.

## **6. Legal Implications**

6.1. There are no direct legal obligations arising from this report.

## **7. Carbon Impact**

7.1. There are no direct carbon impact implications arising from this report.

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

**Jake Bacchus – [jbacchus@westminster.gov.uk](mailto:jbacchus@westminster.gov.uk)**

## **APPENDICES**

Appendix 1 – Breakdown of Budget Movement

Appendix 2 – Project by Project analysis of GF reprofiling 2021/22

Appendix 3 – Project by Project analysis of HRA reprofiling 2021/2

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## City of Westminster Cabinet Report

<b>Meeting or Decision Maker:</b>	Cabinet
<b>Date:</b>	13 <sup>th</sup> December 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Fees and Charges Review
<b>Wards Affected:</b>	All
<b>Key Decision:</b>	Yes
<b>Financial Summary:</b>	Budgeted income from fees and charges for 2021/22 is £125m. The income from fees and charges helps to manage demand and cover costs for providing services. Changes proposed to fees and charges are anticipated to deliver £3.592m additional income in a full year and circa £0.898m in 2021/22 based on a January implementation.
<b>Report of:</b>	Gerald Almeroth, Executive Director of Finance and Resources

### 1. Executive Summary

- 1.1. This report sets out the context for this year's annual review of fees and charges. A significant focus of the approach to fees and charges is full cost recovery, to ensure that charges remain in line with increases being experienced in the cost of delivering services.
- 1.2. Budgeted income from fees and charges for 2021/22 is £125m. However actual income received continues to be affected by the pandemic. Income streams remain uncertain as the City emerges from lockdown restrictions. Day time population numbers of both commuters and tourists are expected to be reduced for some time which will impact demand for those services that generate income.

- 1.3. The fees and charges review undertaken this year is in line with the previous year, proposing as a starting principle that all charges adopt an inflationary increase. This approach negates the need to increase fees and charges more steeply in future years to achieve full cost recovery.
- 1.4. The September 2021 Consumer Price Index (CPI) annual increase of 3.1% is being used as the measure of inflation, since it is approximately one year since the last increase in fees and charges were applied. This inflationary increase of 3.1% has been applied to all fees and charges where a standard inflationary rise is supported and appropriate.
- 1.5. In some exceptional cases it may be recommended that a different approach is taken and fees and charges either reduce, remain the same or increase at a rate above inflation. In a number of cases the actual fee or charge is also rounded so as to simplify the fee structure and charging mechanism. Further detail of these exceptions is included within this report, at paragraph 4.9 - 4.24.

## **2. Recommendations**

- 2.1. That Cabinet is recommended to:
  - a) Approve the changes to fees and charges as outlined in **Appendix 2** of this report
  - b) Approve that authority be delegated to the Executive Director for Finance and Resources, in consultation with the relevant cabinet member, to approve any changes required in light of consultation feedback.
  - c) Note the fees for which no increase is proposed for 2021/22. Details of these fees are included in **Appendix 2** of this report.
  - d) Approve the Fees and Charges Policy at **Appendix 1**.

## **3. Reasons for Decision**

- 3.1. To agree the Council's fees and charges position and changes from 1 January 2022 at the earliest.

## **4. Background, including Policy Context**

- 4.1. The budget for fees and charges in 2021/22 is £125m. Fees and charges are reviewed annually with a strong supporting link to the medium-term financial planning process. The Council's Fees and Charges Policy is attached at **Appendix 1**. The main points are as follows:
  - Fees and charges will be reviewed annually as part of the budget setting process.
  - Income from charges for a service should not exceed the costs over a realistic period of time.
  - Fees and charges will be calculated on a full cost recovery basis. Any concessions will be specified and separately agreed.

- A general principle for charging areas is full cost recovery. A policy or other justification will need to be provided for any deviation from this approach
  - Fees and charges will be approved or noted by Cabinet each year with implementation of those charges shortly thereafter (the reviews undertaken over the last two years have been delayed due to the pandemic and have been agreed by Cabinet in October and December).
- 4.2. A number of fees and charges are set and amended by statute or through contractual arrangements and so do not require cabinet decision. Examples include registration parking penalty charge notices and planning application fees. However, for the remaining fees and charges the Council has discretion as to the changes that are made annually.
- 4.3. Income received from fees and charges during 2021/22 continues to be significantly affected by ongoing economic recovery following the pandemic. A number of income streams continue to be experiencing reduced demand, whether due to a reduced number of businesses seeking licences, producing less commercial waste, having access to less cash to undertake developments and hence planning or seeking less advice.
- 4.4. Last year a 2% inflationary rise was applied to the majority of our fees and charges, however there were several above inflation increases applied to parking income which significantly impacted the scale of the inflationary increase. Above inflation increases included a 6.7% increase in some paid for parking zones and an increase in kerbside permissions of 3.6%
- 4.5. This year, an inflationary assumption of 3.1% has been used and applied to all fees and charges where a standard inflationary rise is supported and unless the service is actively reviewing their pricing structures. Inflation has risen steeply over the last year and is expected to rise further. The application of the annual inflationary increase (CPI) as at September 2021 is considered appropriate given the time that had passed since the previous increase to fees and charges.
- 4.6. The full year impact of a 3.1% inflationary increase together with some other proposed changes is an increase in income from fees and charges of £3.592m (compared to an increase of £3.2m last year).
- 4.7. A full list of the proposed fees and charges, based on a 3.1% inflationary increase, is set out in **Appendix 2**.
- 4.8. It is important to note that in any one year not all fees and charges are increased by inflation. Some are increased at intervals, say every two years in line with cumulative inflation given the size of the fees in question. In these instances, a

different approach is proposed. All key exceptions from the 3.1% increase are considered below.

### Parking

- 4.9. A 3.5% increase in pay-to-park tariffs in all parking zones is proposed. Most tariffs will increase by 3.5% but the diesel surcharge zones will increase slightly more to bring the tariffs in line with the protocol that they are 1.5 X standard zonal hourly rate.
- 4.10. It is also proposed that trade Permit charges will increase by 3.5%, but that resident permits will not be subject to any increase. This will protect residents from an inflationary increase this year, after previous year increases. The impact of not imposing the 3.1% increase would be approximately £147k of lost income based on budgeted income for a full financial year.
- 4.11. Charges related to on street parking enforcement, permits and kerbside permissions are governed by the Road Traffic Regulation Act 1984. Under the governance of the act, the authority sets charges to sustain infrastructure around the flow of traffic and to keep roads clear, amongst other activities on the highway, and to cover the costs of providing the service. These are not set in relation to metrics around inflation or other revenue-related considerations.

### Commercial Waste

- 4.12. Recycling charges are proposed to be held at current levels whilst 'residual' waste charges will increase by 2-3% for different types of waste. Recycling prices will be frozen for another year to encourage commercial customers to recycle more and increase the council's recycling rates.

### Highways

- 4.13. Road Management and Code of Construction Practice charges are proposed to be increased by 3.1%. In addition, a new charging structure relating to the reclassification of 232 streets is to be introduced, allowing for amendments to the current charging structure to be applied to these streets across the service (permits, cranes, Temporary Traffic Orders etc). The new charging structure is estimated to result in an additional £400k per financial year.
- 4.14. In addition, new charges in respect of crane licences are set to be introduced, forecast to generate £65k per financial year.

### Automatic Public Conveniences

- 4.15. A nil increase is proposed. These facilities are primarily provided for disabled people who have free access. A 50p charge is levied for non-disabled users. It is not proposed to increase this charge as it would not be cost effective to change the charging mechanisms. The impact of not imposing a 3.1% increase would be approximately £0.5k of lost income, based on current budgets, for a full financial year.



### Legal Charges

- 4.16. A nil increase is proposed. Legal Services carried out a full review of all fees in 2018 and set fees at full cost recovery. The review resulted in some above inflation increases for fixed fee matters. In Autumn 2018 Legal Service rolled out a new case management system. This is delivering time efficiencies resulting in a reduced internal cost of completing fixed fee matters. Legal Services will continue to deliver further time savings in 21/22 and 22/23. Further fee increases for fixed fee matters would not be consistent with Legal Services cost recovery. The impact of not imposing a 3.1% increase would be approximately £22.5k of lost income, based on current budgets, for a full financial year.

### Local Land Charges

- 4.17. It is proposed that local land charges are increased above the 3.1% threshold by 7% on the previous year. The service feels that the increases will bring the charges in line with other similar London authorities. The increase will enable the service to put in place the resources that are needed to ensure that search requests are answered as quickly and practicably as possible.

### Adult Education

- 4.18. The setting of fees and charges for Adult Education services is delegated to the Westminster Adult Education Service (WAES) Resources Committee. The Fees Policy is reviewed by the WAES Resources Committee annually and was last reviewed in February 2021 for implementation from 1st August 2021 to 31 July 2022. The decision taken was to keep prices unchanged from the previous academic year (2020/21). The service operates on a break even basis in that all costs are met from WAES income.

### City Promotions, Events & Filming

- 4.19. A nil increase is proposed. Pre-pandemic, the use of Council owned parks and open spaces for commercial event activity was on the decline. Given the event and promotional sector has been significantly impacted by the pandemic, any increase to fees is not considered appropriate or proportionate in the current market. The impact of not imposing a 3.1% increase would be approximately £20k of lost income, based on current budgets, for a full financial year.

### Libraries

- 4.20. A nil increase is proposed. Traditional library fees such as print/copy fees, overdue charges, DVD hire etc are unchanged, apart from CD hire which is increased by 20p (25%) to bring the charge into line with proposed increase for RBKC libraries. In addition, a small number of new fees are proposed for events and desk hire. Fees related to venue hire are proposed not to change as low demand continues following the pandemic. The impact of not imposing a 3.1% increase would be approximately £25.5k of lost income, based on current budgets, for a full financial year. However, the libraries service has had significant challenges meeting current budgeted income for fees and charges.

Opportunities to review different delivery models to maximise income will need to be considered in the near future.

#### Registrars

- 4.21. The Registration Service fees are set two years in advance, with financial years 2022/23 and 2023/24 set in 2020/21. The fees will next be reviewed during 2022 with a proposal coming to Cabinet as part of next year's fees and charges review for fee levels for 2024/25 and 2025/26. Registrars' fees, already set for 2022/23, will increase in a range from 0% - 25%.

#### Sayers Croft

- 4.22. 3.1% increase proposed for Westminster Schools and an increase of 10.7% proposed for non Westminster Schools across the 22/23 academic year, this is an average increase of 6.9% overall. This relates to the restructuring of tariffs and aiming towards full cost recovery.

#### Discretionary planning fees

- 4.23. Increase of 3.1% proposed, in line with inflation. New fees are to be introduced to address future costs from emerging areas of work, such as Planning Gateway One (building safety/HSE consultation).

#### Licencing

- 4.24. All proposed licence fees will be considered by the Licencing Committee on 1<sup>st</sup> December. A mixture of nil increases and increases in line with 3.1% are proposed.

### **5. Financial Implications**

- 5.1. Full cost recovery for chargeable services is a key element of the Council's Fees and Charges Policy. This ensures that any increases in the cost of delivering chargeable services are reflected in the setting of fees and charges to avoid additional cost pressures on the council. Such pressures would be in addition to the pressures already being faced by the council in relation to reduced demand for its chargeable services as a consequence of the pandemic's impact on the local economy.
- 5.2. The application of a 3.1% inflationary rise across most fees and charges and the introduction of new fees, would result in total additional income of £3.592m in a full year. For 2021/22 the level of benefit is less given that the proposed changes would not be applied until 1<sup>st</sup> January 2022. It is estimated that the part year impact would be an increase in income of £0.898m. The table below shows a summary of impact across the main service areas.

	<b>Impact of Full year £m</b>	<b>Impact of part year £m</b>
Paid for Parking	1.390	0.348
Kerbside Permissions	0.605	0.151
Parking Permits (Trade)	0.039	0.010
Commercial Waste	0.425	0.106
Bulky Household Waste	0.004	0.001
Cemeteries	0.008	0.002
Licencing & PPL	0.058	0.015
Road Management –(plus CCOP)	0.294	0.074
Road Management -New Fees for 21/22	0.400	0.100
New Highways Licences	0.065	0.016
Land Charges	0.100	0.025
Planning Fees -2% plus some new fees in 21/22	0.104	0.026
Sayers Croft	0.100	0.025
<b>Total</b>	<b>3.592</b>	<b>0.898</b>

5.3. The impact of the changes to fees and charges proposes an increase of £0.392m from 2021/22. The table below shows the comparative increases across the services between the years. Whilst the changes implemented last year increased income from fees and charges by £3.2m overall, this year the changes result in additional income of £3.592m. This is largely due to the higher inflation rate being applied offset by a lower increase in paid for parking in 21/22 compared to the 6.7% increase applied in 20/21.

	<b>20/21</b>		<b>21/22</b>		<b>Change</b>
	<b>% Change</b>	<b>Impact £m</b>	<b>% Change</b>	<b>Impact £m</b>	<b>Impact £m</b>
Paid for Parking	6.70%	1.154	3.50%	1.390	0.236
Kerbside Permissions	3.60%	0.849	3.10%	0.605	-0.244
Parking Permits (Trade)	2%	0.120	3.50%	0.039	-0.081
Commercial Waste	2%	0.363	3.10%	0.425	0.062
Bulky Household Waste	2%	0.001	3.10%	0.004	0.003
Cemeteries	2%	0.002	3.10%	0.008	0.006
Licencing & PPL	2%	0.018	0-3.10 %	0.058	0.040
Road Management –(plus CCOP)	2%	0.452	3.10%	0.294	-0.158
Road Management -New Fees for 21/22	N/A	N/A	N/A	0.400	0.400
New Highways Licences	N/A	N/A	N/A	0.065	0.065
Land Charges	2%	0.039	7.00%	0.100	0.061
Planning Fees -2% plus some new fees in 21/22	2%	0.056	3.10%	0.104	0.048
Leisure	2%	0.089	3.10%	n/a	-0.089
Sayers Croft	0%	0.000	6.90%	0.100	0.100
City Promotions & Events	2%	0.017	0.00%	0.000	-0.017

Legal	2%	0.018	0.00%	0.000	-0.018
Libraries –Venue & Events Hire	2%	0.022	0.00%	0.000	-0.022
<b>Total Movement</b>		<b>3.200</b>		<b>3.592</b>	<b>0.392</b>

## 6. Legal Implications

- 6.1 Legal Implications are contained within the Fees and Charges Policy at paragraphs 1.3 and 1.4. This Policy can be found in **Appendix 1**.
- 6.2 Some services the council provides are mandatory and governed by specific legislation whilst other services provided are discretionary. Discretionary Services are those which the council is permitted to provide but not required to provide.
- 6.3 In the absence of specific powers or prohibitions on charging for services, the Council has the power to charge a person for discretionary services under Section 93 of the Local Government Act 2003 (“LGA 2003”) and under the power of general competence found in Section 1 of the Localism Act 2011 (“LA 2011”).
- 6.4 The overall position on charging is that the Council must not charge for a service if legislation prohibits it from doing so. If legislation requires the Council to provide a service and to charge for it then we are required to do so.
- 6.5 Charges may be set differentially, so that different people are charged different amounts. Authorities are not required to charge for discretionary services. They may provide them for free if they so decide
- 6.6 The Council cannot use these powers to make a profit, however the Council can include the full cost of all aspects of the service provision when calculating the costs. The Council must ensure that taking one financial year with another the income from any charges for a service does not exceed the cost of providing the relevant service. Any surpluses or under recovery of income should be addressed through a regular review of the Fees and Charges Policy.
- 6.7 The underlying principle behind the legislation is that one service should not be cross subsidising another as each service must be viewed as distinct for charging purposes. Statutory Guidance ‘General Power for Best Value Authorities to Charge for Discretionary Services (2003)’ was issued by the Secretary of State which needs to be taken into account in considering the exercise of the charging powers and which addresses the above principles in greater detail.

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

Lyndsey Gamble, Strategic Finance Manager, Strategic Projects and  
Commercial

## **APPENDICES**

**Appendix 1** - Fees and Charges Policy

**Appendix 2** - Proposed Fees and Charges by Service Area

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## **Appendix 1 – Fees and Charges Policy**

- 1.1. It is proposed that the overall principle aim will be to ensure that the council's fees and charges are set within a framework of value for public money, whereby financial, performance, access and equality are considered fully and appropriately, and decisions taken represent a transparent and balanced approach.
- 1.2. Fees and charges will be reviewed annually as part of the budget setting process and in line with the agreed corporate timeline for each relevant year to be submitted as part of the budget proposals, or other such timeline as Council may agree
- 1.3. The legal basis for charging is based on the specific provisions contained in the Local Government Act 2003. In addition to existing statutory provisions which expressly authorise charging section 93 of the 2003 Act allows a local authority to charge for any services which it has discretion to provide. Charges cannot be made for any services for which there is a duty to provide or where legislation expressly prohibits the charging for discretionary services.
- 1.4. In exercising its charging powers a local authority is under a duty to ensure that taking one financial year with another the income from any charges for a service does not exceed the cost of providing the relevant service. This means that over a realistic period of time any surpluses or under recovery of income should be addressed through a review of the charging policy. However the reinvestment of any income generated in excess of the cost of providing the service would not represent a surplus. The underlying principle behind the legislation is that one service should not be cross subsidising another as each service must be viewed as distinct for charging purposes. Statutory Guidance has been issued by the Secretary of State which needs to be taken into account in considering the exercise of the charging powers and which addresses the above principles in greater detail.
- 1.5. The key features included in the framework are outlined below:
  - Fees and Charges will be structured to support the Authority's priorities.
  - The income generated from Fees and Charges will be used to support the work of the Authority.
  - Fees and Charges will normally be calculated on a marginal or full cost recovery basis, depending on the state of the market and any other relevant factors. Any concessions will be specified and separately agreed if it meets a Council policy objective.
  - Market research, comparative data, management knowledge and any other relevant information will be used where appropriate to ensure that charges are properly prepared.
  - Fees and Charges will not be used in such a way that would restrict access to information or services.
  - The impact on income from fees and charges will be taken into consideration when a decision is taken to change any services provided by the Authority.
  - The cost of collection will be considered to ensure that fees and charges are economical to collect.

- Highlighting the impacts of not increasing charges should be an essential part of the budget setting process.
- 1.6 The general principle for all charging areas should be full cost recovery and the service will have to justify any deviation from this approach and highlight implicit subsidies arising from any decision not to pursue full cost recovery. In the longer term the Council should aspire to identify and highlight, within internal financial processes and to Government, implicit subsidies provided in service areas such as adult social care where regulations prevent recovery of the full costs of providing a service.
  - 1.7 The income generated from fees and charges will be monitored on a monthly basis as part of the overall budget monitoring process.
  - 1.8 It is proposed that, to ensure all areas regularly review and update charges, fees and charges are reviewed each financial year, based on prior year information and current year budgets. All fees and charges will then be approved by Cabinet each financial year with fees and charges changes implemented thereafter. This will be undertaken by service areas with support from finance and in conjunction with the relevant Cabinet Member.
  - 1.9 This will allow a schedule of fees and charges to be agreed and published each year , which will be updated during the year to reflect any decisions made at other agreed times. As part of this policy therefore, the opportunity will be taken on an annual basis to review the rationale behind and potential for charging for services.
  - 1.10 Where full cost recovery is not the basis for the level of the fee, the default position should be an inflationary increase. Decisions not to increase a charge by inflation and / or not to recover full costs will need to be justified. It should be noted that the process of fee setting may not suggest a change in fees, but should demonstrate that fees have been reviewed and an informed decision made not to change the fee.

## **2. What level of fee to set:**

- 2.1. It is important to fully consider statute/legislation that governs each service before setting a charging structure.
- 2.2 When charging for discretionary services, authorities can recover up to the cost of provision for each 'kind of service'.
- 2.3. Different users may be charged differentially or not at all, e.g. free or reduced fees to children.
- 2.4. Considerations that need to be taken into account are:
  - the impact of increased charges on residents and service users;
  - what level of charge the market will bear; and
  - whether full cost recovery will create perverse incentives, i.e. encourage fly-tipping.
- 2.5. These considerations may mean that fees are set below full cost recovery.



2.6. It is noted that different considerations apply in the case of parking charges, which are set on the basis of transport policy considerations alone.

**3. How to decide what the scope of the service is for full cost recovery:**

3.1. When charging for discretionary services, authorities can recover up to the cost of provision for each 'kind of service'. A 'kind of service' referring to a group of services that can realistically be classed together rather than each discrete service being classified on its own.

3.2. The level at which services are grouped at should be decided upon through professional judgement. For example, within licensing where there is program specific legislation this will be used as the boundary of cost recovery. Therefore, using the gambling act as an example, the fee will be based only on the total cost to deliver the Gambling act, as opposed to the cost to deliver several different licensing regimes.

**4. How to calculate fees for full cost recovery:**

4.1. Authorities enjoy a degree of discretion in defining what the cost of provision is.

4.2. Prior year surpluses or deficits should be taken into consideration when calculating the new charge as services should not over-recover 'taking one year with another'. Any over- or under-recovery that resulted in a surplus or deficit of income in one period should be addressed by an authority when setting its charges for future periods so that, over time, revenue equates to cost.

4.3 Standard methodology for calculating the cost of a service includes:

- employee costs;
- premises and transport;
- supplies and services;
- third party payments (Services supplied and charged by external parties such as other local authorities or private contractors);
- transfer payments (payments transferring through the council such as Housing benefits monies and adults social services clients);
- support services and overheads ( including any allocation of management or commissioning costs) and
- depreciation.

4.4 Some costs such as overheads may need to be apportioned. Where these are included in the calculation, an appropriate allowance should be made for management and overheads where this is not produced automatically by accounting systems.

4.5. To ensure charges stand up to audit it is imperative that all apportionment and allocation of costs to various charges are carried out on the councils financial system and have backing documents to support your method of allocation/apportionment.

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**Appendix 2 : Long List of Fees and Charges**

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
PCN	Lower Charge PCN	per PCN	£80.00	£80.00	0.00%	Statutory	N/A
PCN	Higher Charge PCN	per PCN	£130.00	£130.00	0.00%	Statutory	N/A
PCN	MTC PCN	per PCN	£130.00	£130.00	0.00%	Statutory	N/A
PCN	Charge Certificate	per Charge Certificate	+50%	+50%	0.00%	Statutory	N/A
PCN	Debt Registration	per Debt Registration	£9.00	£9.00	0.00%	Statutory	N/A
Pay to Park	<b>A zone pay-to-park tariff</b>	hourly	£3.80	£3.93	3.50%	Discretionary	1st Apr 2022
Pay to Park	A zone pay-to-park tariff (diesel surcharge)	hourly	£5.64	£5.90	4.52%	Discretionary	1st Apr 2022
Pay to Park	B zone pay-to-park tariff	hourly	£3.00	£3.11	3.50%	Discretionary	1st Apr 2022
Pay to Park	B zone pay-to-park tariff (diesel surcharge)	hourly	£4.45	£4.67	4.83%	Discretionary	1st Apr 2022
Pay to Park	C zone pay-to-park tariff	hourly	£1.75	£1.81	3.50%	Discretionary	1st Apr 2022
Pay to Park	C zone pay-to-park tariff (diesel surcharge)	hourly	£2.59	£2.71	4.63%	Discretionary	1st Apr 2022
Pay to Park	D zone pay-to-park tariff	hourly	£2.55	£2.64	3.50%	Discretionary	1st Apr 2022
Pay to Park	D zone pay-to-park tariff (diesel surcharge)	hourly	£3.78	£3.96	4.76%	Discretionary	1st Apr 2022
Pay to Park	E zone pay-to-park tariff	hourly	£5.00	£5.18	3.50%	Discretionary	1st Apr 2022
Pay to Park	E zone pay-to-park tariff (diesel surcharge)	hourly	£7.42	£7.77	4.72%	Discretionary	1st Apr 2022
Pay to Park	F zone pay-to-park tariff	hourly	£5.10	£5.28	3.50%	Discretionary	1st Apr 2022
Pay to Park	F zone pay-to-park tariff (diesel surcharge)	hourly	£7.57	£7.92	4.62%	Discretionary	1st Apr 2022
Pay to Park	G zone pay-to-park tariff	hourly	£5.10	£5.28	3.50%	Discretionary	1st Apr 2022
Pay to Park	G zone pay-to-park tariff (diesel surcharge)	hourly	£7.57	£7.92	4.62%	Discretionary	1st Apr 2022
Pay to Park	Coach Bay pay-to-park tariff	hourly	£4.00	£4.08	0.00%	Discretionary	1st Apr 2022
Pay to Park	Taxi Bay pay-to-park tariff	hourly	£1.00	£1.02	0.00%	Discretionary	1st Apr 2022
Pay to Park	Market Trader Bay pay-to-park tariff	hourly	£1.00	£1.02	0.00%	Discretionary	1st Apr 2022
Motorcycle	Motorcycle bay - Daily	daily	£1.00	£1.02	0.00%	Discretionary	1st Apr 2022
Motorcycle	Motorcycle bay - Weekly	weekly	£3.50	£3.57	0.00%	Discretionary	1st Apr 2022
Motorcycle	Motorcycle bay - Monthly	monthly	£13.50	£13.77	0.00%	Discretionary	1st Apr 2022
Motorcycle	Motorcycle bay - Quarterly	quarterly	£33.50	£34.17	0.00%	Discretionary	1st Apr 2022
Motorcycle	Motorcycle Bay - Annual	annual	£100.00	£100.00	0.00%	Discretionary	1st Apr 2022
Pay to Park	Parking card - A Zone	Per card	£3.80	£3.93	3.50%	Discretionary	1st Apr 2022
Pay to Park	Parking card - B Zone	Per card	£3.00	£3.11	3.50%	Discretionary	1st Apr 2022
Pay to Park	Parking card - C Zone	Per card	£1.75	£1.81	3.50%	Discretionary	1st Apr 2022
Pay to Park	Parking card - D Zone	Per card	£2.55	£2.64	3.50%	Discretionary	1st Apr 2022
Pay to Park	Parking card - E Zone	Per card	£5.00	£5.18	3.50%	Discretionary	1st Apr 2022
Pay to Park	Parking card - F Zone	Per card	£5.10	£5.28	3.50%	Discretionary	1st Apr 2022
Pay to Park	Parking card - G Zone	Per card	£5.10	£5.28	3.50%	Discretionary	1st Apr 2022
Pay to Park	Parking card - Coach parking bay	Per card	£4.00	£4.00	0.00%	Discretionary	1st Apr 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Trade Permits	A zone Trades Permit	daily	£38.00	£39.30	3.50%	Discretionary	1st Apr 2022
Trade Permits	B zone Trades Permit	daily	£30.00	£31.10	3.50%	Discretionary	1st Apr 2022
Trade Permits	C zone Trades Permit	daily	£17.50	£18.10	3.50%	Discretionary	1st Apr 2022
Trade Permits	D zone Trades Permit	daily	£25.50	£26.40	3.50%	Discretionary	1st Apr 2022
Trade Permits	E zone Trades Permit	daily	£50.00	£51.80	3.50%	Discretionary	1st Apr 2022
Trade Permits	F zone Trades Permit	daily	£51.00	£52.80	3.50%	Discretionary	1st Apr 2022
Trade Permits	G zone Trades Permit	daily	£51.00	£52.80	3.50%	Discretionary	1st Apr 2022
Resident Permits	Resident permit (>1200cc)	annual	£158.00	£158.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Resident permit (≤1200cc)	annual	£112.00	£112.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Motorcycle resident permit	annual	£57.00	£57.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Eco resident permit	annual	£0.00	£0.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Doctor permit	annual	£144.00	£144.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Hospital Permit	annual	£144.00	£144.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Teachers C2 permit	annual	£120.00	£120.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Business C2 permit	annual	£285.00	£285.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Permit change of detail	per application	£10.00	£10.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Add/change vehicle	per application	£10.00	£10.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Refund admin fee	per application	£10.00	£10.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Replacement	per application	£30.00	£30.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Disabled badge change of detail	per application	£10.00	£10.00	0.00%	Discretionary	1st Apr 2022
Resident Permits	Disabled badge replacement	per application	£30.00	£30.00	0.00%	Discretionary	1st Apr 2022
Suspensions	Suspension standard rate - Day 1	daily	£48.00	£49.50	3.10%	Discretionary	1st Apr 2022
Suspensions	Suspension standard rate - Days 2-5	daily	£52.00	£53.60	3.10%	Discretionary	1st Apr 2022
Suspensions	Suspension standard rate - Days 6-42	daily	£78.00	£80.40	3.10%	Discretionary	1st Apr 2022
Suspensions	Suspension standard rate - Day 43 onwards	daily	£104.00	£107.20	3.10%	Discretionary	1st Apr 2022
Suspensions	Suspension premium rate - Day 1	daily	£52.00	£53.60	3.10%	Discretionary	1st Apr 2022
Suspensions	Suspension premium rate - Days 2-5	daily	£56.00	£57.70	3.10%	Discretionary	1st Apr 2022
Suspensions	Suspension premium rate - Days 6-42	daily	£84.00	£86.60	3.10%	Discretionary	1st Apr 2022
Suspensions	Suspension premium rate - Day 43 onwards	daily	£113.00	£116.50	3.10%	Discretionary	1st Apr 2022
Suspensions	LJUG suspension days 1-3	per 3 day period Inclusive	£70.00	£70.00	0.00%	Discretionary	1st Apr 2022
Suspensions	LJUG suspension day 4 onwards	daily	£55.00	£55.00	0.00%	Discretionary	1st Apr 2022
Suspensions	Major Works Suspension Concession	daily after initial 22 days	£9.00	£9.00	0.00%	Discretionary	1st Apr 2022
Suspensions	Broadband Provision Suspension Concession	daily *	£9.00	£9.00	0.00%	Discretionary	1st Apr 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Suspensions	Suspension refund admin fee	per application	£20.00	£20.00	0.00%	Discretionary	1st Apr 2022
Suspensions	Short Notice suspension admin fee	per application	£20.00	£20.00	0.00%	Discretionary	1st Apr 2022
Dispensations	Yellow line dispensation - Day 1	daily	£48.00	£49.50	3.10%	Discretionary	1st Apr 2022
Dispensations	Yellow line dispensation - Days 2-5	daily	£52.00	£53.60	3.10%	Discretionary	1st Apr 2022
Dispensations	Yellow line dispensation - Days 6-7 & onwards	daily	£78.00	£80.40	3.10%	Discretionary	1st Apr 2022
Dispensations	Special permission - Day 1	daily	£71.00	£73.20	3.10%	Discretionary	1st Apr 2022
Dispensations	Special permission - Day 2 onwards	daily	£78.00	£80.40	3.10%	Discretionary	1st Apr 2022
Dispensations	Skip licence	monthly	£81.00	£83.50	3.10%	Discretionary	1st Apr 2022
Road Management	Utility Inspection Fees for utility works-under New Roads and Streetworks Act 1991	Per licence	£56.07 - £87.01	£56.07 - £87.01	No change	Statutory	1st January 2022
Road Management	Charges for "Unreasonable Occupation of the Highway"- s74 of NRSWA1991	Per licence	£100 - £10,000	£100 - £10,000	No change	Statutory	1st January 2022
Road Management	Charges for a Permit under the London Permit Scheme for Roadworks and Streetworks (Westminster) 2010	Per licence	£35 - £240	£35 - £240	No change	Statutory	1st January 2022
Road Management	Fixed Penalty Notices under Traffic Management Act 2004 and London Permit Scheme	Per licence	£80 - £500	£80 - £500	No change	Statutory	1st January 2022
Road Management	Temporary Traffic Order - Special Events (Traffic Management Act 2004)	Per licence	960.00	989.76	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Notice - Minor Road (Traffic Management Act 2004)	Per licence	3,075.45	3,170.79	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Notice - Major Road (Traffic Management Act 2004)	Per licence	3,845.10	3,964.30	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) Penalty Notice	Per licence	6,150.90	6,341.58	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) Penalty Notice	Per licence	7,690.20	7,928.60	3.1%	Discretionary	1st January 2022
Road Management	Section 50 licence fee (Roads and Street Works Act 1991)	Per licence	£140 - £960	£140 - £960	No change	Statutory	1st January 2022
Road Management	Crane Licence Minor Roads (s169 of Highways Act 1980)	Per licence	823.20	848.72	3.1%	Discretionary	1st January 2022
Road Management	Crane Licence Major Roads (s169 of Highways Act 1980)	Per licence	1,297.80	1,338.03	3.1%	Discretionary	1st January 2022
Road Management	Crane licence where a TTO is required (fee payable in addition to TTO fee)	Per licence	323.40	333.43	3.1%	Discretionary	1st January 2022
Road Management	Crane Licence Minor Roads (s169 of Highways Act 1980)	Per licence	823.20	848.72	3.1%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Road Management	Crane Licence Major Roads (s169 of Highways Act 1980)	Per licence	1,297.80	1,338.03	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Minor Road, Less than 50m, Less than 2 months	Per licence	519.23	535.33	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Minor Road, Less than 50m, 3-4 months	Per licence	868.19	895.10	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Minor Road, Less than 50m, 5-6 months	Per licence	1,254.59	1,293.48	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Major Road, Less than 50m, Less than 2 months	Per licence	1,038.45	1,070.64	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Major Road, Less than 50m, 3-4 months	Per licence	1,736.39	1,790.22	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Major Road, Less than 50m, 5-6 months	Per licence	2,510.39	2,588.21	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Minor Road, More than 50m, Less than 2 months	Per licence	2,553.86	2,633.03	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Minor Road, More than 50m, 3-4 months	Per licence	2,785.70	2,872.06	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Major Road, More than 50m, Less than 2 months	Per licence	5,106.52	5,264.82	3.1%	Discretionary	1st January 2022
Road Management	Temporary Structure Licence - Major Road, More than 50m, 3-4 months	Per licence	5,572.61	5,745.36	3.1%	Discretionary	1st January 2022
Road Management	Management fee for Rechargeable works undertaken by Conway's	Works undertaken	30%	30%	No change	Discretionary	1st January 2022
Road Management	Management fee for Technical Approvals undertaken by Conway's	Works undertaken	6%	6%	No change	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 1 month	Per licence	2,289.00	2,359.96	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 2 month	Per licence	2,373.00	2,446.56	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 3 month	Per licence	2,457.00	2,533.17	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 4 month	Per licence	2,542.05	2,620.85	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 5 month	Per licence	2,626.05	2,707.46	3.1%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 6 month	Per licence	2,711.10	2,795.14	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 7 month	Per licence	2,795.10	2,881.75	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 8 month	Per licence	2,879.10	2,968.35	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 9 month	Per licence	2,964.15	3,056.04	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 10 month	Per licence	3,048.15	3,142.64	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 11 month	Per licence	3,132.15	3,229.25	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 12 month	Per licence	3,217.20	3,316.93	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 13 month	Per licence	3,301.20	3,403.54	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 14 month	Per licence	3,385.20	3,490.14	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 15 month	Per licence	3,470.25	3,577.83	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 16 month	Per licence	3,554.25	3,664.43	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 17 month	Per licence	3,639.30	3,752.12	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) 18 month	Per licence	3,723.30	3,838.72	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) up to 2 years	Per licence	4,803.13	4,952.03	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) up to 3 Years	Per licence	5,845.60	6,026.81	3.1%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Road Management	Temporary Traffic Order - Minor Road (Traffic Management Act 2004) up to 4 years	Per licence	6,888.06	7,101.59	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 1 month	Per licence	3,390.45	3,495.55	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 2 month	Per licence	3,559.50	3,669.84	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 3 month	Per licence	3,644.55	3,757.53	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 4 month	Per licence	3,728.55	3,844.14	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 5 month	Per licence	3,812.55	3,930.74	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 6 month	Per licence	3,897.60	4,018.43	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 7 month	Per licence	3,981.60	4,105.03	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 8 month	Per licence	4,065.60	4,191.63	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 9 month	Per licence	4,150.65	4,279.32	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 10 month	Per licence	4,234.65	4,365.92	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 11 month	Per licence	4,318.65	4,452.53	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 12 month	Per licence	4,403.70	4,540.21	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 13 month	Per licence	4,487.70	4,626.82	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 14 month	Per licence	4,572.75	4,714.51	3.1%	Discretionary	1st January 2022



Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 15 month	Per licence	4,656.75	4,801.11	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 16 month	Per licence	4,740.75	4,887.71	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) 17 month	Per licence	4,825.80	4,975.40	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) up to 2 years	Per licence	5,989.63	6,175.31	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) up to 3 years	Per licence	7,032.10	7,250.10	3.1%	Discretionary	1st January 2022
Road Management	Temporary Traffic Order - Major Road (Traffic Management Act 2004) up to 4 years	Per licence	8,074.56	8,324.87	3.1%	Discretionary	1st January 2022
Road Management	Charges for repeat printing of Licences	Per licence	50.00	51.55	3.1%	Discretionary	1st January 2022
Road Management	Cancellation Fee (less than 4 working days)	Per licence	100% refund				1st January 2022
Roads Management	Cancellation Fee ( Between 5 days and when Licence issued)	Per licence	50% refund				1st January 2022
Roads Management		Per licence	No refund				1st January 2022
Code of Construction Practice	Basement Excavation - costs and services	Per Basement	£8,568 - £11,008	9,009 - 11,576	3.1%	Discretionary	1st January 2022
Code of Construction Practice	Level 1 – Major developments – Costs and services	Per Site	£35,112 - £40,152	36,924 - 42,225	3.1%	Discretionary	1st January 2022
Code of Construction Practice	Level 2 – Medium size developments – Costs and services	Per Site	£21,756 - £26,796	22,891 - 28,178	3.1%	Discretionary	1st January 2022
Roads Management	Cycle hangars	Per Bike	72.00	74.23	3.1%	Discretionary	1st January 2022
Roads Management	RJO (Rechargeable Job Order), initial enquiry and estimate	per application	243.48	251.03	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Minor Road Less than 50m2 - 0-2 Months	per application	1,059.22	1,092.06	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Minor Road Less than 50m2 - 3-4 Months	per application	1,771.10	1,826.00	3.1%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Roads Management	Temporary structure License - Premium rate license charges - Minor Road Less than 50m2 - 5-6 Months	per application	2,559.36	2,638.70	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Minor Road More than 50m2 - 0-2 Months	per application	5,209.88	5,371.39	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Minor Road More than 50m2 - 3-4 Months	per application	5,682.82	5,858.99	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 0-2 Months	per application	2,118.44	2,184.11	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 3-4 Months	per application	3,542.24	3,652.05	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 5-6 Months	per application	5,121.20	5,279.96	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 0-2 Months	per application	10,417.30	10,740.24	3.1%	Discretionary	1st January 2022
Roads Management	Temporary structure License - Premium rate license charges - Major Road Less than 50m2 - 3-4 Months	per application	11,368.12	11,720.53	3.1%	Discretionary	1st January 2022
Road Management	Event Fee - Tier 1 - multiple road closures, large footprint, high impact. co-ord meetings. co-ord of works. stakeholder engagement.	Per licence	3,390.45	3,495.55	3.1%	Discretionary	1st January 2022
Road Management	Event Fee - Tier 2 - Small footprint, low impact. co-ord meetings. co-ord of works. stakeholder engagement.	Per licence	2,289.00	2,359.96	3.1%	Discretionary	1st January 2022
Road Management	Event Fee - Tier 3 - Not requiring a closure, just positive TM (Stop Works or traffic holds)	Per licence	1,056.00	1,088.74	3.1%	Discretionary	1st January 2022
Road Management	Event Fee - Tier 4 - Community Event (ie streetparty, waiter run, memorial events, religious events)	Per licence	50.00	51.55	3.1%	Discretionary	1st January 2022
Road Management	Event Fee - Tier 5 - National Event - VE Day, Queens Birthday, Jubilee events, Coronation event	Per licence	Fees waived	Fees waived	Fees Waived	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 1 Scoping Meeting	per application	85.00	87.635	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 2 Provision of Existing Data	per application	160.00	164.96	3.1%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Roads Management	Light Column Third Party Attachment Level 3 Design review and approval ≤20 assets	per application	320.00	329.92	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 3 Design review and approval >20 assets	per application	400.00	412.4	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 4 CMS commissioning ≤20 assets	per application	180.00	185.58	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 4 CMS commissioning >20 assets	per application	360.00	371.16	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 5 installation inspections ≤20 assets	per application	240.00	247.44	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 5 installation inspections >20 assets	per application	480.00	494.88	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 6 installation clearance inspections ≤20 assets	per application	135.00	139.185	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 6 installation clearance inspections >20 assets	per application	270.00	278.37	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 7 additional fee level ≤20 assets	per application	90.00	92.79	3.1%	Discretionary	1st January 2022
Roads Management	Light Column Third Party Attachment Level 7 additional fee level >20 assets	per application	180.00	185.58	3.1%	Discretionary	1st January 2022
Road Management	Crane Oversailing Licence: A licence to place a crane on the public highway/oversail the highway	Per licence	N/A	£ 450.00	Proposed New Fee	Discretionary	1st January 2022
Road Management	Short notice fee for crane licences	Per licence	N/A	£ 850.00	Proposed New Fee	Discretionary	1st January 2022
	<b>Pre Paid Products</b>						
Waste collection & Disposal	Standard Bags	Per batch (50 items)	£ 63.85	£ 65.65	2.8%	Statutory	1st Apr 2022
Waste collection & Disposal	Premium Bags	Per batch (50 items)	£ 83.15	£ 85.50	2.8%	Statutory	1st Apr 2022
Waste collection & Disposal	Clear Bags	Per batch (50 items)	£ 64.90	£ 66.85	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Cardboard Tape	Per batch (25 items)	£ 29.25	£ 29.25	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Mixed Recycling Bag (commingled)	Per batch (50 items)	£ 38.00	£ 38.00	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Compactor Bag – 5030	Per batch (50 items)	£ 178.80	£ 185.05	3.5%	Statutory	1st Apr 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Waste collection & Disposal	Compactor Bag – TT180	Per batch (50 items)	£ 178.80	£ 185.05	3.5%	Statutory	1st Apr 2022
Waste collection & Disposal	Compactor Bag – TT240	Per batch (50 items)	£ 189.65	£ 196.30	3.5%	Statutory	1st Apr 2022
Waste collection & Disposal	Kenbay	Per batch (5 items)	£ 328.00	£ 339.50	3.5%	Statutory	1st Apr 2022
Waste collection & Disposal	Bergmann	Per batch (5 items)	£ 328.00	£ 339.50	3.5%	Statutory	1st Apr 2022
	<b>Waste Container Collections ex. Hire</b>						
Waste collection & Disposal	120 Ltr (ex. Hire)	Per lift	£ 3.15	£ 3.25	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	240 Ltr (ex. Hire)	Per lift	£ 5.45	£ 5.60	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	360 Ltr (ex. Hire)	Per lift	£ 8.00	£ 8.25	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	660 Ltr (ex. Hire)	Per lift	£ 8.85	£ 9.10	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	770 Ltr (ex. Hire)	Per lift	£ 10.85	£ 11.20	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	1100 Ltr (ex. Hire)	Per lift	£ 12.30	£ 12.70	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	1280 Ltr (exc Hire) Schools	Per lift	£ 13.10	£ 13.50	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	Chamberlain (exc Hire)School's	Per lift	£ 12.05	£ 12.40	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	Dust Cart (Ad hoc)	Per lift	£ 609.70	£ 640.20	5.0%	Statutory	1st Apr 2022
	<b>Waste Container Collections inc. Hire</b>						
Waste collection & Disposal	660 Ltr (inc. Hire)	Per lift	£ 10.00	£ 10.30	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	770 Ltr (inc. Hire)	Per lift	£ 10.85	£ 11.20	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	1100 Ltr (inc. Hire)	Per lift	£ 12.60	£ 13.00	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	1280 Ltr (inc. Hire)	Per lift	£ 13.15	£ 13.55	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	Chamberlain 720/940 Ltr (inc. Hire)	Per lift	£ 12.60	£ 13.00	3.1%	Statutory	1st Apr 2022
	<b>Commercial Special Collections</b>						
Waste collection & Disposal	first 15 mins	Per lift/15 min	£ 97.40	£ 100.00	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	subsequent 15 mins	Per lift/15 min	£ 97.40	£ 100.00	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	Fridge surcharge (per item)	Per item	£ 35.90	£ 37.00	3.1%	Statutory	1st Apr 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
	<b>Compacted Waste Bins</b>						
Waste collection & Disposal	360 Ltr Comp	Per lift	£ 10.00	£ 10.30	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	660 Ltr Comp	Per lift	£ 14.30	£ 14.70	2.8%	Statutory	1st Apr 2022
Waste collection & Disposal	770 Ltr Comp	Per lift	£ 15.45	£ 15.90	2.9%	Statutory	1st Apr 2022
Waste collection & Disposal	1100 Ltr Comp	Per lift	£ 25.15	£ 25.85	2.8%	Statutory	1st Apr 2022
Waste collection & Disposal	Rotary Compactor Bin	Per lift	£ 25.80	£ 26.50	2.7%	Statutory	1st Apr 2022
	<b>Paper/Card Recycling</b>						
Waste collection & Disposal	240 Ltr Wheeled Container	Per lift	£ 2.70	£ 2.70	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	360 Ltr Wheeled Container	Per lift	£ 3.80	£ 3.80	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	660 Ltr Wheeled Container	Per lift	£ 4.45	£ 4.45	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1100 Ltr Wheeled Container	Per lift	£ 6.10	£ 6.10	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1280 Ltr Wheeled Container	Per lift	£ 6.60	£ 6.60	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler - Type 2 (20Kg)	Per lift	£ 0.50	£ 0.50	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler - Type 3 (50Kg)	Per lift	£ 0.85	£ 0.85	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler - Type 4 (70Kg)	Per lift	£ 1.20	£ 1.20	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler - Type 5 (130Kg)	Per lift	£ 2.20	£ 2.20	0.0%	Statutory	1st Apr 2022
	<b>Mixed Recycling</b>						
Waste collection & Disposal	Minimax 50	Per lift	£ 0.55	£ 0.55	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	240 Ltr Wheeled Container	Per lift	£ 3.85	£ 3.85	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	360 Ltr Wheeled Container	Per lift	£ 4.65	£ 4.65	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	660 Ltr Wheeled Container	Per lift	£ 5.30	£ 5.30	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1100 Ltr Wheeled Container	Per lift	£ 7.75	£ 7.75	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1280 Ltr Wheeled Container	Per lift	£ 8.60	£ 8.60	0.0%	Statutory	1st Apr 2022
	<b>Glass Recycling</b>						
Waste collection & Disposal	60 Ltr Bottle Buster Container	Per lift	£ 1.05	£ 1.05	0.0%	Statutory	1st Apr 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Waste collection & Disposal	120 Ltr Wheeled Container	Per lift	£ 2.15	£ 2.15	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	240 Ltr Wheeled Container	Per lift	£ 3.20	£ 3.20	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	360 Ltr Wheeled Container	Per lift	£ 5.30	£ 5.30	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	660 Ltr Wheeled Container	Per lift	£ 6.15	£ 6.15	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1100 Ltr Wheeled Container	Per lift	£ 8.00	£ 8.00	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1280 Ltr Wheeled Container	Per lift	£ 8.25	£ 8.25	0.0%	Statutory	1st Apr 2022
	<b>Glass As Waste</b>						
Waste collection & Disposal	120 Ltr Wheeled Container	Per lift	£ 7.45	£ 7.80	5.0%	Statutory	1st Apr 2022
Waste collection & Disposal	240 Ltr Wheeled Container	Per lift	£ 12.00	£ 12.60	5.0%	Statutory	1st Apr 2022
Waste collection & Disposal	360 Ltr Wheeled Container	Per lift	£ 16.60	£ 17.45	5.0%	Statutory	1st Apr 2022
Waste collection & Disposal	660 Ltr Wheeled Container	Per lift	£ 22.35	£ 23.45	5.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1100 Ltr Wheeled Container	Per lift	£ 29.20	£ 30.65	5.0%	Statutory	1st Apr 2022
Waste collection & Disposal	23 Ltr Caddy	Per lift	£ 2.05	£ 2.15	5.0%	Statutory	1st Apr 2022
Waste collection & Disposal	140 Ltr Wheeled Container	Per lift	£ 7.55	£ 7.95	5.0%	Statutory	1st Apr 2022
	<b>Food waste</b>						
Waste collection & Disposal	23 Ltr	Per lift	£ 1.50	£ 1.50	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	140 Ltr	Per lift	£ 5.50	£ 5.50	0.0%	Statutory	1st Apr 2022
	<b>EQUIPMENT HIRE CHARGES</b>						
	<b>Wheeled Containers</b>						
Waste collection & Disposal	Minimax 50	Per item/year	£ 16.90	£ 17.40	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	60 Ltr	Per item/year	£ 14.85	£ 15.30	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	120 Ltr	Per item/year	£ 25.15	£ 25.90	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	240 Ltr	Per item/year	£ 51.50	£ 53.05	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	360 Ltr	Per item/year	£ 69.85	£ 71.95	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	660 Ltr	Per item/year	£ 143.10	£ 147.40	3.0%	Statutory	1st Apr 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Waste collection & Disposal	770 Ltr	Per item/year	£ 145.35	£ 149.70	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1100 Ltr	Per item/year	£ 207.20	£ 213.40	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	1280 Ltr	Per item/year	£ 225.50	£ 232.25	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Chamberlain 720Ltr	Per item/year	£ 146.50	£ 150.90	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Chamberlain 940Ltr	Per item/year	£ 155.70	£ 160.35	3.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Rotary Compactor Bin	Per item/year	£ 360.55	£ 371.35	3.0%	Statutory	1st Apr 2022
	<b>Balers &amp; Bag Compactors</b>						
Waste collection & Disposal	5030 Bag Compactor	Per item/year	£ 2,460.80	£ 2,539.55	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Rotary Compactor	Per item/year	£ 5,219.20	£ 5,386.20	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	In Bag Compactor	Per item/year	£ 3,201.45	£ 3,303.90	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler Type 1 - 5010 (3t)	Per item/year	£ 2,609.65	£ 2,693.15	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler Type 2 - 5031 (3t)	Per item/year	£ 2,861.35	£ 2,952.90	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler Type 3 - 5070 (3/5t)	Per item/year	£ 3,530.95	£ 3,643.95	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler Type 4 - 8010 (10t)	Per item/year	£ 3,605.45	£ 3,720.80	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler Type 5 - 8015 (10/15t)	Per item/year	£ 5,894.50	£ 6,083.10	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler Type 6 - 8020 (20t)	Per item/year	£ 7,096.30	£ 7,323.40	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler Type 6 - 8020 (20t - 3 Chamber)	Per item/year	£ 2,460.80	£ 2,539.55	3.2%	Statutory	1st Apr 2022
Waste collection & Disposal	Baler Type 7 - 3100 (Single Chamber)	Per item/year	£ 2,460.80	£ 2,539.55	3.2%	Statutory	1st Apr 2022
	<b>Administration Charges</b>						
Waste collection & Disposal	Waste Transfer Note	Per note/ year	£ 18.50	£ 18.50	0.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Contaminated recycling/ food waste bin	Per lift	£ 28.20	£ 29.60	5.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Collection of excess waste	Per lift	£ 15.90	£ 16.70	5.0%	Statutory	1st Apr 2022
Waste collection & Disposal	Equipment reinstatement after account suspension	Per instance	£ 90.20	£ 94.70	5.0%	Statutory	1st Apr 2022
	<b>Deep Cleansing</b>						

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Waste collection & Disposal	Deep Cleaning per hour	Per Hour	£ 65.00	£ 67.00	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	Street Scrubbing per hour	Per Hour	£ 50.00	£ 51.55	3.1%	Statutory	1st Apr 2022
Waste collection & Disposal	Chewing gum removal per hour	Per Hour	£ 25.00	£ 25.75	3.1%	Statutory	1st Apr 2022
Bulky Waste collection & Disposal	Household Special Collection - First 6 items	Per lift (up to 5 items)	£ 31.00	£ 32.00	3.1%	Statutory	1st Apr 2022
Bulky Waste collection & Disposal	Household Special Collection - Additional items	Per item	£ 5.00	£ 6.00	3.1%	Statutory	1st Apr 2022
Cemeteries	<b>SALES OF NEW GRAVES (WCC Residents): East Finchley</b>						
Cemeteries	Class I (Pathside)	Per event	£ 2,313.60	£ 2,385.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	Class II (Non-Pathside)	Per event	£ 1,526.90	£ 1,574.20	3.1%	Discretionary	1st Apr 2022
Cemeteries	Oversized (210 x 90 cms)	Per event	£ 3,865.60	£ 3,985.40	3.1%	Discretionary	1st Apr 2022
Cemeteries	Double (195 x 195 cms)	Per event	£ 5,179.80	£ 5,340.40	3.1%	Discretionary	1st Apr 2022
Cemeteries	Ashes Plot (60 x 60 cms)	Per event	£ 491.70	£ 506.90	3.1%	Discretionary	1st Apr 2022
Cemeteries	Burial Chamber	Per event	£ 7,334.10	£ 7,561.50	3.1%	Discretionary	1st Apr 2022
Cemeteries	<b>SALES OF NEW GRAVES (Non Residents): East Finchley</b>						1st Apr 2022
Cemeteries	Class I (Pathside)	Per event	£ 6,161.30	£ 6,352.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	Class II (Non-Pathside)	Per event	£ 3,733.90	£ 3,849.70	3.1%	Discretionary	1st Apr 2022
Cemeteries	Oversized (210 x 90 cms)	Per event	£ 9,641.00	£ 9,939.90	3.1%	Discretionary	1st Apr 2022
Cemeteries	Double (195 x 195 cms)	Per event	£12,918.10	£13,318.60	3.1%	Discretionary	1st Apr 2022
Cemeteries	Ashes Plot (60 x 60 cms)	Per event	£ 1,343.80	£ 1,385.50	3.1%	Discretionary	1st Apr 2022
Cemeteries	Burial Chamber	Per event	£ 8,914.10	£ 9,190.40	3.1%	Discretionary	1st Apr 2022
Cemeteries	<b>SALES OF NEW GRAVES (WCC Residents): Hanwell and Mill Hill</b>						1st Apr 2022
Cemeteries	Class I (Pathside)	Per event	£ 2,167.50	£ 2,234.70	3.1%	Discretionary	1st Apr 2022
Cemeteries	Class II (Non-Pathside)	Per event	£ 1,382.10	£ 1,424.90	3.1%	Discretionary	1st Apr 2022
Cemeteries	Oversized (210 x 90 cms)	Per event	£ 2,585.70	£ 2,665.90	3.1%	Discretionary	1st Apr 2022
Cemeteries	Double (195 x 195 cms)	Per event	£ 3,483.30	£ 3,591.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	Ashes Plot (60 x 60 cms)	Per event	£ 494.70	£ 510.00	3.1%	Discretionary	1st Apr 2022
Cemeteries	Public Burial	Per event	£ 256.40	£ 264.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	Burial Chamber	Per event	£ 7,334.10	£ 7,561.50	3.1%	Discretionary	1st Apr 2022
Cemeteries	Ashes Niches	Per event	£ 338.90	£ 349.40	3.1%	Discretionary	1st Apr 2022
Cemeteries	Woodland - Meadow Plot	Per event	£ 1,524.90	£ 1,572.20	3.1%	Discretionary	1st Apr 2022
Cemeteries	Baby/Infant Grave Plot	Per event	£ -	£ -	n/a		1st Apr 2022
Cemeteries	<b>SALES OF NEW GRAVES (Non Residents): Hanwell and Mill Hill</b>						1st Apr 2022
Cemeteries	Class I (Pathside)	Per event	£ 6,028.20	£ 6,215.10	3.1%	Discretionary	1st Apr 2022
Cemeteries	Class II (Non-Pathside)	Per event	£ 3,223.20	£ 3,323.10	3.1%	Discretionary	1st Apr 2022
Cemeteries	Oversized (210 x 90 cms)	Per event	£ 6,446.40	£ 6,646.20	3.1%	Discretionary	1st Apr 2022



Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Cemeteries	Double (195 x 195 cms)	Per event	£ 8,685.30	£ 8,954.50	3.1%	Discretionary	1st Apr 2022
Cemeteries	Ashes Plot (60 x 60 cms)	Per event	£ 1,392.30	£ 1,435.50	3.1%	Discretionary	1st Apr 2022
Cemeteries	Public Burial	Per event	£ 526.00	£ 542.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	Burial Chamber	Per event	£ 8,746.50	£ 9,017.60	3.1%	Discretionary	1st Apr 2022
Cemeteries	Ashes Niches	Per event	£ 844.40	£ 870.60	3.1%	Discretionary	1st Apr 2022
Cemeteries	Woodland - Meadow Plot	Per event	£ 3,799.50	£ 3,917.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	Baby/Infant Grave Plot	Per event	£ 2,595.90	£ 2,676.40	3.1%	Discretionary	1st Apr 2022
Cemeteries	<b>Interment Fees (WCC Residents)</b>						1st Apr 2022
Cemeteries	Second Interment in Burial Chamber	Per event	£ 249.90	£ 257.60	3.1%	Discretionary	1st Apr 2022
Cemeteries	Earth Grave (Depth for one)	Per event	£ 790.50	£ 815.00	3.1%	Discretionary	1st Apr 2022
Cemeteries	Earth Grave (Depth for two)	Per event	£ 943.50	£ 972.70	3.1%	Discretionary	1st Apr 2022
Cemeteries	Earth Grave (Depth for three)	Per event	£ 1,086.30	£ 1,120.00	3.1%	Discretionary	1st Apr 2022
Cemeteries	Cremated Remains	Per event	£ 122.40	£ 126.20	3.1%	Discretionary	1st Apr 2022
Cemeteries	Ashes Niche (second interment)	Per event	£ 122.40	£ 126.20	3.1%	Discretionary	1st Apr 2022
Cemeteries	Casket/Coffin oversize surcharge	Per event	£ 102.00	£ 105.20	3.1%	Discretionary	1st Apr 2022
Cemeteries	Stillborn (single depth)	Per event	£ -	£ -	n/a		1st Apr 2022
Cemeteries	Infant, 0-5 years (single depth)	Per event	£ -	£ -	n/a		1st Apr 2022
Cemeteries	Child, 6-12 years	Per event	£ -	£ -	n/a		1st Apr 2022
Cemeteries	<b>Interment Fees (Non Residents)</b>						1st Apr 2022
Cemeteries	Second Interment in Burial Chamber	Per event	£ 581.40	£ 599.40	3.1%	Discretionary	1st Apr 2022
Cemeteries	Earth Grave (Depth for one)	Per event	£ 2,014.50	£ 2,076.90	3.1%	Discretionary	1st Apr 2022
Cemeteries	Earth Grave (Depth for two)	Per event	£ 2,249.10	£ 2,318.80	3.1%	Discretionary	1st Apr 2022
Cemeteries	Earth Grave (Depth for three)	Per event	£ 2,592.20	£ 2,672.60	3.1%	Discretionary	1st Apr 2022
Cemeteries	Cremated Remains	Per event	£ 326.40	£ 336.50	3.1%	Discretionary	1st Apr 2022
Cemeteries	Ashes Niche (second interment)	Per event	£ 305.00	£ 314.50	3.1%	Discretionary	1st Apr 2022
Cemeteries	Casket/Coffin oversize surcharge	Per event	£ 234.60	£ 241.90	3.1%	Discretionary	1st Apr 2022
Cemeteries	Stillborn (single depth)	Per event	£ 341.70	£ 352.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	Infant, 0-5 years (single depth)	Per event	£ 867.00	£ 893.90	3.1%	Discretionary	1st Apr 2022
Cemeteries	Child, 6-12 years	Per event	£ 1,157.70	£ 1,193.60	3.1%	Discretionary	1st Apr 2022
Cemeteries	<b>Memorials (Permit Application Fees)</b>						1st Apr 2022
Cemeteries	Headstone - Plaque - Inscription	Per event	£ 107.10	£ 110.40	3.1%	Discretionary	1st Apr 2022
Cemeteries	kerbed memorial	Per event	£ 163.20	£ 168.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	<b>Memorials (Removal, Holding or replacement Fees)</b>						1st Apr 2022
Cemeteries	Headstone - Plaque	Per event	£ 158.10	£ 163.00	3.1%	Discretionary	1st Apr 2022
Cemeteries	kerbed memorial	Per event	£ 239.70	£ 247.10	3.1%	Discretionary	1st Apr 2022
Cemeteries	<b>Memorials (Safety Fees)</b>						1st Apr 2022
Cemeteries	Lay Down unsafe Memorial (Less than 1 m high)	Per event	£ 61.90	£ 63.80	3.1%	Discretionary	1st Apr 2022
Cemeteries	Lay Down unsafe Memorial (1 m - 2 m high)	Per event	£ 141.50	£ 145.90	3.1%	Discretionary	1st Apr 2022
Cemeteries	<b>Miscellaneous</b>						1st Apr 2022
Cemeteries/Parks	Provide Memorial Bench	Per event	£ 1,431.10	£ 1,475.50	3.1%	Discretionary	1st Apr 2022
Cemeteries	Application for Permission to Exhume (Res & Non Res)	Per event	£ 209.10	£ 215.60	3.1%	Discretionary	1st Apr 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Cemeteries	Use of Chapel for burial elsewhere (Per hour)	Per event	£ 193.80	£ 199.80	3.1%	Discretionary	1st Apr 2022
Cemeteries	Search Burial records and registers	Per event	£ 66.30	£ 68.40	3.1%	Discretionary	1st Apr 2022
Cemeteries	Transfer of grave rights	Per event	£ 25.50	£ 26.30	3.1%	Discretionary	1st Apr 2022
Cemeteries	Duplicate signed Deed for Grave	Per event	£ 45.90	£ 47.30	3.1%	Discretionary	1st Apr 2022
Parks	Hanging baskets	Per basket	£ 172.60	£ 178.00	3.1%	Discretionary	1st Apr 2022
Planning - Pre application advice	Householder Development	per application	£ 360.00	£ 372.00	3.3%	Discretionary	01 January 2022
Planning - Pre application advice	Householder Basement Development	per application	£ 720.00	£ 744.00	3.3%	Discretionary	01 January 2022
Planning - Pre application advice	Other Development	per application	£ 720.00	£ 744.00	3.3%	Discretionary	01 January 2022
Planning - Pre application advice	Small-Scale Development	per application	£ 1,590.00	£ 1,644.00	3.4%	Discretionary	01 January 2022
Planning - Pre application advice	Small-Scale Development - Amendments	per application	£ 1,192.00	£ 1,224.00	2.7%	Discretionary	01 January 2022
Planning - Pre application advice	Minor Development	per application	£ 1,980.00	£ 2,040.00	3.0%	Discretionary	01 January 2022
Planning - Pre application advice	Minor Development - Amendments	per application	£ 1,485.00	£ 1,536.00	3.4%	Discretionary	01 January 2022
Planning - Pre application advice	Medium Scale Development	per application	£ 3,900.00	£ 4,020.00	3.1%	Discretionary	01 January 2022
Planning - Pre application advice	Medium Scale Development - Amendments/ Follow Up	per application	£ 2,925.00	£ 3,012.00	3.0%	Discretionary	01 January 2022
Planning - Pre application advice	Major Scale Development	per application	£ 6,240.00	£ 6,432.00	3.1%	Discretionary	01 January 2022
Planning - Pre application advice	Major Scale Development - Follow Up Meeting	per application	£ 4,680.00	£ 4,824.00	3.1%	Discretionary	01 January 2022
Planning - Pre application advice	Major Scale Development - Amendments	per application	£ 4,560.00	£ 4,704.00	3.2%	Discretionary	01 January 2022
Planning - Pre application advice	Large-Scale Development	per application	£ 6,240.00	£ 6,432.00	3.1%	Discretionary	01 January 2022
Planning - Pre application advice	Large-Scale Development - Amendments	per application	£ 4,680.00	£ 4,824.00	3.1%	Discretionary	01 January 2022
Planning - Pre application advice	Specialist Officer Advice - Place Shaping Officer	per application	£ 370.00	£ 384.00	3.8%	Discretionary	01 January 2022
Planning - Pre application advice	Specialist Officer Advice - Building Control Officer (only offered where development is a relevant building under Planning Gateway One)	per application	-	£ 966.00	N/A	Discretionary	01 January 2022
Planning - Pre application advice	Specialist Officer Advice - Environmental Health Officer - Other, Small-Scale and Minor Development	per application	£ 500.00	£ 516.00	3.2%	Discretionary	01 January 2022
Planning - Pre application advice	Specialist Officer Advice - Environmental Health Officer - Medium Scale	per application	£ 1,000.00	£ 1,032.00	3.2%	Discretionary	01 January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Planning - Pre application advice	Specialist Officer Advice - Environmental Health Officer - Major and Large- Scale	per application	£ 2,500.00	£ 2,580.00	3.2%	Discretionary	01 January 2022
Planning - Pre application advice	Planning advice and correspondence - Request to confirm compliance with an enforcement related notice.	per application	£ 336.00	£ 348.00	3.6%	Discretionary	01 January 2022
Planning - Pre application advice	Planning advice and correspondence - Request to confirm compliance with an enforcement related notice.	per application	£ 516.00	£ 528.00	2.3%	Discretionary	01 January 2022
Planning - Pre application advice	Planning advice and correspondence - Request to withdraw an enforcement notice.	per application	£ 582.00	£ 600.00	3.1%	Discretionary	01 January 2022
Planning - Pre application advice	Planning advice and correspondence - Request to withdraw an enforcement notice.	per application	£ 762.00	£ 780.00	2.4%	Discretionary	01 January 2022
Planning - Planning performance agreements	Householder Development	per development	£14,070.00	£14,508.00	3.1%	Discretionary	01 January 2022
Planning - Planning performance agreements	Minor or Less Complex Development	per development	£21,120.00	£21,780.00	3.1%	Discretionary	01 January 2022
Planning - Planning performance agreements	Major Development	per development	£43,650.00	£45,000.00	3.1%	Discretionary	01 January 2022
Planning - Planning performance agreements	Major Development (where development is a relevant building under Planning Gateway One)	per development	-	£47,760.00	N/A	Discretionary	01 January 2022
Planning - Planning performance agreements	Large Scale Major Development	per development	£ TBC	£ TBC	N/A	Discretionary	01 January 2022
Planning - Vary S106 Agreements	Requests to vary S106 agreements on Householder Developments	per development	-	£ 744.00	N/A	Discretionary	01 January 2022
Planning - Vary S106 Agreements	Requests to vary S106 agreements on Small Scale Developments	per development	-	£ 2,040.00	N/A	Discretionary	01 January 2022
Planning - Vary S106 Agreements	Requests to vary S106 agreements on Medium Scale Developments	per development	-	£ 4,020.00	N/A	Discretionary	01 January 2022
Planning - Vary S106 Agreements	Requests to vary S106 agreements on Major and Large Scale Developments	per development	-	£ 7,032.00	N/A	Discretionary	01 January 2022
Local Land charges	Basic Search Fee	Per application	£ 190.00	£ 200.00	5%		1st January 2022
Local Land charges	Register Parts Only (LLC1)	Per application	£ 35.00	£ 40.00	14%		1st January 2022
Local Land charges	CON29	Per application	£ 155.00	£ 160.00	3%		1st January 2022
Local Land charges	Extra Parcel of Land - LLC1 + CON29	Per application	£ 50.00	£ 55.00	10%		1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Local Land charges	Extra Parcel of Land - LLC ONLY	Per application	£ 5.00	£ 7.00	40%	Statutory Services with Discretionary Rates	1st January 2022
Local Land charges	Part II Optional Enquires	Per application	£ 30.00	£ 32.00	7%		1st January 2022
Local Land charges	Additional Enquiries	Per application	£ 35.00	£ 35.00	0%		1st January 2022
Local Land charges	Basic Search Fee (via NLIS)	Per application	£ 180.00	£ 200.00	11%		1st January 2022
Local Land charges	Register Parts Only (LLC1) Via NLIS	Per application	£ 30.00	£ 40.00	33%		1st January 2022
Local Land charges	CON29 - NLIS	Per application	£ 150.00	£ 160.00	7%		1st January 2022
Local Land charges	Extra parcel of Land - CON29	Per application	£ 45.00	£ 48.00	7%		1st January 2022
Local Land charges	CON 29 Question 1.1 (a to l)	Per application	£ 24.00	£ 25.00	4%		1st January 2022
Local Land charges	CON 29 Question 2.1 (a to d)	Per application	£ 25.00	£ 25.00	0%		1st January 2022
Local Land charges	CON 29 Question 3.4 (a to f)	Per application	£ 25.00	£ 25.00	0%		1st January 2022
Local Land charges	CON 29 Question 3.6 (a to l)	Per application	£ 25.00	£ 25.00	0%		1st January 2022
Local Land charges	CON 29 Question 3.7 (a to g)	Per application	£ 7.00	£ 8.00	14%		1st January 2022
Local Land charges	CON 29 Question 3.9 (a to l)	Per application	£ 7.00	£ 8.00	14%		1st January 2022
Local Land charges	CON 29 Question 3.10 (a to h)	Per application	£ 6.00	£ 7.00	17%		1st January 2022
Local Land charges	CON 29 Question 3.11 (a)	Per application	£ 3.00	£ 4.00	33%	1st January 2022	
City Promotions, Events and filming	Application fee (charity rate)	Per application	£25	£25.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Application fee (small and medium enterprise rate)	Per application	£145	£145.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Application fee (Large enterprise rate)	Per application	£340	£340.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Late notice application fee (new charge)	Per application	£680	£680.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Officer planning time fee (charity rate)	Per Hour	£25	£25	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Officer planning time fee (small and medium enterprise rate)	Per Hour	£160	£160.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Officer planning time fee (Large enterprise rate)	Per Hour	£185	£185.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 1	Per Day	£6,500.00	£6,500.00	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
City Promotions, Events and filming	Tier 2 - Commercial	Per Day	£ 3,500.00	£ 3,500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 2 - Filming	Per Day	£ 2,000.00	£ 2,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 2 - Photo Calls	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 2 - Charity	Per Day	£ 900.00	£ 900.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 2 - Activities with Benefit to Westminster Community	Per Day	£ 594.00	£ 500.00	-16%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - January - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - February - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - March - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - April - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - May - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - June - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - July - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - August - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - Sept - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - October - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - November - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - December - Commercial	Per Day	£ 2,000.00	£ 1,500.00	-25%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - January - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - February - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - March - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - April - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - May - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - June - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
City Promotions, Events and filming	Tier 3 - July - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - August - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - Sept - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - October - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - November - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - December - Filming	Per Day	£ 1,000.00	£ 1,000.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - January - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - February - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - March - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - April - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - May - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - June - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - July - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - August - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - Sept - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - October - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - November - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - December - Photo Calls	Per Day	£ 600.00	£ 600.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - January - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - February - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - March - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - April - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - May - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
City Promotions, Events and filming	Tier 3 - June - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - July - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - August - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - Sept - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - October - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - November - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
City Promotions, Events and filming	Tier 3 - December - Charity	Per Day	£ 500.00	£ 500.00	0%	Discretionary	1st January 2022
Registrars	Ceremonies Church Saturday	Per ceremony	£197.00	£197.00	0%	Statutory and Discretionary	Fees for 2020/21 already set (Fees set 2 years in advance) request is to set fees for 22 onwards to ensure adequate pricing for future bookings
Registrars	Ceremonies Church Sunday	Per ceremony	£197.00	£197.00	0%	Statutory and Discretionary	As above
Registrars	Ceremonies Church Day	Per ceremony	£197.00	£197.00	0%	Statutory and Discretionary	As above
Registrars	Ceremonies Church Evening	Per ceremony	£197.00	£197.00	0%	Statutory and Discretionary	As above
Registrars	Ceremonies Mayfair Library - Week Day	Per ceremony	£550.00	£630.00	15%	Discretionary	As above
Registrars	Ceremonies Mayfair Library - Week Evening	Per ceremony	£625.00	£710.00	14%	Discretionary	As above
Registrars	Ceremonies Mayfair Library - Weekend Bank Holidays	Per ceremony	£865.00	£950.00	10%	Discretionary	As above
Registrars	Ceremonies Mayfair Library - Weekend Saturday	Per ceremony	£615.00	£690.00	12%	Discretionary	As above
Registrars	Ceremonies Mayfair Library - Weekend Sunday	Per ceremony	£710.00	£790.00	11%	Discretionary	As above
Registrars	Ceremonies OMTB Bank Holidays	Per ceremony	£926.00	£971.00	5%	Discretionary	As above
Registrars	Ceremonies OMTB Saturday High season	Per ceremony	£795.00	£851.00	7%	Discretionary	As above
Registrars	Ceremonies OMTB Saturday Low season	Per ceremony	£675.00	£707.00	5%	Discretionary	As above
Registrars	Ceremonies OMTB Sunday High season	Per ceremony	£854.00	£911.00	7%	Discretionary	As above

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Registrars	Ceremonies OMTH Sunday Low season	Per ceremony	£722.00	£761.00	5%	Discretionary	As above
Registrars	Ceremonies OMTH Day	Per ceremony	£565.00	£599.00	6%	Discretionary	As above
Registrars	Ceremonies OMTH Evening	Per ceremony	£632.00	£677.00	7%	Discretionary	As above
Registrars	Ceremonies OMTH - Premium Bank Holidays	Per ceremony	£1,126.00	£1,181.00	5%	Discretionary	As above
Registrars	Ceremonies OMTH - Premium Day	Per ceremony	£659.00	£709.00	8%	Discretionary	As above
Registrars	Ceremonies OMTH - Premium Evening	Per ceremony	£759.00	£797.00	5%	Discretionary	As above
Registrars	Ceremonies OMTH - Premium Saturday High season	Per ceremony	£965.00	£1,021.00	6%	Discretionary	As above
Registrars	Ceremonies OMTH - Premium Saturday Low season	Per ceremony	£821.00	£853.00	4%	Discretionary	As above
Registrars	Ceremonies OMTH - Premium Sunday High season	Per ceremony	£1,034.00	£1,101.00	6%	Discretionary	As above
Registrars	Ceremonies OMTH - Premium Sunday Low season	Per ceremony	£902.00	£951.00	5%	Discretionary	As above
Registrars	Add on to ceremony "Toast the happy couple" drinks	Per ceremony	£ 75.00	£ 90.00	20%	Discretionary	As above
Registrars	OMTH Event Hire (Internal) - Westminster	per hour	£ 100.00	£ 100.00	0%	Discretionary	As above
Registrars	OMTH Event Hire (Internal) - Other rooms	per hour	£ 50.00	£ 50.00	0%	Discretionary	As above
Registrars	OMTH Event Hire (External) - Westminster	per hour	£ 250.00	£ 275.00	10%	Discretionary	As above
Registrars	OMTH Event Hire (External) - Other rooms	per hour	£ 100.00	£ 125.00	25%	Discretionary	As above
Registrars	Ceremonies Register Office CH Day	Per ceremony	£57.00	£57.00	0%	Statutory	As above
Registrars	Ceremonies Venue Day	Per ceremony	£711.00	£765.00	8%	Discretionary	As above
Registrars	Ceremonies Venue Bank Holidays	Per ceremony	£1,186.00	£1,250.00	5%	Discretionary	As above
Registrars	Ceremonies Venue Saturday	Per ceremony	£831.00	£875.00	5%	Discretionary	As above
Registrars	Ceremonies Venue Sunday	Per ceremony	£1,120.00	£1,140.00	2%	Discretionary	As above
Registrars	Ceremonies Venue Evening	Per ceremony	£871.00	£899.00	3%	Discretionary	As above
Registrars	Ceremonies Rehearsal (WCC Venue) Day	per rehearsal	£128.00	£130.00	2%	Discretionary	As above
Registrars	Ceremonies Rehearsal (WCC Venue) Evening	per rehearsal	£135.00	£150.00	11%	Discretionary	As above
Registrars	Ceremonies Rehearsal (Approved Venue) Day	per rehearsal	£205.00	£220.00	7%	Discretionary	As above
Registrars	Ceremonies Rehearsal (Approved Venue) Evening	per rehearsal	£250.00	£262.00	5%	Discretionary	As above
Registrars	Ceremonies Meet your registrar (WCC venue) Day	per meeting	£112.00	£125.00	12%	Discretionary	As above
Registrars	Ceremonies Meet your registrar (WCC venue) Evening	per meeting	£152.00	£160.00	5%	Discretionary	As above
Registrars	Citizenship Family Private Citizenship (Customer's office) Day	per ceremony	£800.00	£800.00	0%	Discretionary	As above



Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Registrars	Citizenship Family Private Citizenship (WCC venue) Saturday	per ceremony	£180.00	£180.00	0%	Discretionary	As above
Registrars	Citizenship Family Private Citizenship (WCC venue) Sunday	per ceremony	£250.00	£250.00	0%	Discretionary	As above
Registrars	Citizenship Family Private Citizenship (WCC venue) Day	per ceremony	£140.00	£140.00	0%	Discretionary	As above
Registrars	Citizenship Family Private Citizenship (WCC venue) Evening	per ceremony	£190.00	£190.00	0%	Discretionary	As above
Registrars	Ceremonies Notice (customer's office) Day	per appointment	£560.00	£625.00	12%	Discretionary	As above
Registrars	Ceremonies Notice (office) Day	per appointment	£35.00	£35.00	0%	Discretionary	As above
Registrars	Citizenship Private Citizenship (Customer's office) Day	per ceremony	£800.00	£800.00	0%	Discretionary	As above
Registrars	Citizenship Private Citizenship (WCC venue) Saturday	per ceremony	£145.00	£145.00	0%	Discretionary	As above
Registrars	Citizenship Private Citizenship (WCC venue) Sunday	per ceremony	£180.00	£180.00	0%	Discretionary	As above
Registrars	Citizenship Private Citizenship (WCC venue) Day	per ceremony	£120.00	£120.00	0%	Discretionary	As above
Registrars	Citizenship Private Citizenship (WCC venue) Evening	per ceremony	£155.00	£155.00	0%	Discretionary	As above
Registrars	Births Portland Hospital births Day	per appointment	£155.00	£165.00	6%	Statutory and Discretionary	As above
Libraries	Books/Audio Fines (adult) - maximum £10	Per day	£ 0.25	£ 0.25	0%	Discretionary	1st January 2022
Libraries	Books/Audio Fines (16-17 yrs) - maximum £2	Per day	£ 0.10	£ 0.10	0%	Discretionary	1st January 2022
Libraries	Charge for posting overdue notices (adult)	Per notice	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Charge for posting overdue notices (under 18)	Per notice	£ 0.40	£ 0.40	0%	Discretionary	1st January 2022
Libraries	Text notices	Per notice	£ 0.20	£ 0.20	0%	Discretionary	1st January 2022
Libraries	Income recovery charge - for long overdue fines and payments	Per notice	£ 7.75	£ 7.75	0%	Discretionary	1st January 2022
Libraries	Replacement library card (15+)	Per card	£ 3.00	£ 3.00	0%	Discretionary	1st January 2022
Libraries	Replacement library card (under 15s)	Per card	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Visitors subscription	Per month (max 2 items each time)	£ 10.00	£ 10.00	0%	Discretionary	1st January 2022
Libraries	Reservations (adult)	Per reservation	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Reservations (adult) with Res card	Per reservation	£ 0.80	£ 0.80	0%	Discretionary	1st January 2022
Libraries	Reservations (adult) - concessions	Per reservation	£ 0.60	£ 0.60	0%	Discretionary	1st January 2022
Libraries	Self service reservations (adult)	Per reservation	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Self service reservations (adult) with City Save Card	Per reservation	£ 0.80	£ 0.80	0%	Discretionary	1st January 2022
Libraries	Self service reservations (adult) - concessions	Per reservation	£ 0.50	£ 0.50	0%	Discretionary	1st January 2022
Libraries	Self service reservations (adult) - concessions with City Save Card	Per reservation	£ 0.40	£ 0.40	0%	Discretionary	1st January 2022
Libraries	British Library loan - books	Per loan	£ 14.00	£ 14.00	0%	Discretionary	1st January 2022
Libraries	British Library loan - periodical article	Per loan/page	£7+ £0.10	£7+ £0.10	0%	Discretionary	1st January 2022
Libraries	Periodical article	Per loan/page	£1+ £0.10	£1+ £0.10	0%	Discretionary	1st January 2022
Libraries	Periodical article - City Save Card	Per loan/page	£0.80 + £0.08	£0.80 + £0.08	0%	Discretionary	1st January 2022
Libraries	Periodical article - concessions	Per loan/page	£0.50 + £0.10	£0.50 + £0.10	0%	Discretionary	1st January 2022
Libraries	Periodical article - concessions & City Save Card	Per loan/page	£0.40+ £0.08	£0.40+ £0.08	0%	Discretionary	1st January 2022
Libraries	Inter library loan outside UK	Per loan	£ 13.00	£ 13.00	0%	Discretionary	1st January 2022
Libraries	Inter library loan via academic institutions	Per loan	£ 13.00	£ 13.00	0%	Discretionary	1st January 2022
Libraries	CD single (adult)	Per loan	£ 0.80	£ 1.00	25%	Discretionary	1st January 2022
Libraries	Language course on cassette/CD	Per loan	£ 2.50	£ 2.50	0%	Discretionary	1st January 2022
Libraries	Language course on cassette/CD (concessions)	Per loan	£ 1.25	£ 1.25	0%	Discretionary	1st January 2022
Libraries	Language course on cassette/CD (City Save Card)	Per loan	£ 1.80	£ 1.80	0%	Discretionary	1st January 2022
Libraries	Language course on cassette/CD (City Save Card & concessions)	Per loan	£ 0.80	£ 0.80	0%	Discretionary	1st January 2022
Libraries	Language course on CD-Rom/video/DVD	Per loan	£ 2.20	£ 2.20	0%	Discretionary	1st January 2022
Libraries	Language course on video/DVD (City Save Card)	Per loan	£ 1.80	£ 1.80	0%	Discretionary	1st January 2022
Libraries	On line language courses	Per course	£ 6.00	£ 6.00	0%	Discretionary	1st January 2022
Libraries	On line language courses (City Save Card)	Per course	£ 4.80	£ 4.80	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	On line language courses (concessions)	Per course	£ 3.00	£ 3.00	0%	Discretionary	1st January 2022
Libraries	On line language courses (concessions & City Save Card)	Per course	£ 2.40	£ 2.40	0%	Discretionary	1st January 2022
Libraries	Talking Books	Per 3 week loan	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	DVD hire new release	Per loan	£ 2.50	£ 2.50	0%	Discretionary	1st January 2022
Libraries	New release DVD with City Save Card	Per loan	£ 2.00	£ 2.00	0%	Discretionary	1st January 2022
Libraries	Feature DVDs	Per loan	£ 2.00	£ 2.00	0%	Discretionary	1st January 2022
Libraries	Feature DVDs with City Save Card	Per loan	£ 1.60	£ 1.60	0%	Discretionary	1st January 2022
Libraries	Children's DVDs non feature	Per loan	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Children's DVD features + Feature films U	Per loan	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Children's DVD with City Save Card	Per loan	£ 0.80	£ 0.80	0%	Discretionary	1st January 2022
Libraries	Instructional DVD per week	Per loan	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Instructional DVD per week with City Save Card	Per loan	£ 0.80	£ 0.80	0%	Discretionary	1st January 2022
Libraries	TV Series 1 to 4 CDS per week	Per loan	£ 2.50	£ 2.50	0%	Discretionary	1st January 2022
Libraries	TV Series 1 to 4 CDS per week City Save Card	Per loan	£ 2.00	£ 2.00	0%	Discretionary	1st January 2022
Libraries	TV Series 4+ per week	Per loan	£ 4.00	£ 4.00	0%	Discretionary	1st January 2022
Libraries	TV Series 4+ per week with City Save Card	Per loan	£ 3.20	£ 3.20	0%	Discretionary	1st January 2022
Libraries	DVD Subscription (Westminster = 1/4ly)	Per quarter	£ 30.00	£ 30.00	0%	Discretionary	1st January 2022
Libraries	DVD Subscription (Westminster = 1/4ly) City Save Card	Per quarter	£ 24.00	£ 24.00	0%	Discretionary	1st January 2022
Libraries	DVD Subscription (Westminster = 1/4ly) Concessions	Per quarter	£ 15.00	£ 15.00	0%	Discretionary	1st January 2022
Libraries	DVD Subscription (Westminster = 1/4ly) City Save Card + Conc	Per quarter	£ 12.50	£ 12.50	0%	Discretionary	1st January 2022
Libraries	Orchestral set - short piece hire	Per month	£ 20.00	£ 20.00	0%	Discretionary	1st January 2022
Libraries	Orchestral set - medium piece hire	Per month	£ 25.00	£ 25.00	0%	Discretionary	1st January 2022
Libraries	Orchestral set - long piece hire	Per month	£ 30.00	£ 30.00	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Orchestral set - extra long piece hire	Per month	£ 35.00	£ 35.00	0%	Discretionary	1st January 2022
Libraries	Orchestral set - lost part replacement	Per piece	£ 15.00	£ 15.00	0%	Discretionary	1st January 2022
Libraries	Orchestral set - 20% discount is given to orchestras who rehearse in Westminster					Discretionary	1st January 2022
Libraries	Orchestral set - short piece hire - postage & packaging	Per package	£ 14.00	£ 14.00	0%	Discretionary	1st January 2022
Libraries	Orchestral set - medium piece hire - postage & packaging	Per package	£ 20.00	£ 20.00	0%	Discretionary	1st January 2022
Libraries	Orchestral set - long piece hire - postage & packaging	Per package	£ 30.00	£ 30.00	0%	Discretionary	1st January 2022
Libraries	Orchestral set - extra long piece hire - postage & packaging	Per package	£ 30.00	£ 30.00	0%	Discretionary	1st January 2022
Libraries	Orchestral set - lost conductor score	Per score	Full replacement cost +£2.50 admin fee			Discretionary	1st January 2022
Libraries	Choral set - Part-song folders	Per month	£ 10.00	£ 10.00	0%	Discretionary	1st January 2022
Libraries	Choral set - 20 copies of larger choral works	Per month	£ 20.00	£ 20.00	0%	Discretionary	1st January 2022
Libraries	Choral set - overdue set	Per month	Additional month's charge	Additional month's charge	0%	Discretionary	1st January 2022
Libraries	Choral set - Missing copies	Per month	Full replacement cost +£2.50 admin fee	Full replacement cost +£2.50 admin fee	0%	Discretionary	1st January 2022
Libraries	Choral set - 20% discount is given to choral groups who rehearse in Westminster					Discretionary	1st January 2022
Libraries	USB Sticks	Per item (indicative price)	£ 7.00	£ 7.00	0%	Discretionary	1st January 2022
Libraries	Headphones	Per item (indicative price)	£ 3.00	£ 3.00	0%	Discretionary	1st January 2022
Libraries	B/W A4 photocopy	Per page	£ 0.20	£ 0.20	0%	Discretionary	1st January 2022
Libraries	B/W A3 photocopy	Per page	£ 0.40	£ 0.40	0%	Discretionary	1st January 2022
Libraries	Colour A4 photocopy	Per page	£ 0.80	£ 0.80	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Colour A3 photocopy	Per page	£ 1.50	£ 1.50	0%	Discretionary	1st January 2022
Libraries	B/W A4 - staff assisted photocopy	Per page	£ 0.40	£ 0.40	0%	Discretionary	1st January 2022
Libraries	B/W A3 - staff assisted photocopy	Per page	£ 0.50	£ 0.50	0%	Discretionary	1st January 2022
Libraries	Colour A4 - staff assisted photocopy	Per page	£ 2.00	£ 2.00	0%	Discretionary	1st January 2022
Libraries	Colour A3 - staff assisted photocopy	Per page	£ 2.00	£ 2.00	0%	Discretionary	1st January 2022
Libraries	Duplex printing B&W	Per page		£ 0.30		Discretionary	1st January 2022
Libraries	Duplex printing Colour	Per page		£ 1.20		Discretionary	1st January 2022
Libraries	Printing from staff terminals	Per page	£ 0.20	£ 0.20	0%	Discretionary	1st January 2022
Libraries	Sending Fax All destinations - First page	Per page	£ 1.50	£ 1.50	0%	Discretionary	1st January 2022
Libraries	Sending Fax All destinations - Subsequent pages	Per page	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Sending Fax All destinations - First page with City Save Card	Per page	£ 1.20	£ 1.20	0%	Discretionary	1st January 2022
Libraries	Sending Fax All destinations - Subsequent pages with City Save Card	Per page	£ 0.80	£ 0.80	0%	Discretionary	1st January 2022
Libraries	Receiving fax	Per page	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Internet use (first hour is free for library members)	Per hour	£ 1.00	£ 1.00	0%	Discretionary	1st January 2022
Libraries	Advert in community notice space	Per week	£ 1.50	£ 1.50	0%	Discretionary	1st January 2022
Libraries	Advert in community notice space (City Save Card)	Per week	£ 1.20	£ 1.20	0%	Discretionary	1st January 2022
Libraries	Research (after first 15 minutes)	Per hour	£ 36.00	£ 36.00	0%	Discretionary	1st January 2022
Libraries	Archives:'Rushed Research' + building history	Per hour	£ 62.00	£ 62.00	0%	Discretionary	1st January 2022
Libraries	Talks given at Archive Centre	Per talk (prices exclude VAT)	£ 95.00	£ 95.00	0%	Discretionary	1st January 2022
Libraries	Talks given at Archive Centre with City Save Card	Per talk (prices exclude VAT)	£ 75.00	£ 75.00	0%	Discretionary	1st January 2022
Libraries	Talks given outside Archive Centre	Per talk (prices exclude VAT)	£ 135.00	£ 135.00	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Talks given outside Archive Centre with City Save Card	Per talk (prices exclude VAT)	£ 120.00	£ 120.00	0%	Discretionary	1st January 2022
Libraries	Guided tours of the Archive Centre	Per talk (prices exclude VAT)	£ 95.00	£ 95.00	0%	Discretionary	1st January 2022
Libraries	Guided tours of the Archive Centre with City Save Card	Per talk (prices exclude VAT)	£ 75.00	£ 75.00	0%	Discretionary	1st January 2022
Libraries	Talks given at Archive Centre - concessions	Per talk (prices exclude VAT)	£ 68.00	£ 68.00	0%	Discretionary	1st January 2022
Libraries	Talks given at Archive Centre with City Save Card - concessions	Per talk (prices exclude VAT)	£ 54.00	£ 54.00	0%	Discretionary	1st January 2022
Libraries	Talks given outside Archive Centre - concessions	Per talk (prices exclude VAT)	£ 105.00	£ 105.00	0%	Discretionary	1st January 2022
Libraries	Talks given outside Archive Centre with City Save Card - concessions	Per talk (prices exclude VAT)	£ 84.00	£ 84.00	0%	Discretionary	1st January 2022
Libraries	Guided tours of the Archive Centre - concessions	Per talk (prices exclude VAT)	£ 68.00	£ 68.00	0%	Discretionary	1st January 2022
Libraries	Guided tours of the Archive Centre with City Save Card - concessions	Per talk (prices exclude VAT)	£ 54.00	£ 54.00	0%	Discretionary	1st January 2022
Libraries	Filming	Per hour	£ 150.00	£ 150.00	0%	Discretionary	1st January 2022
Libraries	Security charge outside core hours	Per hour (min £30)	£ 16.00	£ 16.00	0%	Discretionary	1st January 2022
Libraries	Archives Digital Imaging and Printing - up to A4 size	Per page	£ 8.00	£ 8.00	0%	Discretionary	1st January 2022
Libraries	Archives Digital Imaging and Printing - up to A3 size	Per page	£ 16.00	£ 16.00	0%	Discretionary	1st January 2022
Libraries	Archives Digital files - low resolutions (web/online use, typical size 500k)	Per file	£ 5.50	£ 5.50	0%	Discretionary	1st January 2022
Libraries	Archives Digital files - medium resolution (standard reproduction, typical size 20mb)	Per file	£ 10.50	£ 10.50	0%	Discretionary	1st January 2022
Libraries	Archives Digital files - high resolution (highest quality reproduction, typical size 50mb)	Per file	£ 16.00	£ 16.00	0%	Discretionary	1st January 2022
Libraries	Archives digital files - CD		£ 3.00	£ 3.00	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Archives self-service photography - up to 10 images (personal use)		£ 5.50	£ 5.50	0%	Discretionary	1st January 2022
Libraries	Archives self-service photography - up to 10 images (commercial & A307 use)		£ 10.50	£ 10.50	0%	Discretionary	1st January 2022
Libraries	Archives research service - local history, business history and Gillow furniture research	Per hour	£ 42.00	£ 42.00	0%	Discretionary	1st January 2022
Libraries	Archives research service - building history	Per hour	£ 64.00	£ 64.00	0%	Discretionary	1st January 2022
Libraries	Friends of Archives membership	Per annum	Individual: £14 or Joint: £22	Individual: £14 or Joint: £22		Discretionary	1st January 2022
Libraries	Local History Network membership	Per annum	£ 25.00	£ 25.00	0%	Discretionary	1st January 2022
Libraries	Lost items belonging to the library	Per item	Full replacement cost (with minimum charges)	Full replacement cost (with minimum charges)		Discretionary	1st January 2022
Libraries	Lost items belonging to other institutions	Per item	Full replacement cost (including any penalty or administrative charge from the other institution)	Full replacement cost (including any penalty or administrative charge from the other institution)		Discretionary	1st January 2022
Libraries	Mayfair Library - wedding ceremony hire	Per Ceremony	£ 100.00	£ 100.00	0%	Discretionary	1st January 2022
Libraries	Refreshments per person	Per booking (prices exclude VAT)	£ 2.50	£ 2.50	0%	Discretionary	1st January 2022
Libraries	Archives storage	Per linear sq metre	£ 44.00	£ 44.00	0%	Discretionary	1st January 2022
Libraries	Westminster Reference Library - Exhibition space	Per week	£ 250.00	£ 250.00	0%	Discretionary	1st January 2022
Libraries	Westminster Reference Library - Exhibition space	Per week	£ 225.00	£ 225.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Ex-small room, Central Westminster	Per hour	£ 30.00	£ 30.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Ex-small room, Central Westminster	Per half day	£ 90.00	£ 90.00	0%	Discretionary	1st January 2022

Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Room hire banding - Ex-small room, Central Westminster	Per day	£ 210.00	£ 210.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Small room, Central Westminster	Per hour	£ 35.00	£ 35.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Small room, Central Westminster	Per half day	£ 120.00	£ 120.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Small room, Central Westminster	Per day	£ 230.00	£ 230.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Medium room, Central Westminster	Per hour	£ 45.00	£ 45.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Medium room, Central Westminster	Per half day	£ 150.00	£ 150.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Medium room, Central Westminster	Per day	£ 280.00	£ 280.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Large room, Central Westminster	Per hour	£ 80.00	£ 80.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Large room, Central Westminster	Per half day	£ 265.00	£ 265.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Large room, Central Westminster	Per day	£ 390.00	£ 390.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Ex-Large room, Central Westminster	Per half day	£ 300.00	£ 300.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Ex-Large room, Central Westminster	Per day	£ 430.00	£ 430.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Ex-small room, Outer Westminster	Per hour	£ 20.00	£ 20.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Ex-small room, Outer Westminster	Per half day	£ 65.00	£ 65.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Ex-small room, Outer Westminster	Per day	£ 120.00	£ 120.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Small room, Outer Westminster	Per hour	£ 25.00	£ 25.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Small room, Outer Westminster	Per half day	£ 85.00	£ 85.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Small room, Outer Westminster	Per day	£ 160.00	£ 160.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Medium room, Outer Westminster	Per hour	£ 35.00	£ 35.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Medium room, Outer Westminster	Per half day	£ 115.00	£ 115.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Medium room, Outer Westminster	Per day	£ 220.00	£ 220.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Large room, Outer Westminster	Per hour	£ 45.00	£ 45.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - Large room, Outer Westminster	Per half day	£ 145.00	£ 145.00	0%	Discretionary	1st January 2022



Income Stream	Description	Unit of measure	Current charge	Proposed charge	% change	Statutory / Discretionary	Effective date
Libraries	Room hire banding - Large room, Outer Westminster	Per day	£ 260.00	£ 260.00	0%	Discretionary	1st January 2022
Libraries	Room hire banding - out of hours additional charge	Per hour	£ 100.00	£ 100.00	0%	Discretionary	1st January 2022
Libraries	Enhanced Membership scheme	Annual		£ 48.00		Discretionary	1st January 2022
Libraries	Event ticket - Maximum charge author and miscellaneous events	Per event		£ 50.00		Discretionary	1st January 2022
Libraries	Event ticket - Maximum charge author and miscellaneous events concession rate	Per event		£ 40.00		Discretionary	1st January 2022
Libraries	Co-working (in house) - Fixed desk	Per month		£ 195.00		Discretionary	1st January 2022
Libraries	Co-working (in house) - Hot desk	Per day		£ 20.00		Discretionary	1st January 2022
Libraries	Co-working (in house) - Hot desk	Per week		£ 45.00		Discretionary	1st January 2022
Libraries	Co-working (in house) - Hot desk	Per month		£ 95.00		Discretionary	1st January 2022
Libraries	Co-working (in house) - Group desk (sits up to 6 people)	Per month		£ 585.00		Discretionary	1st January 2022

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Appendix 2: Savers Croft Proposed Fees

		22/23 Proposed prices (3.1 ave. % inflation)						21/22 Prices and Banding			22/23 Proposed prices and Banding (10.7% ave inflation)		
		Westminster Schools - Price Per Head						Non Westminster Schools - Price Per Head					
Date	Note	21/22 Prices	22/23 Proposed prices (3.1 ave. % inflation)			21/22 Prices and Banding			22/23 Proposed prices and Banding (10.7% ave inflation)				
		Week	Half Week	Weekend	Week	Half Week	Weekend	Week	Half Week	Weekend	Week	Half Week	Weekend
W1 Sept		£130	£68	£67	£134	£70	£69	£235	£141	£119	£249	£150	£140
W2 Sept		£147	£83	£67	£152	£86	£69	£235	£141	£119	£249	£150	£140
W3 Sept		£156	£89	£67	£161	£92	£69	£235	£141	£119	£249	£150	£140
W4 Sept		£151	£86	£67	£156	£89	£69	£235	£141	£119	£249	£150	£140
W1 Oct		£138	£78	£67	£142	£80	£69	£235	£141	£119	£249	£150	£140
W2 Oct		£124	£72	£67	£128	£74	£69	£183	£110	£113	£198	£119	£130
W3 Oct		£117	£69	£67	£121	£71	£69	£183	£110	£113	£198	£119	£130
W4 Oct		£89	£60	£67	£92	£62	£69	£183	£110	£113	£198	£119	£130
W5 Oct		£118	£69	£67	£122	£71	£69	£183	£110	£113	£198	£119	£130
W1 Nov		£118	£69	£68	£122	£71	£70	£150	£90	£103	£165	£99	£119
W2 Nov		£92	£60	£68	£95	£62	£70	£150	£90	£103	£165	£99	£119
W3 Nov		£92	£60	£68	£95	£62	£70	£150	£90	£103	£165	£99	£119
W4 Nov		£77	£60	£74	£79	£62	£76	£150	£90	£103	£165	£99	£119
W1 Dec		£77	£60	£74	£79	£62	£76	£150	£90	£103	£165	£99	£119
W2 Dec		£77	£60	£74	£79	£62	£76	£150	£90	£103	£165	£99	£119
W3 Dec		£77	£60	CLOSED	£79	£62	CLOSED	£150	£90	CLOSED	£165	£99	CLOSED
W4 Dec	Christmas	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
W5 Dec	Christmas	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
W1 Jan		£101	£60	£67	£104	£62	£69	£183	£110	£113	£198	£119	£130
W2 Jan		£114	£68	£67	£118	£70	£69	£183	£110	£113	£198	£119	£130
W3 Jan		£114	£68	£67	£118	£70	£69	£183	£110	£113	£198	£119	£130
W4 Jan		£131	£75	£73	£135	£77	£75	£235	£141	£119	£249	£150	£140
W1 Feb		£132	£77	£73	£136	£79	£75	£235	£141	£119	£249	£150	£140
W2 Feb		£130	£76	£73	£134	£78	£75	£235	£141	£119	£249	£150	£140
W3 Feb		£193	£108	£73	£199	£111	£75	£285	£171	£123	£308	£183	£150
W4 Feb		£201	£111	£73	£207	£114	£75	£285	£171	£123	£308	£183	£150
W1 Mar		£201	£111	£73	£207	£114	£75	£285	£171	£123	£308	£183	£150
W2 Mar		£201	£111	£75	£207	£114	£77	£285	£171	£123	£308	£183	£150
W3 Mar		£201	£111	£73	£207	£114	£75	£285	£171	£123	£308	£183	£150
W4 Mar		£201	£106	£73	£207	£109	£75	£285	£171	£123	£308	£183	£150
W5 Mar		£200	£106	£92	£206	£109	£95	£285	£171	£123	£308	£183	£150
W1 April		£200	£106	£92	£206	£109	£95	£285	£171	£123	£308	£183	£150
W2 April		£125	£106	£92	£129	£109	£95	£285	£171	£123	£308	£183	£150
W3 April		£233	£126	£92	£240	£130	£95	£325	£195	£139	£338	£203	£161
W4 April		£233	£126	£92	£240	£130	£95	£325	£195	£139	£338	£203	£161
W1 May		£176	£126	£92	£181	£130	£95	£325	£195	£139	£338	£203	£161
W2 May		£233	£126	£92	£240	£130	£95	£325	£195	£139	£338	£203	£161
W3 May		£233	£126	£92	£240	£130	£95	£325	£195	£139	£338	£203	£161
W4 May	Half Term	£116	£67	£92	£120	£69	£95	£325	£195	£147	£338	£203	£161
W1 June		£233	£126	£92	£240	£130	£95	£325	£195	£147	£338	£203	£161
W2 June		£233	£126	£77	£240	£130	£79	£325	£195	£147	£338	£203	£161
W3 June		£233	£126	£74	£240	£130	£76	£325	£195	£147	£338	£203	£161
W4 June		£206	£113	£74	£212	£117	£76	£325	£195	£108	£338	£203	£161
W5 June		£163	£91	£74	£168	£94	£76	£325	£195	£108	£338	£203	£161
W1 July		£163	£91	£74	£168	£94	£76	£285	£171	£123	£308	£183	£150
W2 July		£156	£89	£74	£161	£92	£76	£285	£171	£123	£308	£183	£150
W3 July		£161	£90	£67	£166	£93	£69	£183	£110	£113	£198	£119	£130
W4 July		£161	£90	£67	£166	£93	£69	£183	£110	£113	£198	£119	£130
W1 Aug		£160	£90	£67	£165	£93	£69	£183	£110	£113	£198	£119	£130
W2 Aug		£160	£90	£67	£165	£93	£69	£183	£110	£113	£198	£119	£130
W3 Aug		£160	£90	£67	£165	£93	£69	£183	£110	£113	£198	£119	£130
W4 Aug		£160	£90	£67	£165	£93	£69	£183	£110	£113	£198	£119	£130

Seasonal Key
LOW
LOWMID
MID
MIDHIGH
HIGHPEAK

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