



City of Westminster

Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Monday 21st June, 2021**

Time: **6.30 pm**

Venue: **This will be a virtual meeting**

Members: **Councillors:**
Karen Scarborough (Chairman)
Iain Bott
Nafsika Butler-Thalassis
Gotz Mohindra
Adam Hug
Andrew Smith

This will be a virtual meeting. Members of the public and press are welcome to follow the meeting and listen to the discussion Part 1 of the Agenda.

[Link to Live Meeting](#)

This meeting will be livestreamed and recorded. To access the recording after the meeting, please revisit the link.

An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Artemis Kassi, Senior Committee and Governance Officer.

**Email: akassi@westminster.gov.uk Tel: 078 1705 4991
Corporate Website: www.westminster.gov.uk**

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

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve the minutes of the Commission's meeting held on Tuesday 20 April 2021.

(Pages 3 - 8)

4. CHIEF EXECUTIVE'S UPDATE

To receive an update on current and forthcoming issues from Stuart Love, Chief Executive of the Council.

(Pages 9 - 12)

5. REPORT ON THE COUNCIL'S CITY FOR ALL STRATEGY

To receive and review a report on the Council's City for All strategy, following its refresh in March 2021.

(Pages 13 - 20)

6. WORK PROGRAMME

To discuss the work programme for 2021 to 2022.

(Pages 21 - 30)

**Stuart Love
Chief Executive
11 June 2021**



CITY OF WESTMINSTER

MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held virtually on **Thursday 20th April 2021 at 6.30pm**, via Microsoft TEAMS.

Members Present: Councillors Karen Scarborough (Chairman), Iain Bott, Nafsika Butler-Thalassiss, Lorraine Dean, Adam Hug and Andrew Smith.

Also Present: Clare Appleby (Corporate Events Manager), Daniela Brown (Diary and Officer Manager, Lord Mayor's Office), Kate Hand (Head of Climate Change, London Councils), Damian Hemmings (Principal Policy Officer), Amy Jones (Climate Resilience Programme Director), Artemis Kassi (Lead Scrutiny Advisor), Naomi Landau (Campaign Manager), Stuart Love (Chief Executive), Raj Mistry (Executive Director for Environment and City Management), and Councillor Rachael Robathan (Leader of the Council).

1 MEMBERSHIP

- 1.1 Apologies for absence were received from Cllr Gotz Mohindra. Cllr Lorraine Dean substituted for Cllr Mohindra. There were no other changes to the membership.
- 1.2 The chairmen of the four Policy and Scrutiny Committees provided brief updates about the current work of the committees.

2 DECLARATIONS OF INTEREST

- 2.1 There were no declarations of interest.

3 MINUTES

- 3.1 **RESOLVED:** That the minutes of the meeting held on 4th February 2021 be approved as a correct record of proceedings, subject to the amendment of 4.1.4 to read "vaccinations".

4 UPDATE FROM THE LEADER OF THE COUNCIL

- 4.1 Councillor Rachael Robathan (Leader of the Council) provided an update and responded to questions on matters of corporate interest, which included:
 - the impressive roll out of the NHS vaccination programme across Westminster

and the continuing Council support to the NHS for this roll out. Whilst areas of concern around the take-up of the vaccine still remained, Westminster had been the first borough to access data of those in the top nine priority groups. Weekly meetings with MPs and the NHS were being held to maintain pressure on the rollout with deployment of volunteers and promotion of pop-up sites are being promoted.

- the refresh to the corporate strategy, City for All, which had seen the addition of a fourth pillar (“Thriving Economy”).
- the significance of the milestone of 12th April as a key date in the safe emergence of the City from lockdown, including the alfresco dining scheme with some 600 premises having pavement licences. This had required hiring 34 City Marshals to work with City Inspectors on the scheme, for which funding had been secured for six weeks. Off Licences had been asked not to sell alcohol during the day in addition to increased street cleansing, signposting and access to public toilets.

4.2 The Commission discussed in depth the importance of issues around: data cleansing to ensure that all eligible for vaccination are called and receive the vaccine, with the Council providing nuanced feedback to the NHS; the learning gained from holding virtual public meetings; crowd management, with assistance from marshals and the police, and heavy promotion of booking systems; the regeneration of the Oxford Street District and the economy; providing assistance to the NHS, which had been offered from the beginning; the location of vaccination centres, including using faith settings, such as mosques and churches; and the future of outdoor hospitality; preserving temporary cycle lanes in the future.

4.3 The Commission endorsed the Leader of the Council’s report and thanked the Leader and Chief Executive for their contributions.

5. REPORT ON WESTMINSTER CITY COUNCIL’S CLIMATE EMERGENCY PROGRAMME

5.1 Raj Mistry (Executive Director for Environment and City Management) introduced the report. Raj Mistry observed that this was a crucial stage in the development of the programme, with analytical work being done on the emissions challenge, reductions in emissions planned by every directorate and campaigns commenced to drive behaviour change. The Commission heard that in 2018 there had been nearly 44,000 tonnes of emissions, mainly from buildings, followed by transport and waste disposal and that there were ongoing discussions around engagement with the public.

5.2 Kate Hand (Head of Climate Change, London Councils) introduced the work of London Councils, including seven major programmes of collaborative work and work with lead boroughs (Enfield and Waltham Forest), outlining the regional perspective and challenges. Kate Hand observed the timeliness of the Commission’s meeting as on April 20th the Government had announced a new target for cutting emissions by 2035. Kate Hand emphasised the importance of reporting by councils and their emissions profile, as well as the need for

councils to act collaboratively on new planning and development and green spaces. Kate Hand further observed that London had more opportunities than rural spaces, but also had a number of challenges around the built environment and the number of residents. The Commission heard that 52% of Londoners felt that they were affected by climate change and yet the various Councils all had different plans.

5.3 The Commission discussed in depth:

- the importance of issues around lessons learned, including greater engagement with the NHS;
- the Retrofit London programme, including the development of an action plan, the difficulties arising from supply chain issues, the fulfilment of the Green Homes Grant scheme and the need for a ten-year plan;
- the drop in emissions during the first lockdown and its sustainability in the future;
- the development by 22 boroughs of their plans and whether there were any particular shared recommendations or issues;
- plans for the Pimlico District Heating Undertaking (PDHU), including plans to for its decarbonisation;
- electrification of fleets and car-free approaches;
- the potential for furniture recycling, on a similar basis to the Westminster Wheels initiative;
- the balance needed when considering heritage buildings and energy efficiency;
- the scope for and engagement with residents to assist in emissions reduction;
- the potential for increasing electric vehicle charging points across the City, and how residents could be involved in this;
- levels of engagement with migrant communities, and the importance of using local voluntary networks;
- food waste collection;
- segregated cycle lanes; and
- potential increases in residents' energy bills during the lockdown periods.

5.4 The Commission heard that Westminster City Council recognised the scale of this issue and was developing relevant programmes, though in the early stages of this work, including establishing costing. The Commission also heard that London Councils was in the process of finalising a report, the findings of which would be available in the week commencing 3rd May 2021 and that a governance structure was being examined across the boroughs and across London. The Commission was advised that work on the PDHU plant and the feasibility of changes was in progress, including the investigation of heat pumps and sources of waste heat (e.g the London Underground system), in addition to incorporation of lifetime emissions and whole life carbon impacts into more formal policy.

5.5 The Commission heard that the Council had a large reach with regards to campaigns and communications, including electronic newsletters (e-newsletters) which had proved been useful in setting out details of what residents could do to contribute to emission reduction. The Commission also

heard, however, that there was more work to be done to ensure widest possible reach, especially with less engaged communities.

- 5.6 The Commission was advised that there were currently 1,000 electronic vehicle charging points across the City, one of the highest amounts amongst local authorities and that the Communications team was working on a project to detail available locations of points and a new website. The Commission heard that the Council had not received complaints on capacity and that assessments would be made on a case by case basis.
- 5.7 The Commission heard about the regionally focused work being done by London Councils, including a small steering group on climate change, a campaign around active travel, and the importance of having a common branding identity for climate action work. The Commission also heard from Council officers about the focus on engagement with migrant communities involving the work of a specialist agency.
- 5.8 The Commission was advised that discussions with Veolia regarding food waste collection were ongoing and that the issue of increased bills was being examined, given that electricity was up to four times more expensive than gas. The Commission was advised that officers were also investigating the use of heat pump technologies and the retrofitting buildings to supply cost effective energy. The Commission further heard that cycle training activities were being rolled out, and discussions concerning cycle lanes were continuing with TfL as part of an ongoing programme of work.
- 5.9 The Commission commended the Chief Executive for his work on the London Councils Chief Executive Advisory Group, including sharing good practice and economies of scale on a pan-London basis, and noted the phenomenal amount of work in progress at the Council. The Commission further commended continued collaboration and engagement with London Councils by Westminster City Council, engagement with the NHS on climate emergency work and encouraged the Council to show leadership in this crucial programme of work.

ACTION: That the Council explore waste and cleansing initiatives (Raj Mistry).

6. COMMISSION WORK PROGRAMME

- 5.1 As this was the final meeting of this municipal year, the Commission briefly discussed its work programme for the year 2021 to 2022. The Commission requested that potential work programme topics be circulated amongst members, once received from the directorates. The Commission also discussed reviewing climate emergency work as a standing item.

ACTION: That suggested topics for the future work programme be circulated amongst the Commission members, once received from the directorates.

5.2 **RESOLVED** that:

- climate emergency work feature as a standing item in the Commission's work programme until further notice; and

- the delivery of City for All 2020/21 be reviewed at the next meeting, scheduled for June.

6. TERMINATION OF MEETING

6.1 The meeting ended at 20:18.

Next meeting: 21 June 2021

CHAIRMAN: _____

DATE _____

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Date:	21 June 2021
Classification:	General Release
Title:	Chief Executive's Update
Report of:	Stuart Love, Chief Executive
Cabinet Member Portfolio	Leader of the Council
Policy Context:	City for All

1. Executive Summary

- 1.1. This report provides Westminster's Scrutiny Commission with an update on the key issues since the last committee meeting, including elements of the Council's response to the COVID-19 pandemic.

2. Key Areas for Commission's Consideration

- 2.1. The Commission is asked to note the report.

3. Al Fresco Dining Scheme

- 3.1. Helping our hospitality sector reopen safely has been a priority for Westminster City Council. Westminster was the first UK local authority to launch al fresco dining, which pioneered the use of temporary road closures and parking bay spaces to create al fresco dining areas.
- 3.2. Following the easing of lockdown, we re-launched the scheme from April 2021 and have issued nearly 700 pavement licences across Westminster. This has equated to 13,000 additional covers.
- 3.3. Accessibility of the street space has been a focus. We know that accessibility is an issue in Soho. We've listened to feedback from Transport for All and are making changes to improve access across the West End. Ramps are being trialled across the area and we will continue to assess their suitability with the aim of rolling them out to many more locations.
- 3.4. Our City Inspectors and Marshalls continue to engage with businesses in key areas in a daily basis to help support COVID compliance.

4. COVID 19 – Testing and Vaccinations

- 4.1. Increasing local access to the COVID-19 vaccine and testing has been a priority for Westminster.

- 4.2. We have set up the Bi-Borough Roving Vaccine Bus with RBKC, which helps us engage with harder-to-reach communities by targeting locations where low take-up has been identified. So far, it has visited locations such as Church Street, Paddington Recreation Centre and Leicester Square.
- 4.3. We also have our mass vaccination sites, which are currently located at Marble Arch (ETC Centre) and Little Venice Sports Centre, in addition to a variety of community pop up clinics.
- 4.4. Following phone calls to all unvaccinated residents in the first nine JCVI cohorts (over 50s and high-risk groups), we have sent letters to follow up those whom we were unable to reach by telephone.
- 4.5. Westminster now undertakes all contact tracing of positive cases in Westminster. This has led to an increased rate of successful contact to an average of over 80% of all cases contacted.
- 4.6. We also offer rapid flow COVID testing at three community testing sites in the borough and work with high-risk settings to provide testing to vulnerable residents.
- 4.7. Vaccination rates in Westminster remain low in comparison to the rest of the country and London. This is particularly the case in our residents over the age of 70 and remains an area of constant focus for the Council, in ensuring that the NHS and our health partners prioritise our most vulnerable residents.

5. Virtual & Hybrid Meetings

- 5.1. Emergency legislation allowing virtual council meetings ended in May. Since then, the council has moved to a hybrid format where key decisions are made, such as Cabinet and Planning meetings, in line with the law.
- 5.2. This involves a quorum of elected Councillors attending meetings physically and everyone else (officers and members of the public) having the ability to attend virtually. Physical space is also offered to members of the public who would like to be there in person, within COVID restrictions.
- 5.3. The first hybrid planning meeting took place successfully on 11th May.
- 5.4. The pandemic has completely revolutionised how we work, including how we conduct our council meetings. We have found there has been much better public participation to meetings since the shift to working remotely. Therefore, where possible we will continue to facilitate non-decision making meetings in a virtual format to ensure they are accessible as possible to our residents.

6. Oxford Street District

- 6.1. In March, following a 4-week engagement process, we began delivering the first phase of the Oxford Street temporary public realm improvement scheme. When completed by end of June, the designs will bring to the district 40% more trees, over 1,500 new plants from 65 species and double the amount of seating.

- 6.2. We are also making good progress on permanent works in the district, with work starting on our Soho Photography Quarter and Zero Carbon Demonstrator schemes.
- 6.3. Work is progressing well on Marble Arch Hill, our new temporary visitor attraction for the Oxford Street District. The 24-metre-high climbable hill will create a new visitor experience in the West End and deliver sweeping views of Oxford Street, Hyde Park and surrounding areas.
- 6.4. Subject to social distancing and the appropriate guidance, the project will be open for six months and is expected to attract approximately 200,000 visitors, generating significant cumulative spend in the area.

7. Supported Recruitment

- 7.1. In June, the Council welcomed three new members of staff who have been employed through our supported recruitment programme.
- 7.2. This programme aims to get Westminster residents with learning disabilities into work.

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Westminster Scrutiny Commission

Date:	Monday 21 June 2021
Classification:	General Release
Title:	City for All 2021/22 context and governance
Report of:	Mohibur Rahman , Head of Strategy and Performance
Cabinet Member Portfolio	Councillor Rachael Robathan
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Nic Wells , Strategy Manager nwells@westminster.gov.uk

1. Executive Summary

- 1.1 The Council's City for All corporate strategy was published in March 2021. Due to impacts of COVID-19, Brexit and wider high street decline, the Council adapted its strategy from last year to incorporate economic recovery and tackling health inequalities.
- 1.2 As part of this, it created a new, fourth pillar to the strategy named "Thriving Economy". This outlines a programme of economic recovery work benefitting residents and businesses, complementing the existing "Greener & Cleaner", "Vibrant Communities," and "Smart City" pillars. With the addition of Thriving Economy and the increased emphasis on tackling health inequalities, the scope of Vibrant Communities was also amended accordingly.
- 1.3 The development of this corporate strategy typically involves a period of collaborative engagement that includes service managers, senior officers, representatives of residents and businesses, and Council Members to ensure Council strategy addresses its key challenges and reflects the needs of local residents clearly and consistently. An enhanced process of evaluation will follow to help the Council understand its overall impact, risk and success, and indicate where policies and services can be better co-designed with residents in future to achieve maximum impact.

- 1.4 Officers responsible for financial planning, strategy development and programme and project management continue to work together to ensure i) City for All's strategic priorities are driving financial planning and service delivery priorities and ii) the delivery of the strategy achieves desired outcomes and offers value for money.
- 1.5 Progress of City for All delivery is reviewed regularly by senior officers and Members. To make it easier for everyone in the Council to understand what City for All is trying to achieve and facilitate collaborative working, officers are articulating a set of shared, key City for All outcomes. These will form an important part of an enhanced evaluation framework to holistically understand our progress and success.
- 1.6 Aligning financial planning and strategy development, along with stricter programme and project assurance, and all of this aligned to shared, key outcomes supported by an evaluation framework, will help the organisation to be more efficient and effective.

2. Key Matters for the Commission's Consideration

Commission members are requested to provide their views on the following questions related to future City for All strategy development:

- How can the City for All strategy be more widely promoted to local communities to maximise their engagement with it?
- Are there any other areas of City for All the Commission would like to explore in depth?
- How can we ensure further local resident and business engagement in strategy development going forward?

3. Background and progress so far

- 3.1 In March 2020, shortly before the first COVID-19 lockdown, the Council launched a re-designed City for All vision and strategy for 2020/21 that outlined its vision, objectives, and key programmes of work across three pillars: Greener & Cleaner, Vibrant Communities and Smart City. Sections 3.2 - 3.4 and 3.7 – 3.11 below outline key areas of focus in City for All 2020/21 and 2021/22, respectively. This includes an extract of the Council's pledges that demonstrate the breadth of services each pillar covers. The full list of pledges under each pillar can be found in the strategy documents in the Background Papers section at the end of this report. Lead officers will provide verbal updates on City for All delivery.
- 3.2 Greener & Cleaner focusses on tackling climate change, improving air quality, maintaining street cleanliness and excellent open spaces. The outcome we want to achieve is a net zero carbon Council by 2030, and a net zero carbon city by 2040. The work the Council had pledged to deliver includes:

- Establishing a Climate Action Group to review the Council's carbon footprint.
- Completing a policy audit and publishing a green gap report that sets out how it will achieve clean energy, greener homes, and jobs, green communities and become carbon neutral.
- Adopting an Environment Supplementary Planning Document.
- Promoting sustainable modes of transport.
- Implementing the main findings from the Air Quality Plan consultation.
- Reducing waste, transforming recycling facilities and enhancing the Council's environmentally friendly and low emission waste collection service.

3.3 Vibrant Communities focusses on building affordable homes, place-making, supporting economic growth, improving living standards, providing education and employment opportunities, and supporting vulnerable residents. The outcome we want is to keep Westminster an inclusive place, reduce inequalities and provide care to those who need it the most. Key pledges include:

- Opening Beachcroft care home.
- Improving Oxford Street and its surrounding area.
- Continuing engagement with residents for place-making schemes.
- Adopting a new approach for housing repairs and major works.
- Working to make sure business, suppliers and developers create opportunities for residents through community initiatives, employment, or training.
- Ensure adults and children at every age can stay healthy through our partnership approach to education and healthcare with agencies, voluntary sector organisations, libraries, sports and leisure, GP surgeries and other care professionals.

3.4 Smart City focusses on making Westminster a well-connected city, creating a new website for easy interaction with the Council, and using technology to enhance communities' and the Council's capabilities. The outcome we want to achieve is that we harness modern technology to demonstrably improve service provision and value for money. Key pledges include:

- Creating a new Council website.
- Facilitating full-fibre broadband to social housing properties by the end of 2021 and ensuring new affordable housing is built with access to it.
- Trialling smart city technologies such as road sensors, 5G infrastructure and electric vehicle charging points.
- Ensuring IT provision across libraries and that no-one is left behind by not having technology at home.
- Implementing the Digital Street Market project of rolling out Wi-Fi and digital training to Westminster markets.
- Develop and pilot work in Oxford Street with the ambition to be the smartest high street in Europe.

3.5 Throughout the year 2020/21, COVID-19 impacted residents' health and socio-economic wellbeing significantly, and the combination of lockdowns and social distancing requirements has threatened businesses' survival and viability.

- 3.6 COVID-19's impacts on Westminster and its communities have been compounded by the longer-term trend of high street decline. Further, lockdowns and travel restrictions have highlighted Westminster businesses' reliance on visitors. The decline in footfall has typically been greater in cities than their surrounding areas, with Westminster remaining an outlier and reflecting the extreme end of poor recovery of footfall. In Westminster, mobility in retail and recreation locations was still down 55% (compared to pre-pandemic levels) 22-23 May, in comparison to only 28% in Greater London and 19% nationally. While non-London cities also appear to show a greater drop in mobility compared to surrounding areas, this difference is much less pronounced. For example, mobility was only down 29% in Manchester City Centre, compared to 20% in Greater Manchester.
- 3.7 Recognising that the impacts of COVID-19, Brexit and wider economic change were not reflected in last year's City for All 20/21 strategy, the Council re-launched City for All in March 2021 emphasising economic recovery and tackling health inequalities – two key issues that COVID-19 brought into focus. To clearly show the importance of economic recovery for the city and its residents, a fourth pillar called Thriving Economy was added, along with a programme of work that showcased how the Council and city would innovate to take advantage of economic opportunities. City for All 21/22 has also maintained a focus on the Council's net zero emissions targets, with its net zero ambitions reflected across the four pillars. Details about the four pillars and their areas of focus are outlined in sections 3.8 – 3.12.
- 3.8 Thriving Economy outlines a vision in which Westminster's high streets and West End model a sustainable economic recovery and continue to be vital to Westminster neighbourhoods and to the rest of the country. High streets will continue to support their communities, and residents and local businesses will be prepared for future economic change. The outcome we want to achieve is to have an economy that supports businesses and communities through employment, training, and leisure opportunities. Key pledges include:
- Create talent for businesses' growth by up-skilling local employees.
 - Address youth unemployment by extending and improving our youth engagement and skills offer, and by providing and connecting young people and young adults with employment.
 - Take action to stimulate the West End's recovery by supporting new investment and using our convening power to make a case for tailored government support.
 - Facilitating cycling, walking and innovations in movement.
 - Nurturing the creative economy.
 - Leveraging our investment in the Oxford Street District to transform Westminster's retail, cultural and hospitality economy and to test low carbon growth.
- 3.9 Greener and Cleaner maintains its focus on tackling climate change, improving air quality and maintaining street cleanliness and open spaces. It continues to deliver long-term pieces of work originally outlined in City for All 20/21 such as: Creating a net zero council action plan adopting an Environment Supplementary

Planning Document; responding to demand for sustainable transport; implementing the Air Quality Action Plan; supporting schools through improvements to local roads and green infrastructure; and reducing, increasing recycling and minimising collection service emissions. New pledges include:

- Working with residents and businesses to develop a Climate Emergency Action Plan for the city.
- Improving tenants' homes' energy efficiency and seeking funding to decarbonise the Pimlico District Heating Undertaking.
- Working with industry and businesses to reduce, re-mode and re-time their freight, servicing, and deliveries.

3.10 Vibrant Communities continues to include building affordable homes, place making, improving living standards, providing education and employment opportunities, and supporting vulnerable residents. However, it no longer includes economy-related work (as this is reflected in Thriving Economy), and it has added a new focus on tackling health inequalities. New pledges include:

- Improving community resilience, tackling inequalities in life expectancy, empowering residents to access further learning opportunities and demonstrating our impact through our public health report.
- Supporting people's physical and mental wellbeing by creating active environments through our leisure centres, parks, open spaces, and recreation facilities.
- Continuing to build on Westminster Connects to create a new level of civic engagement.
- Enhancing community and environmental facilities, in consultation with residents and estate action plans.
- Introducing an additional licensing scheme to raise standards in private rental housing
- Embracing the use of digital tools to widen and improve participating in and understanding of the planning process.

3.11 Smart City's focus remains similar, though it has a stronger emphasis on digital inclusion, innovation, and more effective use of data. It continues to deliver against the pledges outlined in City for All 20/21, and some new pledges presented in City for All 21/22 include:

- Ensuring digital inclusion to address digital inequality by empowering communities and businesses to develop their digital capabilities and access digital services.
- Using insights and analytics to enhance outcomes and experiences for our customers, and inform future decision making.
Adopting OpenActive to harness open data to encourage more people to take up physical activity.

4. Reflecting an understanding of local places in setting City for All priorities

- 4.1 In Autumn 2020, the Leader identified a need to refresh Westminster's City for All strategy to acknowledge the events of the past year and how the Council's priorities have changed to address the impacts on its residents and businesses. The resulting strategy development process was collaborative, involving Cabinet Members and staff across the Council. Policy officers and service managers helped create a structure for the strategy document by identifying service-specific priorities, the needs of their service user cohort(s), and proposed interventions to address these. This was also informed and challenged by intelligence and analysis to ensure that those priorities are underpinned by an evidence base.
- 4.2 At various stages in the December to March period, Cabinet Members and senior officers iteratively shaped the City for All strategy together to ensure that:
- it appropriately addresses the Council's strategic challenges.
 - the needs of residents and their perspectives are clearly and consistently reflected.
- 4.3 To enhance the assurance mechanism around City for All delivery, officers are improving the strategy's evaluation framework and the insights gathered for this. In addition to providing delivery assurance, the framework is intended to enable consistent reporting of information across the Council and help make City for All outcomes more tangible to all officers (more in section 6.2). The framework will be built using data on: City for All progress, financial and non-financial benefits of pledges and other projects, key service activity performance indicators, internal datasets (e.g. resident surveys) and external datasets (e.g. air quality, unemployment, city-wide carbon emissions). By bringing these datasets together, a more holistic view of City for All impact and value for money will be enabled.

This is part of the council's journey to be more data- and evidence-led by using data more effectively, making data more accessible across the Council, and shifting people to the mindset of wanting and using data to drive decision making and ensure we are delivering the best outcomes possible for our residents, communities, and businesses.

- 4.4 The Council has outlined its desired outcomes in City for All. However, it is recognised that the Council will not always have direct control over these outcomes, and some of them – such as improved air quality and net zero city-wide carbon emissions – are impacted by the activities of others. As a result, securing progress against these outcomes will always present a challenge. Despite this, these outcomes will continue to be included in the evaluation framework because they are strategically important to the Council and enables officers and Councillors to reflect on progress and our role in achieving that.

5. Financial planning and viability

- 5.1 Finance officers work with services to manage and set their budgets, and the Council strategy reflects work that services are delivering or plan to deliver resourced by those budgets. Moving forward, financial planning, programme and project management and strategy development will be further aligned, so that:
- financial planning with services is driven by the Council's medium term strategic outcomes and the need to deliver on those efficiently and effectively;
 - The evaluation framework outlined in sections 4.3-4.4 will incorporate an assessment of financial and non-financial benefits of Council activities, thereby also highlighting the relationship to City for All strategic outcomes and the medium term financial plan.
- 5.2 The Council also delivers projects with external funding, and actively seeks other opportunities for external funding. For example, the Digital Street Market project was partly funded by the EU Regional Development Fund.

6. Organisational leadership and governance

- 6.1 The Executive Leadership Team meets regularly to review the Council's direction of travel against its strategic outcomes, including oversight of key projects, risks or challenges. As part of these discussions, a horizon scanning element informs future risk and opportunity and informs how the organisation will need to innovate to respond effectively.
- 6.2 To help ensure the City for All strategy is fully embedded and tangible to all parts of the organisation, a set of shared, key outcomes will be articulated that can be communicated to all Council employees (and delivery partners) to:
- Make it quick to understand what City for All seeks to achieve.
 - Highlight how officers across the organisation are working toward these same goals.

These will be based on the existing City for All strategy narrative, and will be championed by senior leaders, who can ensure officers are joined up in their approach to City for All delivery.

- 6.3 These key outcomes will be agreed in the second quarter of the financial year 2021/22. Following this, accompanying measures will be identified to track progress against the outcomes. These measures will be a key part of the strategic evaluation framework and will form the internal and external datasets outlined in section 4.3.
- 6.4 Additionally, an internal audit of how the Council scrutinises its service delivery performance has been commissioned. The review will assess the internal governance of how we report and act upon performance information, and it will identify how effective these arrangements are.

6.5 City for All progress is also discussed at weekly Cabinet Member briefings, which senior officers, service leads and policy officers attend.

7. Capacity to deliver

7.1 As part of improving financial planning, value for money and strategy alignment, officers are more strictly reviewing the programmes and projects delivered by the Council. This will enable officers to consider City for All delivery in a holistic way, and prioritise and control programmes to align with City for All's desired outcomes and ensure the Council's capacity to deliver is aligned accordingly.

7.2 Establishing shared outcomes that all officers recognise will be key to prioritising effectively and ensuring we have the capacity to deliver on the right issues because mutual goals help to optimise efficiency. The evaluation framework will also enable the Council to determine the extent to which this is happening e.g. from highlighting key issues and understanding the reasons for performance.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact
Nic Wells nwells@westminster.gov.uk or Mohibur Rahman
mrahman@westminster.gov.uk

APPENDICES

None

BACKGROUND PAPERS

This section is for any background papers used to formulate the report or referred to in the body of the report.

- [City for All Vision and Strategy 2020-21](#)
- [City for All Vision and Strategy 2021-22](#)



Westminster Scrutiny Commission

Date:	21 June 2021
Classification:	General Release
Title:	2020/21 Work Programmes
Report of:	Head of Governance and Councillor Liaison
Cabinet Member Portfolio	Cllr Rachael Robathan, Leader of the Council
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Artemis Kassi akassi@westminster.gov.uk

1. Executive Summary

- 1.1 This report requests the Westminster Scrutiny Commission to review topics for the 2021/22 work programme, including the timing of its Annual Scrutiny Report.

2. Key Matters for the Commission's Consideration

- 2.1 The Commission is asked to review and approve the draft work programme (Appendix 1) and prioritise where required.

3. Work Programme

- 3.1 The proposed list of topics (Appendix 1) takes into account comments by the Commission at previous meetings over the course of the municipal year 2020 to 2021.
- 3.2 The Commission members may wish to suggest items for the 2021 to 2022 Commission work programme in addition to considering any items which it was not possible for the Commission to cover as part of its work programme during the course of the previous municipal year.
- 3.3 The Commission may also wish to consider the timing of its Annual Scrutiny Report. The Annual Report for 2018 – 2019 was previously considered at the Commission's meeting on 1st July 2020. The meetings for the remainder of the year are:

- Monday 22 November 2021;
- Wednesday 9 February 2022; and
- Wednesday 23 March 2022.

3.4 The Commission had decided at its meeting in April 2021 that climate emergency work should feature as a standing item on its work programme. In future, the work programme will reflect this.

If you have any queries about this Report or wish to inspect any of the background papers, please contact Artemis Kassi.

akassi@westminster.gov.uk

APPENDICES:

Appendix 1 – Westminster Scrutiny Commission work programme

Appendix 2 – Action Tracker

Appendix 3 - Terms of Reference

WORK PROGRAMME 2021/2022
Westminster Scrutiny Commission

ROUND ONE 21 JUNE 2021		
Agenda Item	Reasons & objective for item	Represented by
Chief Executive Q&A	To receive an update	Stuart Love, Chief Executive
City for All	To review the progress against the delivery plan for City for All in 2020/21	Stuart Love, Chief Executive Pedro Wrobel
Work Programme for 2021/2022	To discuss the Work Programme for the municipal year (2021 – 2022)	Artemis Kassi, Lead Scrutiny Advisor

ROUND TWO 22 NOVEMBER 2021		
Agenda Item	Reasons & objective for item	Represented by
Leader Q&A	To receive an update	Cllr Rachael Robathan, Leader
Emergency Preparedness (tbc)	To review Emergency Planning and Business Continuity in Westminster	Stuart Love, Chief Executive
Climate Emergency	To receive an update on climate emergency work (standing item)	Raj Mistry (Executive Director for Environment and City Management) Amy Jones (Climate Emergency Programme Director)
Work Programme for 2021/2022	To discuss the Work Programme for the remainder of the municipal year (2021 – 2022)	Artemis Kassi, Lead Scrutiny Advisor

**ROUND THREE
9 FEBRUARY 2022**

Agenda Item	Reasons & objective for item	Represented by
Chief Executive Q&A	To receive an update	Stuart Love, Chief Executive
Climate Emergency	To receive an update on climate emergency work (standing item)	Raj Mistry (Executive Director for Environment and City Management) Amy Jones (Climate Emergency Programme Director)
Work Programme for 2021/2022	To discuss the Work Programme for the remainder of the municipal year (2021 – 2022)	Artemis Kassi, Lead Scrutiny Advisor

**ROUND FOUR
23 MARCH 2022**

Agenda Item	Reasons & objective for item	Represented by
Leader Q&A	To receive an update	Rachael Robathan (Leader of the Council)
Climate Emergency	To receive an update on climate emergency work (standing item)	Raj Mistry (Executive Director for Environment and City Management) Amy Jones (Climate Emergency Programme Director)
Work Programme	To discuss the Work Programme for the next municipal year (2022 – 2023)	Artemis Kassi, Lead Scrutiny Advisor

Unallocated

Agenda Item	Reasons & objective for item	Represented by
Impact of COVID-19 on Council Finance	To receive an update on policies relating to the impact of COVID-19 on Council finances	Gerald Almeroth (Executive Director of Finance and Resources)
Fair Funding Review	To receive an update on the Fair Funding Review and implications for the Council	Gerald Almeroth (Executive Director of Finance and Resources)
Staff Survey	To consider the results of the staff survey and the Council's approach to responding to concerns raised	Lee Witham (Director of Human Resources)
Annual Report	To review the annual scrutiny report	Artemis Kassi, Lead Scrutiny Advisor
Climate Emergency Programme	To receive a progress update since April 2021 (including the proposals for a Climate Action Plan)	Raj Mistry (Executive Director for Environment and City Management) Amy Jones (Climate Emergency Programme Director)

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WESTMINSTER SCRUTINY COMMISSION

Action Tracker 2020/2021

ROUND FIVE 20th April 2021		
Agenda Item	Action	Update
Item 5: Climate Emergency	The Council to explore waste and cleansing initiatives (Raj Mistry)	In progress
Item 6: Work Programme	Climate emergency work to feature as a standing item in the Commission's work programme until further notice	In progress – will appear on the WP from November
Work Programme	Delivery of City for All 2020/21 to be reviewed at the next meeting, scheduled for June	Completed – on the agenda for 21 June 2021
Work Programme	List of topics to be circulated to the Commission members following canvassing of directorates	This will be done in early July
Westminster Scrutiny Commission	All scrutiny members to be reminded about the meeting on 21 June	Completed – on 10 June 2021

ROUND FOUR 4th February 2021		
Agenda Item	Action	Update
Item 5: Work Programme	Circulate the Commission's Terms of Reference to Members	Completed

Reminder to all scrutiny members about Westminster Scrutiny Commission meetings

- This arose as a previous action item (November 2020).
- All scrutiny members reminded about the meeting on 20th April 2021. Future dates and reminders will be issued.

WESTMINSTER SCRUTINY COMMISSION - TERMS OF REFERENCE

COMPOSITION

Six (6) Members of the Council (four nominated by the Majority Party and two by the Minority Party) but shall not include a member of the Cabinet.

TERMS OF REFERENCE

- (a) To carry out those duties assigned to the Westminster Scrutiny Commission as set out in the Constitution.
- (b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's non-executive Committees and Sub-Committees, which are within the broad remit of the Committee, in accordance with the Policy and Scrutiny procedure rules.
- (c) To be responsible for the management and co-ordination of the Policy and Scrutiny function.
- (d) To assign tasks to the most appropriate Policy and Scrutiny Committee, where the issue does not sit within the terms of reference of a particular Policy and Scrutiny Committee.
- (e) To scrutinise the work of the Leader of the Council including at public Question and Answer session(s).
- (f) To approve the Annual Report of Policy and Scrutiny activity, as required under the Constitution.

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