



City of Westminster

# Committee Agenda

Title: **Finance, Smart City and City Management Policy and Scrutiny Committee**

Meeting Date: **Wednesday 24th November, 2021**

Time: **6.30 pm**

Venue: **Hybrid Meeting via Microsoft TEAMS and rooms 18.01-18.03, Westminster City Hall, 64 Victoria Street, SW1E 6QP**

Members: **Councillors:**

<b>Ian Adams</b>	<b>Pancho Lewis</b>
<b>Lorraine Dean</b>	<b>Gotz Mohindra (Chairman)</b>
<b>Paul Dimoldenberg</b>	<b>Eoghain Murphy</b>
<b>Adam Hug</b>	<b>Emily Payne</b>

**Members of the public and press are welcome to attend the meeting and listen to the discussion of Part I of the Agenda.**

[Link to live meeting](#)

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

**Agenda Item 6 contains appendices concerning matters under Section 100 (A) (4) and Part 1 of Schedule 12A to the Local Government Act 1972, (as amended), as per paragraph 3.**

**In the event that the Committee elects to discuss the contents of those appendices, the public and press will be excluded from the meeting for this item of business because it would involve the likely disclosure of exempt information.**

**If you require any further information, please contact the Committee Officer, Lewis Aaltonen.**

**Email: [laalton@westminster.gov.uk](mailto:laalton@westminster.gov.uk)**

**Corporate Website: [www.westminster.gov.uk](http://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 Agenda 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 Governance and Councillor Liaison in advance of the meeting please.

## **AGENDA**

### **PART I (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 from the meetings held on 30 September 2021 and 19 October 2021.

**(Pages 5 - 22)**

**4. CABINET MEMBER UPDATE FOR FINANCE AND SMART CITY**

To receive an update from the Cabinet Member for Finance and Smart City, Councillor Paul Swaddle OBE, on current and forthcoming issues in his portfolio, and to answer questions from Members.

**(Pages 23 - 30)**

**5. CABINET MEMBER UPDATE FOR CITY MANAGEMENT**

To receive an update from the Cabinet Member for City Management, Councillor James Spencer, on current and forthcoming issues in his portfolio, and to answer questions from Members.

**(Pages 31 - 36)**

**6. REPORT ON INTERIM RESULTS FROM TFL E-SCOOTER TRIAL IN WESTMINSTER**

To receive a report on the interim results of the E-Scooter Trial in Westminster, and to answer questions from Members.

**(Pages 37 - 56)**

**7. REPORT ON PARKING IN WESTMINSTER IN THE CONTEXT OF COVID-19**

**(Pages 57 - 64)**

To receive a report on Parking in Westminster in the context of the COVID-19 pandemic, and to answer questions from Members.

**8. WORK PROGRAMME**

**(Pages 65 - 72)**

To consider the Committee's Work Programme for the remainder of the municipal year 2021-2022.

**9. ANY OTHER BUSINESS**

To review any other business considered urgent by the Chairman.

**Stuart Love**  
**Chief Executive**  
**16 November 2021**

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CITY OF WESTMINSTER

## MINUTES

### Finance, Smart City and City Management Policy and Scrutiny Committee

### MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Finance, Smart City and City Management Policy and Scrutiny Committee** held in person in Porchester Hall (address) Porchester Hall, Porchester Road, W2 5HS, on 30 September 2021 at 6.30pm and livestreamed **via Microsoft Teams**.

**Members Present:** Councillors Gotz Mohindra (Chairman), Ian Adams, Geoff Barraclough, Nafsika Butler-Thalassis, Lorraine Dean, Guthrie McKie, Robert Rigby, and Emily Payne.

**Also present:** Councillor James Spencer (Cabinet Member for City Management), Lewis Aaltonen (Policy and Scrutiny Co-Ordinator), Councillor Ruth Bush, Jason Emmett (Police Constable, Metropolitan Police Service), Darsha Gill (Operations Manager, Environment Agency), Councillor Matthew Green, Artemis Kassi (Lead Scrutiny Officer / Statutory Scrutiny Officer), Sam Lumb (Deputy Director of Corporate Affairs, Environment Agency), George Mayhew (Corporate Affairs Director, Thames Water), Raj Mistry (Executive Director of Environment & City Management), Matthew Rimmer (Head of Customer Field Services, Thames Water), Philip Robson (Head of Operations for City Highways, Environment & City Management), Jon Singleton (London Fire Brigade) and Commander Rodney Vitalis (London Fire Brigade).

#### 1. MEMBERSHIP

1.1. Councillor Geoff Barraclough replaced Councillor Paul Dimoldenberg, Councillor Nafsika Butler-Thalassis replaced Councillor Adam Hug, Councillor Guthrie McKie replaced Councillor Pancho Lewis, and Councillor Robert Rigby replaced Councillor Eoghain Murphy for this meeting.

#### 2. DECLARATIONS OF INTEREST

2.1. There were no declarations of interest.

#### 3. MINUTES

3.1. **RESOVLED:** That the minutes of the meeting held on 30 June 2021 would be reviewed at the Committee's next meeting, scheduled for 19 October 2021.

#### **4. WESTMINSTER CITY COUNCIL INTERIM REPORT**

4.1. Before inviting Westminster City Council to present its interim report, the Chairman, Cllr Gotz Mohindra, had explained that this was an extraordinary scrutiny meeting and outlined the format for the meeting. The Chairman had also explained that, in a scrutiny meeting, questions would not be taken from the Public Gallery during the meeting but that one ward councillor from each of the affected wards had been invited to make a short deputation during the meeting, in addition to written deputations in advance of the meeting. Cllr Mohindra also explained that the purpose of scrutiny was to ensure transparency, accountability, better decision-making, improved services for residents and learning. Cllr Mohindra also referred to figures published by the London mayor's office showing that 200,000 homes and workplaces, as well as 25% of rail stations in the capital and 10% of the network, a fifth of London schools, were all at high risk of flooding if extreme temperatures and flooding deteriorated and observed that there were lessons to be taken from the flooding events in Westminster in July.

4.2. The Chairman also outlined the format for the meeting, stating that the Committee would receive presentations on the response to the July flooding incidents from Westminster City Council officers, Thames Water officers and the London Fire Brigade. The Chairman explained that all questions would be asked following the presentations by Westminster City Council officers, Thames Water and the London Fire Brigade.

4.3. The Committee welcomed Councillor Geoff Barraclough to speak on behalf of the residents of Maida Vale Ward. The Committee noted Cllr Barraclough's deputation, which focused on the trauma, loss of property, and peril that residents had experienced. Cllr Barraclough suggested lines of enquiry for the meeting, including: the slow response of relevant authorities, including Thames Water, Westminster City Council, and housing associations, primarily Notthing Hill Genesis; the lack of meaningful support offered to victims; the failure of the Maida Vale Flood Alleviation Scheme; and floodproofing of residents' homes.

4.4. The Committee welcomed Councillor Ruth Bush, who spoke on behalf of the residents of Harrow Road Ward. The Committee heard Councillor Bush's experience on the evening of the floods and was also informed that Harrow Road Ward was not as badly affected as Maida Vale Ward. Cllr Bush highlighted that this could have been due to the reservoir under Tamplin Mews Gardens, which was built by Thames Water specifically to contain the risk of sewer flooding. The Committee noted that the Leader of the Council, Rachael Robathan, had not visited the areas affected until Saturday, 17 July, and it was not known whether Thames Water personnel had done so at all.

4.5. The Committee welcomed Councillor Matthew Green, who spoke on behalf of the residents of Little Venice Ward. The Committee was informed of the devastation that the Councillors of Little Venice Ward had witnessed first-hand, and the anguish of residents, some of whom had been flooded for the third time on 12 July. The Committee was called upon to seek out answers to questions including: Why was it that Thames Water's Maida Vale Flood Alleviation Scheme, installed in 2015 at the cost of £16m, failed? The Scheme had been advertised as preventing flooding for the next century, but had not prevented the flooding on July 12; Why could residents not get in touch with Thames Water on the night of July 12, and why were the Councillors of Little Venice Ward still receiving reports that residents could not get in touch with Thames Water; Whether or not Thames Water representatives were present on the night of July 12, and the following day; Why was it that Thames Water seemed to have underestimated the amount of affected properties and the scale of damages; and why did the Interim Report from Thames Water claim that it could be estimated that damages resulting from the floods were in excess of £1m?

The Committee heard Cllr Green's list of demands on behalf of the residents of Little Venice Ward that Thames Water: take urgent action to provide greater capacity in their sewer systems; act before another severe weather event happened, which could be at any time; and investigate the properties affected on 12 July and pay for the provision and installation of Non-Return Valves, which may have helped to prevent flooding.

The Committee welcomed Councillor Adam Hug, who spoke on behalf of the residents of Westbourne Ward. The Committee was advised that Westminster City Council's response had been slow, and that a review of the Council's internal communications should be undertaken. Cllr Hug highlighted that a street presence from the Council had not been evident on July 12 until very late at night, and Porchester Hall had not been confirmed as a respite centre for affected residents until late in the night, leaving residents unsure where they could go for aid. The Committee was informed that Westbourne Grove Councillors were disappointed with the lack of information provided in Thames Water's report, particularly its failure to address the Flood Alleviation Schemes and clarify why they had not stopped the flooding. The Committee noted that many residents had reported a sudden and dramatic draining away of water within a matter of minutes, with some believing that this was due to the lifting of manhole covers in affected areas. The Committee was notified that it was the view of Westbourne Councillors that Thames Water, as a profitable enterprise, should provide compensation to the victims of the floods on July 12.

4.6. The Committee welcomed Councillor Adam Hug, who spoke on behalf of the residents of Westbourne Ward. The Committee was advised that Westminster City Council's response had been slow, and that a review of the Council's internal communications should be undertaken. Cllr Hug highlighted that a street presence

from the Council had not been evident on July 12 until very late at night, and Porchester Hall had not been confirmed as a respite centre for affected residents until late in the night, leaving residents unsure where they could go for aid. The Committee was informed that Westbourne Grove Councillors were disappointed with the lack of information provided in Thames Water's report, particularly its failure to address the Flood Alleviation Schemes and clarify why they had not stopped the flooding. The Committee noted that many residents had reported a sudden and dramatic draining away of water within a matter of minutes, with some believing that this was due to the lifting of manhole covers in affected areas. The Committee was notified that it was the view of Westbourne Councillors that Thames Water, as a profitable enterprise, should provide compensation to the victims of the floods on July 12.

- 4.7. The Committee welcomed Councillor Emily Payne, who spoke on behalf of the residents of Bayswater Ward. The Committee was informed that in Bayswater homeowners had been forced to evacuate, and landlords had lost tenants, causing huge financial implications. Cllr Payne also highlighted any shops and businesses in Bayswater had been decimated, and the Committee appreciated that these events were crippling in the context of the recent re-opening of the City's high streets. The Committee was made aware that Housing Associations had been failing to adequately maintain properties in the affected areas, contributing to the severity of home flooding. The Committee noted that immense work had been undertaken to construct a pumped storage shaft on the Hallfield Road Estate and queried whether this storage shaft was fully operational on July 12.
- 4.8. The Committee welcomed Councillor Robert Rigby, who spoke on behalf of the residents of Regent's Park Ward. The Committee was notified that several mansion blocks in Regent's Park Ward had been badly affected, with some residents forced to vacate their properties as they were flooded with contaminated water, because local drainage infrastructure was unable to cope with the level of rainfall on July 12. The Committee noted the concern that this would not be a one-off occurrence, and stated it was imperative that the relevant authorities act quickly to protect Westminster residents from future flooding.
- 4.9. The Committee noted written submissions from Councillors Susie Burbridge on behalf of Lancaster Gate ward, Selina Short, representing Vincent Square Ward, Christabel Flight on behalf of Warwick Ward, Tim Mitchell on behalf of St. James' Ward, and Elizabeth Hitchcock on behalf of Knightsbridge and Belgravia Ward. It was noted that Tony Devenish, also a Councillor representing Knightsbridge and Belgravia Ward, had chaired a meeting regarding the flooding events of July at the Greater London Authority (GLA).
- 4.10. The Committee welcomed Councillor James Spencer, Cabinet Member for City Management to introduce the Interim Report from Westminster City Council. The Committee was assured that flooding was a huge concern for Westminster City Council, that residents' concerns had been heard and that with the onset of climate

change, the Council was keenly aware that flooding events such as the July incidents were likely to become increasingly common. Cllr Spencer stated that, in the context of climate change, it was no longer possible to hide behind the argument that flooding events such as these would occur once in 30 years. Cllr Spencer acknowledged that the response of Westminster City Council could have been better, but highlighted the vital role of City Inspectors in keeping the City safe as well as the work of Westminster Connects.

4.11. The Committee welcomed Phil Robson (Head of Operations for City Highways, Environment & City Management) to introduce the Interim Report. The Committee was made aware that a survey designed to gather information about affected residents was being kept open until December 17 2021, in order to gain as many reports as possible. The Committee was provided with information on the details of the flooding events in July and how 'super-cell rainfall' in extreme volume had overwhelmed the sewer system. The Committee also heard that, whilst Westminster gullies were cleared regularly, there would be a review of the frequency of gully clearings, to ensure that blockages in gullies would not contribute to pressure on drainage systems.

## **5. THAMES WATER INTERIM BRIEFING REPORT**

5.1. The Committee welcomed Matthew Rimmer and George Mayhew to introduce the Interim Briefing Report from Thames Water.

5.2. The Committee was informed that Thames Water's Interim Briefing Report, and the evidence they would provide at this meeting applied to the events of both July 12 and July 25.

5.3. The Committee heard that heavy rainfall had overwhelmed Thames Water's drainage systems, including the Maida Vale Flood Alleviation Scheme. The Committee was advised that Thames Water considered their response on the nights of the floods to be unacceptable and that residents having to wait hours to contact Thames Water, and the time taken for Thames Water officers to arrive on scene was as also considered unacceptable. The Committee further heard that the storm itself had not been predicted, despite Thames Water's close monitoring of the weather. The Committee was informed that Thames Water would introduce a new telephony system and work rota, to improve on response rate.

5.4. The Committee accepted that, whilst this did not excuse the events of the night, nor absolve any party present, the predominant cause of the floods had been the intensity and volume of rainfall in a short space of time.

## **6. LONDON FIRE BRIGADE BRIEFING REPORT**

- 6.1. The Committee welcomed Borough Commander Rodney Vitalis and Station Commander Jon Singleton of the London Fire Brigade (LFB) to introduce the London Fire Brigade Briefing Report.
- 6.2. The Committee heard that on July 12 2021, the London Fire Brigade Control had experienced the busiest call rate in its recorded history. Commander Vitalis advised the Committee that at approximately 7:30PM, the LFB had declared a major incident due to heavy rainfall causing a series of flooding events across northwest and southwest London and that by midnight, the call rate had escalated to 1755 calls, whereas on a normal night at this time, calls would have averaged 115. The Committee was presented with some examples of calls which the LFB received, including people trapped inside vehicles by high water; flooding in residential premises; evacuating or rescuing people trapped inside their homes; flooding incidents where there was a risk of fire; partial collapse of structures due to water pressure; and flooding of other premises, such as transport hubs and electrical substations.
- 6.3. The Committee was informed of the LFB's method of responding to these incidents via the process of 'batch mobilising,' whereby officers would be dispatched in groups to a hub in a local area with multiple appliances (fire engines) in order to rapidly deploy in that area. The Committee heard that on July 12, Wandsworth Fire Station, Hammersmith Fire Station, and Paddington Fire Station were used as hubs for batch mobilising. Commander Vitalis introduced Station Commander Jon Singleton who had been present on the night of July 12 at Paddington Fire Station, co-ordinating the mobilisation of officers and vehicles to respond to incidents. The Committee welcomed the knowledge that calls to the LFB were triaged based on priority, with preservation of life being the key determiner in mobilisation.
- 6.4. The Committee welcomed Darsha Gill (Operations Manager, Environment Agency), and Sam Lumb (Deputy Director of Corporate Affairs, Environment Agency), to introduce the Environment Agency (EA) and to provide contextual information about the Environment Agency and its role in flood prevention and management. The Committee heard how the EA's role was to lead on flood risk prevention, primarily for main rivers and coastal areas, whereas local authorities had the lead on surface water, though the EA supported and worked in partnership with other authorities for flood management. The Committee heard how, as such, representatives from the EA were attending this meeting in this supporting capacity and due to the EA's strategic role in flood management. The Committee was however advised that the EA did have a role in emergency response, and so did assist with urgent responses to flooding incidents, for example, supporting with pumping water. The Committee was

informed that the EA had issued multiple flood warnings throughout the period of July 2021.

6.5. The Committee welcomed PC Jason Emmett, from the Maida Vale Safer Neighbourhood Team, who spoke on behalf of the Metropolitan Police Service (MPS). The Committee heard that on July 12, Maida Vale was one of the most severely affected areas, though on July 25, areas such as Kilburn Park Road were hit hardest. The MPS had posted officers on 'reassurance patrols' after the events, with the purpose of reassuring residents who had had to leave their homes that their neighbourhoods were safe and that their properties would remain secure. PC Jason Emmett highlighted how residents had been forced to leave in a hurry, and so had not had the time or ability to secure belongings or take security precautions. The Committee also heard that concerns had been raised by residents that looting may have been an issue, whereas the MPS patrols had allowed residents to feel more assured that they would not be subject to thefts or break-ins if they had vacated their homes.

6.6. The Committee commended the collaborative work whereby the MPS had liaised with the Council, Thames Water and other authorities, in order to provide clearance to any workmen or builders who were undertaking repairs in affected areas, and to reassure residents that these teams were indeed legitimate operators, rather than opportunistic criminals.

6.7. The Committee was invited by the Chairman to ask questions to any or all of the parties present. The Committee was informed that residents had been invited to submit questions before the meeting via email. And that more than 40 questions had been received. The Chairman highlighted one question, submitted by a resident of Kilburn Park Road, about how Westminster City Council and Thames Water intended to compensate the victims of the flooding, in respect of "emotional hardship, loss of sentimental items, constantly moving between temporary homes, and having to live with the memory" in addition to how they would work with insurance companies to make sure the premium of buildings and content insurance were affordable for those affected, if insurance can still be obtained.

6.8. The Committee heard from Raj Mistry (Executive Director of Environment & City Management) on behalf of Westminster City Council, who answered that the welfare of Westminster residents was a priority for the Council, as well as ensuring that support was provided for businesses. The Committee was advised that the Council had provided on-site assistance in the wake of the events, as well as offering free bulky waste collections for residents affected by the floods. Further Raj Mistry advised that 57 Council Tax discounts had been

granted to victims of flooding, and support had been offered to businesses that had applied for hardship relief.

- 6.9. The Committee was then advised by Matthew Rimmer that Thames Water did not believe that any of its assets had failed, and so failures of Thames Water infrastructure were not to blame for the floods. The Committee was further advised that the Independent Review, commissioned by Thames Water, due for publication next year, would indicate whether or not this claim was correct.
- 6.10. The Committee was informed that there were no plans for compensation from Thames Water to affected residents, though were the Independent Review to find that Thames Water's infrastructure or assets had been to blame, then the question of compensation would be revisited. The Committee was informed that Mr. Rimmer had worked at Thames Water for six years, and had only been witness to one such event where compensation had been provided to persons affected by flooding.
- 6.11. The Committee requested advice from the Environment Agency on what measures could be taken by Thames Water to alleviate flooding, especially given that a flooding event of a similar scale had taken place only eight years ago, affecting some of the same areas, and that steps taken thus far by Thames Water had failed. The Committee was informed that the Environment Agency held an overview role, and that the likely issue was sheer capacity in the sewer network, and that on a national scale, similar issues of capacity had caused flooding events in other areas of the country.
- 6.12. The Committee noted its thanks to and commended the London Fire Brigade for the crucial work it had done on the night of July 12.
- 6.13. The Committee also noted that, at the online meeting regarding floods held by Westminster City Council on July 30, Thames Water representatives had indicated that the floods could not have been prevented, but would happen again. Given this, the Committee requested information from Thames Water and Westminster City Council on what measures residents could take to flood-proof their homes, and who should bear the cost of these efforts. The Committee heard from Thames Water informative details about the specifics of the flooding incidents, including how some residents' homes had been flooded by an internal route, as foul water came back up through drains within homes, via showers and sinks. The Committee also heard how in other instances, water had rushed in from the street, seeping through doors or windows and that these two routes of water ingress had different prevention measures. The Committee was informed that, in the case of flooding from internal drains, Thames Water would provide the means to preventing future flooding and that Thames Water had been gathering data on affected properties to assess which homes had been affected this way.

- 6.14. The Committee further heard from Phil Robson that the geography of the flooding events was very small, and that, while there had been a torrential downpour in the north of the City, at the same time the sun had been shining brightly at City Hall in Victoria, for example. Officers advised that it was therefore very difficult to provide specific information on flood prevention, as circumstances varied between areas in Westminster, though Sustainable Urban Drainage Systems (SUDS) were mentioned as one method of storing excess water that has flooded a street, which would provide temporary additional capacity where sewers were overwhelmed. Officers also highlighted how residents could take specific measures within their homes, including waterproof paint, doors with watertight seals to block water penetration, and the raising of plugholes to provide more room for water to rise without spilling over into the property. The Committee was told that conversations would be held between Westminster City Council, Thames Water, and the Environment Agency to determine whether there was a higher risk of flooding that could be applied to Westminster, and what improvements in infrastructure could be made.
- 6.15. The Committee requested further information from Thames Water on the technologies that they would provide to basement flats that were flooded with water from internal drains, and how affected residents could make certain that they were included in this offer. The Committee was notified that the flooding events on July 12 were of a similar scale to those that occurred in 2007, which had led to a large-scale review of flood defences across London, and a series of investment schemes, some of which had been delivered by Thames Water. The Committee heard that the scale of the event had been larger than just Westminster and was advised that the solution, therefore, would also need to be on a scale larger than just Westminster. The Committee heard that, while Thames Water representatives understood that residents were rightly angry that the Maida Vale Flood Alleviation Scheme had not protected them, the storm that had struck on July 12 had been beyond the capabilities of that scheme.
- 6.16. The Committee raised the point that in Thames Water's Interim Report, it was indicated that the Maida Vale Flood Alleviation Scheme would not function correctly if the River Thames was at high tide. The Committee asked whether this was well known by Thames Water, and if so, why it had been allowed to stand. The Committee heard that when the Thames was at high tide, Thames Water was unable to deposit excess water from their system into the river. It was noted that this was unlikely to have worsened the flooding in Westminster due to its physical distance from the river. The Committee was notified that the London Borough of Hammersmith and Fulham may have suffered worse flooding due to high tides.
- 6.17. The Committee enquired about the insurance claims and premiums of affected residents. From Raj Mistry, the Committee heard that while the Council

could not provide direct payments for any insurance claims, they could provide support and information. From Thames Water, the Committee heard that Thames Water could also not provide direct pay-outs, but that there was a trust fund operated by the organisation that provided financial relief for those facing hardship as a result of flooding, and those residents were welcome to apply for aid.

6.18. The Committee queried the statement in the Thames Water Interim Report that the Met Office had declared that the amount of rainfall seen on July 12 was an event that would only happen once a century and observed that this was not correct, as floods had occurred as recently as 2007. The Committee was challenged in return that if these events were to be more common, a joint effort would be needed to protect residents, not only of Westminster, but of London as a whole, from flooding.

6.19. The Committee was given further context explaining the causes of the floods, including how the direction of the weather had played a role, as the storm moved from north to south, hitting Brent before Westminster. The Committee heard how the sewer network of London also followed this route, meaning that the infrastructure had even less possibility of coping.

6.20. The Committee discussed the possibility of a major overhaul of London's sewer network, considering its age and the considerably lower population it had originally been designed to service. The Committee was informed that while this may be a helpful line of scrutiny, the scale of such a project may prove impossible to deliver, and also would not be a matter for Thames Water alone to consider.

6.21. The Committee then discussed the reality of climate change and the environmental impact of infrastructure, and asked whether the Council could take steps to improve the resilience of the City, such as preventing the paving over of gardens, which would otherwise be permeable and help to alleviate standing water. The Committee was advised that the Council had limited or no powers to prevent the paving over of permeable turf, but that it could ask people to consider their environment and the sustainability of their properties. SUDS were raised as one measure that would provide sustainable water capacity.

6.22. The Committee invited Councillor James Spencer to speak on this topic in his capacity as Cabinet Member for City Management. The Committee welcomed the information that all of the Council's existing large public realm works were including SUDS as a key design element.

6.23. The Committee requested assurance for residents from Westminster City Council officers that Westminster's gullies were cleared regularly and to a high standard. The Committee was reassured that when inspecting gullies, a target of no higher silt level than 70% was expected, and that Westminster's 14,000 gullies were in good working order.

- 6.24. The Committee also raised the installation of Closed Circuit Television (CCTV) surveillance near gullies and was advised that this measure was one tool that could help prevent obstruction or wrongful parking on top of lateral pipes or gullies themselves.
- 6.25. The Committee again raised that a resident in attendance had lived in eight different hotels in the past eight weeks. The Committee was pleased to hear that the Council would look at this case specifically in the coming days.
- 6.26. The Committee enquired about the seeming delay in residents' homes being repaired, and asked why many residents were still living in temporary accommodation multiple months after the flooding events. The Committee was given an update from Council officers that 30 residents of properties owned by the Council were living in temporary accommodation, and that their homes were undergoing renovations to make them habitable again, but that there had been an initial delay in commencing works as time had to be allowed for the homes to dry out sufficiently. The scale of the works required was also noted as a reason for the delay to repairs.
- 6.27. The Committee observed that instances of flooding had been severely underreported in Bayswater Ward, and requested that Thames Water factor that into any ongoing or future data analysis. The Committee was informed that Thames Water had received over 1,000 reports of flood damage to date, and that the organisation had implemented a simple Microsoft Form process for residents to report flooding. It was agreed that this form would be distributed at a later date, to improve the data gathered.
- 6.28. The Committee noted that in Thames Water's Interim Report, different actions seemed to take place after an amber warning was declared. The Committee was advised that an amber warning indicated a much greater alarm and a much higher level of alert for Thames Water. Had the amber warning been received earlier, it would have given more notice to the organisation, but may not ultimately have affected Thames Water's response, as the storm was unpredictable, sudden, and explosive.
- 6.29. The Committee expressed that the drainage of storm and sewer water into the Thames must have had severe environmental impacts, and was informed that the Thames Tideway Tunnel was a scheme designed to reduce significantly the frequency of pumping excess water into the river. The Committee was advised that the scheme was expected to begin operating within the next two to three years.
- 6.30. The Committee asked the London Fire Brigade why it had only declared a major incident at approximately 7:45PM on July 12. The Committee heard that major incidents were rarely declared 'at the drop of a hat,' and that due consideration had to be given to the rest of London, so that adequate capacity

and equipment was in place to service the whole of London when addressing the major incident.

- 6.31. The Committee welcomed the commitment of Westminster City Council that it would endeavour to provide answers to the written questions submitted in advance of the meeting as soon as possible, working in collaboration with Thames Water and the other responsible organisations as necessary.
- 6.32. The Committee returned to the topic of insurance, and heard from Councillor James Spencer that it was his intention to develop a strategy with the purpose of ensuring that residents had access to affordable insurance.
- 6.33. The Committee raised that many residents claimed to have been witness to, or had heard second hand, that in the evening of July 12, the London Fire Brigade had arrived on scene at Kilburn Park Road, made an undetermined action, and the water had there after rapidly drained away. The Committee was advised that if the action that was being referred to was in fact the lifting of manhole covers, then this measure could alleviate flooding if the sewer has any capacity, as lifting a manhole cover would have provided an escape route for water.
- 6.34. The Committee was further informed that if Thames Water's modelling was correct, the sewer network beneath Kilburn Park Road was over capacity between approximately 4:30PM and 6:30PM. Later than this time period, the sewer would have had some capacity, and so lifting manhole covers would have been a viable option to begin draining the flood water. However, this option was not always safe and so was not recommended by Thames Water. The Committee was asked for further information about this incident by the London Fire Brigade, as they had extensive numbers of officers on site, and initial investigations into the events of the night had not uncovered the source of this rumour, if it had in fact been witnessed. It was agreed that any evidence of these events should be submitted to the Chairman of the Committee, in order that it be examined and shared with the London Fire Brigade.
- 6.35. The Committee asked Thames Water whether the organisation would inspect affected properties, and install Non-Return Valves at its own cost. The Committee was pleased to hear that Thames Water would undertake this action, although Non-Return Valves would only protect properties from sewer surcharge flooding and the devices would not provide any additional defence from flooding via surface water. The Committee heard that Non-Return Valves operated by sealing off a property's drainage system so that sewer surcharge was not able to flood a home, but that this mechanism carried its own risk: any water draining down plugholes, sinks or drains within the property would have nowhere to go and therefore, the risk of 'self-flooding' would increase when these devices were fitted.

6.36. The Committee enquired about the Independent Review from Thames Water, which would cover multiple affected London boroughs. The Committee was made aware that three independent flooding experts would form the panel for this Review, accompanied by: Thames Water's regulator, The Water Services Regulation Authority (OFWAT); the Greater London Authority; and representatives from the affected London Boroughs, including Westminster.

6.37. The Committee was advised about the state of gullies in the affected areas on July 12 and 25 and how in some instances where gullies had not recently been cleared, this was due to an obstruction by a vehicle or other item that had blocked access, or that the access grates to the gullies were seized shut or stuck. Officers advised that in these instances, a repeat visit was necessary, and special equipment had to be used to provide access to the gullies so that they could be cleaned.

## **7. WORK PROGRAMME**

7.1. The Committee discussed its work programme and discussed establishing a task group to work to protect communities from flooding events, investigate the causes of flooding, and assist residents with insurance claims should be created. The Committee noted that the full report from Thames Water was due in early 2022, and the Committee requested that any other external organisations composing reports on this matter share them with the Committee. The Committee considered reviewing the flooding events at a meeting in 2022, once the Thames Water Independent Review was available. The Chairman advised that the next meeting of the Committee was scheduled for 19 October 2021 and thanked all for their attendance.

## **8. TERMINATION OF MEETING**

8.1 The meeting ended at 8.30pm.

CHAIRMAN \_\_\_\_\_ DATE \_\_\_\_\_

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CITY OF WESTMINSTER

# MINUTES

## Finance, Smart City and City Management Policy and Scrutiny Committee

### MINUTES OF PROCEEDINGS

Minutes of a hybrid meeting of the **Finance, Smart City and City Management Policy and Scrutiny Committee** held at 6.30pm on Tuesday 19<sup>th</sup> October 2021.

**Councillors Present:** Councillors Gotz Mohindra (Chairman), Ian Adams, Lorraine Dean, Paul Dimoldenberg, Adam Hug, Pancho Lewis, Eoghain Murphy and Emily Payne.

**Also Present:** Councillor James Spencer (Cabinet Member), Councillor Paul Swaddle (Cabinet Member), Lewis Aaltonen (Policy and Scrutiny Co-Ordinator), Raj Mistry (Executive Director for Environment and City Management), Philip Robson (Head of Operations, City Highways), Gerald Almeroth (Executive Director for Finance and Resources), Ed Humphreys (Head of Commercial), Nicole Repetto (Head of Procurement), Natalie Evans (Responsible Procurement Manager), Hannah Small (Policy and Scrutiny Co-Ordinator) and Veronica Christopher (Portfolio Advisor).

### AGENDA PART 1

#### 1. MEMBERSHIP

1.1. Councillor Susie Burbridge replaced Councillor Eoghain Murphy for this meeting.

#### 2. DECLARATIONS OF INTEREST

2.1. There were no Declarations of Interest.

#### 3. MINUTES

3.1. **RESOLVED:** That the minutes of the meeting on 30<sup>th</sup> June 2021 were approved as a correct record of proceedings.

#### **4. CABINET MEMBER UPDATE: CITY MANAGEMENT**

4.1. The Committee received a written update from the Cabinet Member for City Management, who responded to questions on the report and his wider portfolio. Questions and discussion themes included:

- The Veolia contract, including the number of BIDs received and whether the Council had considered jointly procuring Veolia with neighbouring local authorities. The Committee discussed that the contract will be up for full renegotiation in 2024.
- The Committee discussed what were the problem areas in the Veolia contract that needed addressing. The Cabinet Member informed the Committee that the Council needed access to more deep clean machines.
- Whether the Council needed to increase its enforcement action to tackle rubbish dumping hotspots. The Committee were informed that work was underway with the Cabinet Member for Communities and Regeneration to increase enforcement.
- The number of EV charging points across the city and their accessibility, technology and location. Officers informed the Committee that the technology is changing on average every few months, so the Council also needs to ensure that they keep pace with these changes.
- The Committee praised the number of drop curves in Soho for wheelchair users and asked if more could be installed. Officers informed the Committee that work is underway with TFL and charitable partners to make the city more accessible.
- The number and location of cycle hangers across the city. The Committee were informed that the Council is currently engaging with residents on where more cycle hangers should be located.
- Street cleaning and public urination in Al-Fresco scheme areas. Officers informed the Committee that installing temporary public conveniences was demand lead and that other actions are being taken, such as directing the public to other public conveniences.
- Where the Council sends its food waste and whether this was eco-friendly. Westminster's food waste is processed in Hertfordshire and turned into fertiliser.

#### **Actions**

1. For Officers to keep Councillor Lorraine Dean up to date with making the City more accessible to disabled residents and visitors.

#### **5. CABINET MEMBER UPDATE: FINANCE AND SMART CITY**

5.1. The Committee received a written update from the Cabinet Member for Finance and Smart City, who responded to questions on the report and his wider portfolio. Questions and discussion themes included:

- The roll-out of full fibre broadband in social housing and whether this can be rolled out to special schools across the City. The Committee went on to discuss digital exclusion and the reasons why some residents experience digital exclusion.

- Privacy and data protection concerns of the Council. The Committee discussed the threat of terrorism and they were informed that the Council are currently working with security services to ensure their data is safely secured.
- The disaggregation of Bi-Borough IT shared services and the financial advantages this will bring to Westminster City Council.
- The budget forecast and the impact of inflation and COVID-19 grants. Officers informed the Committee that it was challenging to forecast future budgets as they are unsure if the Council will receive further central Government COVID-19 grants and what the local government funding settlement will be over the next three years. Officers reflected that they also need to analysis the post September 2021 figures in order to assess the impact of workers returning to the City.
- The success of the Inside Out festival and the COVID-19 safety measures in place. The Cabinet Member informed the Committee that the Council follows Government guidance and legislation on COVID-19 safety measures.

## 6. PROCUREMENT STRATEGY REPORT

6.1. The Committee received a report from Ed Humphreys and Nicole Repetto, Interim Director of Commercial Partnerships (Job share) on the Council's procurement strategy. Questions and discussion themes included:

- The Committee reflected that the Council spends over £500 million on third party services and discussed what quality and quantitative objectives the procurement strategy is evaluated by.
- How the procurement team reviews contracts and learns lessons from them. Officers informed the Committee that they have developed a new survey system that goes out to clients and that 'lessons learnt' reviews were undertaken on large contracts.
- The Committee discussed diversity and inclusion and how the Council can ensure clients they work embody this. Veolia was used as an example; they had offered up to 10 places to people with SEND yet only 2 places had been allocated.
- The experiences of small businesses when tendering for Council contracts. Members reflected that the process was bureaucratic and often provided little feedback for applicants. Officers informed the Committee that they are looking to have more links with smaller suppliers and that tendering opportunities would be shared with a wider audience in order to attract more SME applicants.
- Members discussed [The Preston Model](#) and ensuring that Westminster City Council adopted a similar ethos, of procuring services locally that employ residents and contribute to the local economy where possible.
- Competitive tendering and the decline in companies putting themselves forward for contracts. Officers told the Committee that due to the COVID-19 pandemic, it was important to ensure service continuity in some areas, however more contracts would be coming out to tender over the next year.

### Actions

1. For the Committee to receive an annual report on procurement that includes a summary of the top ten procurement contracts at the Council, a summary of lessons learnt reports on procurement contracts and benchmarking data against other local authority contracts to ensure value for money

## **7. WORK PROGRAMME**

- 7.1. The Committee reviewed and noted potential items to be prioritised for the work programme over the remainder of the municipal year.
- 7.2. The Committee discussed moving the allocated agenda item for the November Policy and Scrutiny Committee to the next session. The Policy and Scrutiny Co-ordinator agreed to canvas for other agenda items ahead of the November Committee meeting.

## **8. TERMINATION OF MEETING**

- 9.1 The meeting ended at 8.45pm.

CHAIRMAN \_\_\_\_\_ DATE \_\_\_\_\_



<b>Date:</b>	24 November 2021
<b>Report of:</b>	Councillor Paul Swaddle OBE
<b>Cabinet Member Portfolio</b>	Cabinet Member for Finance and Smart City
<b>Report Author and Contact Details:</b>	Veronica Christopher, Portfolio Advisor (vchristopher@westminster.gov.uk or 07929 664101)

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### **CITY FOR ALL VISION AND STRATEGY (2021 – 2022) – FINANCE AND SMART CITY PRIORITIES**

#### **Summary**

This report provides the Scrutiny Committee with an update on key aspects relating to Finance and Smart City.

#### **Medium Term Financial Planning (MTFP) and Budget Setting**

The £43.080m gap as approved by Full Council in March 2021 comprises the following key items:

- An estimated reduction in core funding arising from the Fair Funding Review that was initially earmarked for implementation in April 2021. This anticipates a c£9m year-on-year loss of core grant funding.
- Government policy changes around New Homes Bonus will reduce the number of years of legacy payments leading to an estimated £6m fall in funding to 2023/24.
- Social care grants announced as one-off in the last local government financial settlement cease from 2022/23.
- Additional corporate pressures are accounted for each year to take into account inflationary increases on salaries and contracts.
- Annual capital financing costs of £3m per annum are included in the MTFP to allow the Council to deliver its capital programme
- Corporate pressures and contingency budgets are annually built into the MTFP to allow the Council to mitigate any unforeseen pressures that may arise. This was increased in 2021/22 to ensure the impact of Covid on the Council's finances could be minimised as far as possible
- Departmental savings and pressures approved at March 2021 Full Council are also factored in

Subsequent changes to the Medium-Term Financial Plan were reported to Cabinet in July outlining a total budget gap of £51.283m up to 2024/25. The increase from £43.080m to £51.283m is outlined in the table below:

	2022/23 over 2021/22 £'m	2023/24 over 2022/23 £'m	2024/25 over 2023/24 £'m	Total
Funding Gap - as agreed by Full Council	22.374	20.706	0.000	43.080
Core Funding Losses	0.100	0.800	9.100	10.000
New Homes Bonus - continuation of scheme	0.000	(1.440)	(1.440)	(2.880)
Council Tax Prior Year Deficit	0.160	0.000	0.000	0.160
Council Tax Base Growth	0.000	0.000	(0.876)	(0.876)
Corporate and Service Pressures additional year	0.000	0.000	13.500	13.500
<b>Total</b>	<b>22.633</b>	<b>20.066</b>	<b>20.284</b>	<b>62.983</b>
<b>Other Adjustments</b>				
Concessionary fares	(1.700)	0.000	0.000	(1.700)
Final pension deficit payment	(10.000)	0.000	0.000	(10.000)
<b>Total</b>	<b>(11.700)</b>	<b>0.000</b>	<b>0.000</b>	<b>(11.700)</b>
<b>Grand Total</b>	<b>10.933</b>	<b>20.066</b>	<b>20.284</b>	<b>51.283</b>
<b>Annual Gross Budget (£m)</b>				<b>658.00</b>
<b>Total gap as a % of annual gross budget</b>				<b>7.8%</b>

Table 1: Medium-Term Financial Plan – July 2021 Cabinet

At the time of writing, the expectation was that Government would implement the funding changes expected from the Fair Funding Review from April 2022, from which Westminster City Council anticipates a significant fall in core funding. Following October's Spending Review announcements; no statement was made about the Fair Funding Review, so the impact has been moved back to 2023/24.

Further changes to the MTFP have been made since July as more information has become available from the finance monitor and from October's Spending Review. The updated MTFP will be reported at the annual Budget Scrutiny Committees in January when Members will provide an overview of savings and pressures in their portfolios.

Further details of the MTFP and budget setting process are outlined in the sections below:

- Spending Review (SR21)

The Spending Review was announced on 27 October and headlines given on the changes to Local Government funding. SR21 is a three-year settlement which we welcome as it gives more certainty on funding levels over the MTFP timeframe. The details of Westminster's specific allocation will be known in December at the time of the Provisional Settlement. At that point the MTFP will be updated.

The key headlines are:

- Local Government's core spending power will increase by £8.5bn over the three-year spending review period. This assumes councils implement the 3% increase in Council Tax (general Council Tax and the social care precept) and £4.8bn from additional grant funding (averaging £1.6bn per annum).
- The majority of the £4.8bn increase in core funding over the next three years will be used to fund the impact of Social Care Reform and to support the local care market by moving towards a fairer cost for care. Further details will be set out by Government in due course.
- Council Tax thresholds announced allow authorities to increase general Council Tax by up to 2%, and the Adult Social Care precept by up to 1%. The precept funds annual demographic growth in demand, which is separate from the grant funding announced at SR21.
- The most pertinent announcements for the Council include the funding allocated to rough sleeping, which was requested in Westminster's Spending Review Representation, as Westminster has the highest rate of rough sleeping across the country. It's currently unclear as to how the allocated fund will tackle rough sleeping and therefore how this funding will play out on the ground in Westminster.
- Government announced new temporary reliefs for eligible retail, hospitality and leisure businesses for 2022/23. Eligible businesses can claim 50% relief up to a cash cap of £110k per business. The Council will be fully compensated for these reliefs.

- Budget 2022/2023 (including Council Tax Setting)

Next year's budget setting process is fully underway, and the Council is considering options to address the budget gap outlined in Table 1 above.

The impact of COVID-19 on the Council's finances has been significant – to date the top commercial income lines have reduced by circa £20m when comparing the forecast variance against the 2020/21 (i.e. pre-pandemic) budgets.

At the time of setting the 2021/22 budget, much of the expected loss was built into financial planning estimates; key income budget lines were adjusted to reflect the expectation of lower income levels from 2021/22. Throughout this year, those income lines, in particular, Commercial Waste and Planning, remain under pressure. These pressures are reflected in the Period 6 Budget Monitor forecast below.

Savings and pressures are currently being considered in light of the external factors (such as income levels outlined above) that have impacted the Council's finances and these will be taken to the annual Budget Scrutiny Committee sessions in January 2022.

The details of Westminster's government funding allocations will be known in December 2021 when the Provisional Settlement is announced. The level of any Council Tax required to balance the budget will be decided at that point. It should be noted that Westminster's Council Tax is the lowest in the country. We are committed to ensuring that any rises are only done so when absolutely necessary.

The Council offers Council Tax Support for those individuals who are experiencing financial difficulties, whereby support may cover up to 100% of Council Tax bills depending on individual circumstances.

### Disaggregation of Bi-Borough IT Shared Services

Following the decision by Cabinet to disaggregate the IT function from the existing shared service, the review team have been developing the future sovereign capability. There have been a range of engagements with staff to gather their input, and a Due Diligence exercise has been undertaken and is due to report in November. This will provide a baseline audit of all aspects of the service and enable planning for a safe transition while also providing key information upon which to build a robust future Westminster service. Joint governance has been established for the programme, and a recruitment campaign launched for five key leadership roles in the Council's future Digital and Innovation service, which has gathered a lot of interest.

### Period Six Budget Monitor Forecast

At period 6 the Council forecasts a gross variance of £7.0m against the budget (£6.4m in period4). After taking into account the final Sales, Fees and Charges compensation round (up to Quarter 1), the net overspend reduces to £4.6m. This overspend continues to be driven by a reduction in demand driven income levels which comprises £3.9m of the £4.6m overspend. Against, pre-pandemic income levels (i.e. 2020/21 budgets), the true budget loss is approximately £24m. While there are improvements across some income levels, the impact on the Council's Medium Term Financial Planning has been significant and is not expected to reach pre-pandemic levels for at least another financial year.

The General Fund shows a potential upper range variance of £12.150m which is inclusive of further identified risks and opportunities, but once the Sales Fees and Charges income compensation (SFC) is taking into account the net variance reduces to £9.750m. The position is set out in the table below.

ELT Portfolio	FY Budget (£m)	FY Forecast (£m)	FY Variance (£m)	P6 YTD Variance (£m)	Risks Identified (£m)	Opps Identified (£m)	Projected Variance inc Opps and Risks (£m)
Adult Social Care	52.122	52.022	(0.100)	-	0.300	-	0.200
Public Health	(1.029)	(1.029)	-	-	-	-	-
Growth, Planning & Housing	25.379	27.864	2.500	(17.800)	3.500	(2.200)	3.800
Finance and Resources	44.291	44.268	-	(0.100)	-	(0.400)	(0.400)
Environment and City Management	6.377	9.287	2.900	0.500	0.500	-	3.400
Children's	41.156	43.157	2.000	-	0.600	-	2.600

Services Innovation and Change	10.171	9.916	(0.300)	(1.000)	0.400	(0.100)	-
Other Corporate Directorates	4.278	4.278	-	0.100	-	-	-
Collaborative Savings	-	-	-	-	2.550	-	2.550
<b>NET CONTROLLABLE BUDGET</b>	<b>182.745</b>	<b>189.763</b>	<b>7.000</b>	<b>(18.300)</b>	<b>7.850</b>	<b>(2.700)</b>	<b>12.150</b>
Council Tax	(62.078)	(62.078)	-				-
Business Rates - WCC retained budget	(120.667)	(120.667)	-				-
<b>CORPORATE FINANCING</b>	<b>(182.745)</b>	<b>(182.745)</b>	-				-
<b>SFC Compensation</b>			(2.400)				(2.400)
<b>Net (Surplus) / Deficit*</b>			<b>4.600</b>		<b>7.850</b>	<b>(2.700)</b>	<b>9.750</b>

Table 2: Summary of General Fund position at Period 6

## Smart City

### My Westminster and Digital Card

Work has been completed to review the strategy and approach on the MyWestminster and Digital Card product including a formal assessment of the plan and review of outcomes. Every London Borough needs a way for customers and businesses to easily carry out and track transactions with the council. MyWestminster is our preferred way of meeting this need, and it is integral to support the customer experience that we aspire to. The Digital Card is a way of digitising previously analogue cards to join up the offer(s) and enable audience growth.

Several workshops have been held to review and re-evaluate the MyWestminster and Digital Card roadmap alongside the work required for online customer experience, through which outcomes will complement the work of the product. These workshops have contributed to creating the future roadmap for the product with Public Protection and Licensing, food waste licensing as well as Growth, Planning and Housing supported by IT strategic partners. These have helped the team to understand customers, problems, challenges, desired outcomes, and goals that are feasible and viable to jointly advance opportunities that underpin the Customer Experience and Digital strategy to deliver greater customer experiences. In parallel, we have also carried out a pre-discovery work with MadeTech, looking at our technical landscape, to review the opportunities for future releases and work is in progress to review the releases for remaining go live activities and go live readiness.

A set of clear outcomes and vision was re-established, and clear expectation set for delivery. Other online workstreams in progress include.

- Online mystery shopping ensuring users help shape the services;
- Establishment of a customer testing panel which will be a valuable resource to quickly engage relevant users to shape and test services;
- All new online services will be assessed against the Government Service Standard;
- Improved design changes to the website to improve end to end customer journeys;
- Continued improvements to accessibility will make the online presence more accessible;
- Enhancements to measuring performance using online analytics tools.

The development costs of the MyWestminster & Digital Card – MVP are as follows:

Development of the MyWestminster Portal	£186,830
<b>Costs of additional functionality</b>	
Development of View and update personal details	£5,850
Development of MyWestminster Digital card	£14,625
Development of the User profile the connection between the application and the Dynamics record	£21,060
Digital card rule engine	£23,400
Development of the Portal dashboard	£8775
Development of Single Sign On	£6435
Customer Feedback tool	£240

<b>Additional development costs</b>	<b>£82,485</b>
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## Westminster Innovation Challenge

The Westminster Innovation Challenge has been launched, to staff on the 28th of October and to the public on the 4th of November, and runs until the 5th December.

The Innovation Challenge is seeking input from across our communities – residents, schools, businesses, universities, staff etc. for suggestions to improve how the city runs and makes life in Westminster better. The team are carrying out a huge amount of in-person engagement work and have had a lot of interest in the challenge. Ideas will be assessed in the New Year by the team and our strategic partners such as Microsoft and Google, with leading ideas being taken forward in collaboration with those who suggested them.

## Broadband/Full Fibre/5G

- **Connected Nations**

The new data shows that 62.5% of premises in the borough can now access Full Fibre, an increase of 6.4% since the last report. Westminster is significantly above the average Full Fibre availability for London which currently sits at 27% and for the UK at 20%. Westminster remains the most connected London local authority and the 16th most connected in the UK.

The top 5 most connected London local authorities are:

Rank	Local Authority	Percentage
1	Westminster City Council	62.5%
2	Tower Hamlets	55.9%
3	Newham	55.0%
4	Barking & Dagenham	51.3%
5	Southwark	49.5%

- **Open Market Review (OMR)**

The OMR final analysis is currently being undertaken by our data analysis partners, Point Topic. Four of the most prominent full fibre networks in Westminster submitted responses allowing for a clear picture of full fibre availability up to and including Summer 2024. Initial analysis shows that at the end of the three-year period, 93% of residential premises in Westminster will have full fibre availability, 5% will have no full fibre but will be able to access superfast broadband, and 2% will remain in not-spots.

Once the full analysis is received, the recommendations will be reviewed and approved by the Cabinet Member, ensuring the vouchers are reaching the areas where they are truly needed, and achieving value for money from the scheme.

- **Residential Voucher Scheme**

The residential voucher scheme was proposed and approved to accurately target the worst connected residential premises in the city. Analysis of Ofcom Connected Nations data from the past few years showed that despite rapid growth in full fibre availability in Westminster, the number of not-spots were not decreasing at the same rate and therefore extra intervention was needed.

We engaged with stakeholders, including full fibre networks, and discovered that the main reason for the existence of not-spots in Westminster was extra cost of building in those areas due to the existence of various barriers. Therefore, the proposed vouchers aim to gap-fund build in these areas by providing up to £500 per resident towards the extra costs of getting their premises connected, delivered to the resident and redeemable by the networks.

Initial proposed eligibility was for residential premises that currently existed in not-spots (i.e. couldn't access superfast broadband [30Mbps download speed]) and wouldn't be covered by standard commercial rollout over the next few years.

Therefore, to ensure accurate targeting of the vouchers we carried out the above OMR to show future levels of connectivity, to bolster the open-source Ofcom Connected Nations data showing current levels of

connectivity. As mentioned above, the final eligibility criteria and intervention areas will be recommended and approved shortly following final analysis of the OMR.

Approved funding of £1.2m should in theory allow us to eradicate all remaining not-spots (i.e. the 2% from initial OMR analysis). The scheme is expected to launch before the end of 2021, and first vouchers are expected to be redeemed around March 2022. Applications for vouchers will cease in March 2023, at which point we will re-analyse connectivity data to evaluate the success of the scheme.

- **Connect Westminster**

The Connect Westminster Business voucher scheme is nearing its end. After the 31st of December vouchers will no longer be available and the project will fully end on the 31st of March 2022. Since its launch in August 2017 the project has made significant strides towards improving digital connectivity for businesses in the borough. So far just over 800 businesses have been supported equating to £1.6m of funding.

Ward	Vouchers Issued	No. of Businesses	Percentage receiving vouchers
Church Street	73	647	11.28%
West End	576	19,767	2.91%
Warwick	41	1,686	2.43%
Marylebone High Street	147	6,298	2.33%
Knightsbridge and Belgravia	21	1,888	1.11%
St James's	74	11,560	0.64%
Churchill	2	467	0.43%
Bryanston and Dorset Square	12	2,976	0.40%
Little Venice	2	665	0.30%
Vincent Square	3	1,180	0.25%
Lancaster Gate	3	1,306	0.23%
Queen's Park	1	467	0.21%
Maida Vale	1	576	0.17%
Harrow Road	1	618	0.16%
Hyde Park	3	1,917	0.16%
Abbey Road	1	694	0.14%
Regent's Park	1	832	0.12%
Bayswater	1	856	0.12%
Tachbrook	0	429	0.00%
Westbourne	0	569	0.00%

## **ADDITIONAL PORTFOLIO UPDATES**

### **Cabinet Member Decisions**

Since the last report, as Cabinet Member for Finance and Smart City the following decisions have been made:

- Virtual Discretionary Housing Payment Review
- Additional Restriction Grant (ARG) Scheme – Tranche 3 proposal (casino)
- Rating Advisory Panel - 21.09.21
- West End Gate Transfer of 37 Intermediate Rent Units to Westminster Builds & management Case
- Marble Arch Mound - Project & Financial update

### **Key Performance Indicators - quarter 2 (July 2021 – September 2021)**

The table below illustrates the comparison in quarter 1 and quarter 2 during July and September 2020 and 2021.

	Quarter 1 April 2020 – June 2020	Quarter 1 April 2021 – June 2021	Quarter 2 July 2020 – September 2020	Quarter 2 July 2021 – September 2021

<b>Percentage of Council Tax Collected</b>	35.3%	35.58%	57.27%	57.61%
<b>Percentage of Business Rates Collected</b>	26.7%	25.52%	49.81%	49.18%
<b>Incident attracting fines under the new GDPR legislation</b>	0	0	0	0

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**Date:** 24 November 2021

**Report of:** Councillor James Spencer

**Cabinet Member Portfolio:** Cabinet Member for City Management

**Report Author and Contact Details:** Veronica Christopher, Portfolio Advisor (vchristopher@westminster.gov.uk or 07929 664101)

### Summary

This report provides the Scrutiny Committee with an update on key aspects relating to City Management.

### City for All Vision and Strategy (2021 – 2022)

- **Thriving Economy**

#### **Alfresco support for Hospitality**

The support for hospitality businesses, offering outdoor dining space, has been provided by the Council since June 2020. It has supported schemes in over 45 streets across the borough, providing an extra 17,000 covers for businesses, more than any other local authority in the UK. Over 850 licences have been granted with 450 of those being within 'Alfresco' areas. The current programme came to an end on 30 September 2021, as businesses can now operate to capacity indoors. The road closures and barriers that were in place have now all been removed. It should be noted that businesses can still apply for a licence to allow outdoor dining on pavements, providing there is sufficient space to enable access without support from the Council.

There were several locations where permanent schemes were already under development and a series of consultations took place in August and September asking residents and businesses if they supported the development of a permanent scheme and if so, whether they were in support of the temporary scheme remaining in place. All schemes came back with an extremely high level of support from residents and businesses and the temporary schemes in Central Covent Garden, St John's Wood High Street, Elizabeth Street, Ecclestone Street, North Audley Street and Pimlico have remained in place.

Moving forward there are 11 areas where permanent public realm schemes are being developed, which could allow alfresco dining to be supported in the future.

<b>LOCATIONS</b>	<b>WARD</b>
St John's Wood High Street	Abbey Road
Marylebone Lane	Marylebone High Street
North Audley Street	West End
Elizabeth Street	Knightsbridge & Belgravia
Ecclestone Street	Knightsbridge & Belgravia
James Street	Knightsbridge & Belgravia
Pimlico (Warwick Way, Denbigh and Churton Street)	Warwick
Soho	West End
Central Convent Garden	St James's
Opera Quarter (Catherine, Tavistock and Wellington Streets)	St James's
St Martin's Lane	St James's

- **Greener and Cleaner**

### **Movement Strategy Temporary Cycle Lanes**

Throughout May and June 2020, as a response to the pandemic, 14 temporary cycling measures to support active travel and a non-carbon-based recovery were introduced across the City of Westminster to encourage people to travel by bicycle when moving around or through the City. Following an initial review three temporary cycle lanes were removed at Victoria Street, Strand Aldwych and Kingsway.

The remaining 11 schemes, totalling 13km, listed below, are currently being reviewed to recommend whether the scheme should be continued, altered, or removed:

<b>LOCATION</b>	<b>WARD</b>
Portland Place	Lancaster Gate
Paddington Area	Little Venice
Buckingham Palace Road	Lancaster Gate
Abingdon Street	West End
Queensway/Inverness Terrace	Bayswater
Westbourne Terrace Corridor	Little Venice
Harrow Road	Harrow Road
Lupus Street	Churchill
Northumberland Avenue	St James's
Paddington – Royal Oak	Little Venice
Bayswater Road	Bayswater

The review consists of three elements, monitoring (which has been ongoing for the last six months), feedback from key stakeholders (i.e. Transport for London and impact on the bus network.) and a consultation with residents and businesses.

The consultation will follow the same principles as the consultation on Alfresco. It will ask residents and businesses if they support the development of the current scheme, with any identified modifications that need to be made and if so, do they support the current scheme remaining in place. The consultation started on 10 November for a four-week period.

Following the consultation, the public's views will be considered by the Council alongside the monitoring report, and stakeholder comments, to determine if any facilities will be removed. This is expected to take place in the new year.

### **Electric Vehicle (EV) Charging Points**

The Council's EV Strategy has set targets for the increase in the provision of charging infrastructure to both keep pace with the growing numbers of electric vehicles on the City's streets and to further encourage the transition from Internal Combustion Engine (ICE) vehicles.

The Strategy recognises that this market is still in its infancy, and as such recommends the use of an annual review, or action plan, to determine the extent of the rollouts required to both satisfy demand and acknowledge the latest technological developments. For the current year (2021/2022), through the action plan the Council has set a target of installing a further 500 charge points.

Currently there are 22 rapid charge points, with a 50kW output, on the public highway throughout the City, with 11 of them being exclusively for taxis and the remainder available to all EVs. A further eight will go live by the end of the calendar year, and they will all be publicly available, and we are working on introducing a further 30 in 2022.

There are currently 16 22kW charge points on the public highway provided by Source London, and we are expanding that number by a further 30 with the expectation that they will go live by the end of the financial year.

There are also approximately 820 resident charge points retrofitted into lamp columns and we have procured a new contract that will see an increase superior to 50% in that number. This additional roll out will focus on areas that have proved difficult to install into previously to ensure a more equable balance of charge points to resident owned EVs. In addition, we will dedicate over 400 bays alongside the resident charge points to make them dedicated resident EV charging bays to make it easier for EV-owning residents to connect to the points.

The roll out of identified locations is represented in the table below and also in the map available at the following link - [WCC City Highways: EV Charge Points \(jhumbl.github.io\)](https://jhumbl.github.io/WCC-City-Highways-EV-Charge-Points)

WARDS	EXISTING EV CHARGING POINTS	PRPOSED NEW CHARGING POINTS
Abbey Road	100	23
Bayswater	65	2
Bryanston and Dorset Square	39	50
Church Street	23	38
Churchill	17	28
Harrow Road	82	1
Hyde Park	33	45
Knightsbridge and Belgravia	51	32
Lancaster Gate	55	17
Little Venice	85	16
Maida Vale	82	1
Marylebone High Street	42	41
Queen's Park	87	0
Regent's Park	59	27
St. James's	36	22
Tachbrook	14	23
Vincent Square	25	32
Warwick	32	24
West End	32	49
Westbourne	46	8

### Cycle Hangars

It is proposed to continue the roll-out of secure cycle storage assets across Westminster. New assets will be rolled out in three tranches:

1. Pre-approved locations – November 2021
2. Locations not requiring Traffic Regulation Order changes – December 2021
3. Locations requiring Traffic Regulation Order changes – February 2022

The pre-approved locations are listed below:

LOCATIONS	WARD	ASSET TYPE
Saltram Crescent/Fernhead Road	Harrow Road	Hangar
Princes's Square	Lancaster Gate	Hangar
Hallfield Estate	Lancaster Gate	Hangar
Gloucester Terrace	Lancaster Gate	Hangar
Gloucester Terrace	Lancaster Gate	Hangar
Cleveland Terrace	Lancaster Gate	Hangar
Grantully Road	Maida Vale	Hangar
Second Avenue	Queen's Park	Hangar
Third Avenue	Queen's Park	Hangar
Hall Road/Abbey Road	Regent's Park	Hangar
Horseferry Road	St James's	Hangar
Amberley Road	Westbourne	Hangar

## E-Scooter

As part of the trial, the Council set out areas of the borough where the speed of e-scooters should be restricted, 'go -slow' zones and areas where e-scooters would not be allowed 'no-go' areas. These areas are managed by geofencing technology. After the trial started, it was recognised that the speed cap of 8.5mph (versus 12.5mph) posed safety concerns alongside running traffic in the carriageway, where the e-scooters are intended to be used as riders were feeling vulnerable against faster moving traffic. It was agreed that the removal of the 'go-slow' areas would be implemented across the borough. A blanket removal of the 'go-slow' areas was agreed to avoid confusion for riders, and it was agreed that small increase in speed would have marginal impact on pedestrian safety. The removal of the 'go-slow' areas is being monitored and can be reintroduced if required.

## Additional information

- **Enforcement**

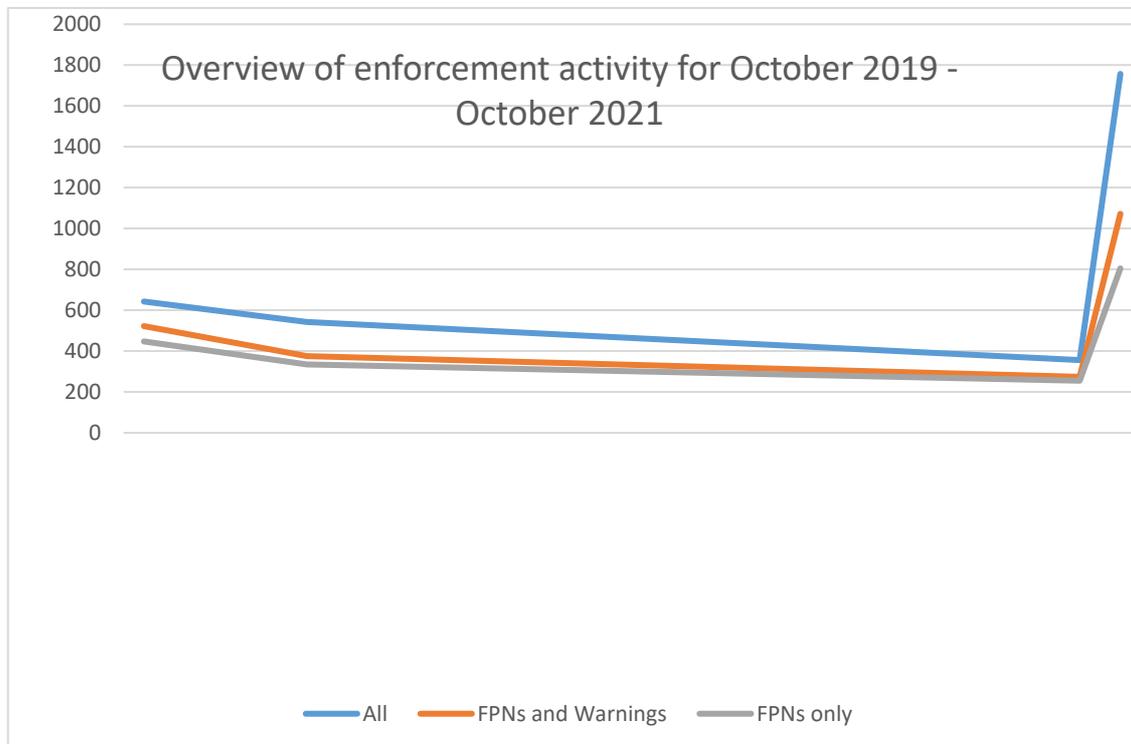
Post-pandemic has placed a renewed focus on the cleanliness of Westminster including but not limited to, waste enforcement, cleansing, highways obstructions and ensuring street works are well managed.

Key to this work is the need to improve the perception of the cleanliness of the city for our residents, businesses, visitors, key stakeholders and councillors and staff. Part of the ability to demonstrate this is by highlighting our key outputs. Our City Inspectors play an important part in this renewed focus as officers with the delegated authority to enforce against waste and other public realm environmental issues.

As well as increased enforcement, we have taken a renewed approach to partnership working internally and closer working with Veolia. This has resulted in cleaner streets and the enforcement actions through our teams increasing; which will help change the behaviours, so waste is presented on the streets at the designated times.

Enforcement data has been included for September and October 2021, as well as October 2019 and February 2020 as a comparison pre-pandemic. The table below shows an overview of enforcement activity, showing total enforcement activity including fixed penalty notices (FPNs), residential warnings, and waste investigations (which is essentially waste without evidence reported for clearance), total enforcement activity including FPNs and residential warnings, and FPNs only.

	October 2019	February 2020	September 2021	October 2021
<b>All (including reporting waste for clearance)</b>	643	543	365	1757
<b>FPNs and Warnings</b>	513	376	274	1072
<b>FPNs only</b>	447	334	255	805



- **Equal Pavement Pledge**

The Council has signed up to Transport for All's (TfA) equal pavement pledge. TfA state 'As lockdown restrictions gradually begin to lift and we look towards opening up and "building back better", there's never been a better opportunity to reset and centre accessibility at the heart of our plans.'

**Westminster has signed up to the 7 pledges:**

1. Listen and Act
2. Keep it clear
3. Cut the clutter
4. Mind the trash
5. Drop the kerbs
6. Protect the blue badge bays
7. Work with disabled experts.

The public realm team have recently engaged TfA to provide training to officers on how to consider and view accessibility on our streets and engage with experts early in the design of public realm schemes. A programme of dropped kerbs and accessibility improvements has been developed for Soho and across the borough. Funding is being sought from the capital programme to enable delivery. Work continues with our Licensing team and City Inspectors to ensure pavements are being kept clear of clutter and rubbish to ensure they are accessible.

As a result of Alfresco in Soho and audit was undertaken in partnership with the TfA to assess accessibility across the area. This led to the installation of 18 temporary ramps to support accessibility around the alfresco schemes. Following the completion of Alfresco many of the temporary ramps have been removed but 3 locations remain in place. A further survey of the area has been done and additional locations have been identified for improvement. Delivery is subject to agreement of a CPSR bid and delivery will be undertaken in coordination with the development of the Soho Vision.

- **Public Conveniences**

The Council is continuing to deploy 18 urinals and 12 portaloos facilities each weekend (Friday to Monday) at identified problem locations across the West End. The facilities are very well used and will continue to be deployed throughout the winter period.

The deployments of urinals are placed in the following areas:

The mobile urinals & portaloos are not mapped as they are frequently moved to new locations to match changing urination and fouling patterns. The live list of locations can be viewed at [www.westminster.gov.uk/leisure-libraries-and-community/public-toilets#temporary-public-toilets](http://www.westminster.gov.uk/leisure-libraries-and-community/public-toilets#temporary-public-toilets)

- **Broadwick Street, beside the automated public convenience (APC) site**
- **Broadwick Street, junction with Berwick Street**
- **Charing Cross Road, junction with Orange Street**
- **Great Windmill Street, junction with Shaftesbury Avenue**
- **Jermyn Street, junction with Haymarket**
- **Kingly Street, junction with Great Marlborough Street**
- **Oxford Street, junction with Great Titchfield Street**
- **Ramillies Street, junction with Ramillies Place**
- **Romilly Street, junction with Shaftesbury Avenue**
- **Soho Square, junction with Bateman Buildings**
- **Soho Square, junction with Carlisle Street**
- **Tenison Court, junction with Kingly Street**
- **Wardour Street, junction with Old Compton Street**

A new concept design for the Council's public toilets and site surveys commenced on 24 October 2021. The key objectives for the new design will include the installation of contactless payment barriers, increased closed-circuit television (CCTV) and security measures, green features and improved external 'wayfinding' signage.

The procurement process for the APCs have commenced and tenders have been received to replace the current units (five locations), as detailed below:

- **Harrow Road - Maida Hill Market (Harrow Road ward)**
- **Balderton Street, opposite Selfridges in Oxford Street (West End ward)**
- **Princes Street junction Regent Street (West End ward)**
- **Broadwick Street (West End ward)**
- **Regency Place, junction with Horseferry Road (Tachbrook ward)**

Tenders are currently being evaluated with the objective of commissioning works to take place early in the new year. The current APC units are more than 20 years old. The replacement units will be easier to maintain and remotely monitored so that closing times can be adjusted as required.

Due to the unacceptable activities taking place at Paddington Street Public Toilets, these toilets were closed on a temporarily basis for two weeks starting from 6 November 2021, to try to disrupt this activity. Monitoring at this location will continue.

### **Cabinet Member Decisions**

Since the last report, as Cabinet Member for City Management the following decisions have been made:

- Highways Buildout for Trees
- Temporary Body Storage



## City Management Policy and Scrutiny Committee

<b>Date:</b>	24 <sup>th</sup> November 2021
<b>Classification:</b>	General – with confidential appendices
<b>Title:</b>	Rental E-scooter Trial update
<b>Report of:</b>	Raj Mistry, Executive Director, City Management
<b>Cabinet Member Portfolio</b>	Cabinet Member for City Management, Councillor James Spencer
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	<p>The trial will contribute to City of Westminster’s 2019-2040 City Plan objectives. It is intended that the implementation of the trial will address the following:</p> <ul style="list-style-type: none"><li>- S25, A The council will support a sustainable pattern of development which maximises trips made by sustainable modes, creates safer streets for all, reduces traffic, improves air quality and reflects the objectives in Westminster’s Transport and Public Realm Programme and Local Implementation Plan 2019/20 to 2021/22</li><li>- S26.7, enabling people to lead healthier, more active lives, can help to reduce the pressure on highways capacity and public transport, facilitate improvements to the public realm and enable greater numbers of people to use the existing road space;</li><li>- S26.8, increase shift from the motor car, resulting in reduction of harmful emissions and leading to improved air quality.</li></ul>
<b>Report Author and Contact Details:</b>	Steve Tse <a href="mailto:stse@westminster.gov.uk">stse@westminster.gov.uk</a>

## 1. Executive Summary

- 1.1 The rental e-scooter trial was approved by the Cabinet Member for Environment & City Highways on 29<sup>th</sup> November 2020. Transport for London (TfL) launched the scheme on 6<sup>th</sup> June 2021 for a twelve-month period, with an option to extend the trial for a period of up to six-months, with Westminster successfully joining on 3<sup>rd</sup> August 2021 on commencement of Trial Period (TP) 3 (there are 13 TPs in total).
- 1.2 The current trial area consists of ten London Boroughs, including Camden, City of London, Ealing, Hammersmith & Fulham, Kensington & Chelsea, Lambeth, Richmond upon Thames, Southwark, Tower Hamlets, and Westminster. The London Borough of Camden data is not included within this report as it joined the trial on TP4, and the verified data issued by TfL is up to TP3 only. See **Appendix 1** for a visual representation of the current trial area.
- 1.3 The trial across London is being led by TfL and forms part of the wider Department for Transport (DfT) initiative being rollout across England. It will inform the DfT what legislation would be necessary if e-scooters were legally permitted to be ridden on the public highway. It is also supporting Covid-19 recovery by providing an alternative and greener transport mode for people in Westminster and across the participating boroughs.
- 1.4 This report provides a summary to the background of the rental e-scooter trial, highlight challenges arisen and progresses that has been made since the launch of the scheme. Furthermore, it includes a comprehensive dataset which can be found in the Appendices of this report.
- 1.5 Please note all contents within the Appendices of the report is confidential. No content within should be made public, or shared with any third parties, including the e-scooter operators.

## 2. Key Matters for the Committee's Consideration

The Committee is asked to comment on the following four questions to key aspects relating to the trial and its outcome:

- 1) Is this a sustainable type of mobility that has a permanent space on our streets, and will it encourage mode shift from private car use or any other green or 'Active' mode, and help to contribute achieving the City Council's climate emergency objectives?
- 2) While some validated data is available (see appendices below) discussions are still ongoing with TfL and operators to develop robust key performance indicators (KPIs). Officers are feeding into this process and the aim is these KPIs will be used to determine the success of the trial. Are there any key issues that need to be considered to allow Westminster to take a decision on the future of the trial?
- 3) A dense parking network, of e-scooter bays, can influence higher levels of usage, parking compliance and can encourage mode shift. Will the City

Council consider intensifying parking bays in the remaining months of the trial to increase accessibility to the scheme to more areas of the city? (This is being requested by the operators and figures show the most journeys are undertaken in Westminster)

- 4) Safety and compliance remain the key areas of concern and at the early stages of the trial and available data currently informs neither are an issue. How does Westminster determine the threshold of these aspects considering it is a destination borough and in normal circumstances, attracts more than one million visitors per day?

### **3. Background**

- 3.1 TfL and London Councils are responsible for the strategic oversight of the trial as the lead Authority. This is to ensure consistency across the appointed operators and the trial area. In addition, TfL has oversight of operator fleet and trip data through the Bluesystem platform which provides real-time data and onboard Global Positioning System (GPS) monitors operator compliance.
- 3.2 The data is aggregated across all three operators (Dott, Lime & TIER) and will provide insights on utilisation rates and any trends regards this type of transportation.
- 3.3 The trial will help inform the City Council to assess how these types of vehicles and similar types of mobility can be safely accommodated on London's streets, as battery technology continues to advance, making personal transportation vehicles more accessible to the public despite their current illegal status for usage on public roads in England.
- 3.4 Participating borough's responsibility includes the designating of parking bays, specifying local requirements, and setting key zones such as 'go-slow' and 'no-go' zones. Operations and monitoring localised issues are also dealt with and managed by borough officers.

3.5 It was recommended by the City Highways team that 79 designated parking bay locations were to be implemented in Westminster. At the time of writing this report, 68 parking bays were implemented under Experimental Traffic Orders (ETOs) and all are now active. All feedback and comments received during the ETO period of 10 months will be recorded as formal evidence in support of the formal consultation process on making such parking bays permanent, or otherwise, provided the City Council's decision to continue the scheme with TfL, as the lead authority and London Councils.

<b>Ward</b>	<b>No. of parking bays</b>	<b>Ward</b>	<b>No. of parking bays</b>
Abbey Road	5	Maida Vale	2
Bayswater	2	Marylebone High Street	4
Bryanston & Dorset Square	2	Queen's Park	5
Churchill	1	Regent's Park	3
Church Street	0	St. James's	10
Harrow Road	5	Tachbrook	0
Hyde Park	2	Vincent Square	3
Knightsbridge & Belgravia	4	Warwick	3
Lancaster Gate	3	West End	8
Little Venice	3	Westbourne	3
		<b>Total parking bays</b>	<b>68</b>

3.6 Total of 36 complaints were received since the launch of the trial, summarised in the table below. Note the some of the complaints are duplicates recorded from different channels. However, details cannot be disclosed due to GDPR regulations. 7 of which are related to user behaviour, 3 are operational issues, and 26 are related to parking. Note, no parking bays designated on 'footway' (unused space on traffic islands) have caused any issues in Westminster since the launch of the trial.

Bay Number	Ward	Location	Complaints received	Private/Rental vehicles	Category	Outcome
54	Regent's Park	Allsop Place	1	Rental	Parking	Monitoring
92	Marylebone High Street	Devonshire Street	1	Rental	Parking	Impact on delivery, parking bay removed
41	St. James's	Garrick Street	3	Rental	Parking	Monitoring
104	Abbey Road	Hall Road	1	Rental	Parking	Monitoring
20	Lancaster Gate	Inverness Terrace	2	Rental	Parking	Monitoring
n/a	St. James's	Leicester Square	1	Not specified	Behaviour	No-go geofencing control remain in place to limit access for rental vehicles
26	Bayswater	Leinster Square	1	Rental	Behaviour	Users identified and banned for riding against one-way
35	Vincent Square	Marsham Street	11	Rental	Parking Operators	Operator servicing issues, parking bay removed
84	Bryanston & Dorset Square	Montagu Street	2	Rental	Parking	Monitoring
34	Tachbrook	Moreton Street	3	Rental	Parking	Poor location siting, parking bay removed
n/a		Queens Park Gardens	1	Rental	Behaviour	

Bay Number	Ward	Location	Complaints received	Private/Rental vehicles	Category	Outcome
78	Harrow Road	Saltram Crescent	2	Rental	Parking	Monitoring
105	Queen's Park	Sixth Avenue	2	Rental	Parking	Monitoring
68	Abbey Road	Springfield Road	1	Rental	Parking	Monitoring
33	Warwick	Sutherland Street	3	Rental	Operation	Monitoring, servicing times reviewed with operators
n/a	Vincent Square	Victoria Street/Cathedral Piazza	1	Not specified	Behaviour	Monitoring, reviewed no-go zone

3.7 Informal Member consultation was undertaken in April 2021 to collate feedback on the general proposal of the scheme, along with the designated parking bay locations and setting out key zones for 'go-slow' and 'no-go' areas. Recommendations were presented to the Cabinet Member for City Management for further approval in May 2021.

3.8 The trial is intended to be cost neutral to the City Council. All costs incurred will be charged against the City Highways budget and recouped through the TfL fee structure.

3.9 User compliance and enforcement are dealt with by the Metropolitan Police Service (MPS) under the Road Traffic Act (1988).

#### 4. Challenges

4.1 **TfL data** - Each operator define parking compliance differently and this has presented a challenge for TfL in measuring and comparing cross-operator performance. This dataset is for indicative purposes at this stage and qualitative feedback along with complaints is used to provide an indication of parking compliance. This area of interest will need to be evaluated over the full trial period.

4.2 **GPS accuracy** - TfL's Bluesystem platform and geofencing technology promised real-time data and the ability to monitor operator and parking compliance. However, issues with 'GPS drift' have created issues on user safety

around 'no-go' zones and shown the difficulty in accurately measuring parking compliance. Since the launch of the trial, it has also been identified that it is difficult to determine trips per bay data to reliably present bay utilisation data.

- 4.3 **Mode-shift and demographic data** – one of the aims of the rental e-scooter trial is to provide an alternative transport option. Given that some 72% of Westminster residents do not own/ have access to a car the abstraction from the private car is likely to be small in this borough. The DfT are collecting data through surveys on mode shift and journey purpose, demographic and TfL are currently in discussion to obtain access to this data for London.
- 4.4 **Reported incidents** – the numbers represent the incident being reported by members of the public or by borough officers/operatives of the scheme. This is unlikely to be a true reflection on incidents that actually occur and can only act as an indicator in terms of measuring the success to the trial. Some users also choose not to self-report incidents if considered minor and 'time consuming'.
- 4.5 **STATS 19 data** – all road traffic accidents are recorded and categorised by Police and DfT's STATS 19 casualty related collision recording system. E-scooters do not have their own category at present and we understand that DfT are unable to implement the new category until 2023/24. In the meantime, any recorded incidents related to an e-scooter will be classified as 'other' mode in STATS 19. As a result of this unsatisfactory position, unlike casualty related collisions that involve pedestrians, cyclists and all motorised vehicle incidents the police, DfT and the Police have no meaningful system of recording casualties that involve the riders of e-scooters.
- 4.6 **Enforcement** – automated road traffic enforcement with Automatic Number Plate Recognition system (ANPR) is not possible, meaning currently such violations can only be dealt with by the MPS in real-time by officers.
- 4.7 **GDPR regulations** - Issues around GDPR data protection and sharing of information across operators means that incompliant user's details cannot be shared across the three operators. In practice, a banned user will still have access to the scheme via the remaining two operators.
- 4.8 **The Royal Parks** – the trial is not permitted on any of the Royal Park's land. Geofencing has therefore restricted the access of rental e-scooters in the parks as well as the major thoroughfare alongside key cycling infrastructure (e.g., the East to West Cycle Superhighway). This can limit on usage in Westminster, particularly for the north-south and east-west journeys.

## 5. Progress

- 5.1 Following several test rides by borough officer and operators, it was recommended to the Cabinet Member that the 'go-slow' zone to be removed from the Westminster area. The speed cap of 8.5mph in 'go-slow' zones posed safety concerns alongside faster running traffic in the carriageway, where the e-scooters are intended to be used. Given that all scheme e-scooters are set to a 12.5mph the prospect of killed or serious injury of a pedestrian by an e-scooter rider is marginal, when compared to higher speeds. All 'go-slow' zones have currently been removed, for ease of navigation by riders. This situation is under review and 'go-slow' areas can be reintroduced if required.
- 5.2 Review and reduction in 'no-go' polygons in mapping layer to reduce the risk of sudden loss in power/braking in vehicles on adjacent carriageway as a result of GPS drift. Improving safety and user experience without compromising the original intention of restricting access to such areas.
- 5.3 Review and removal of e-scooter parking bays causing localised disruptions, which were unforeseen as a result of the lack of a formal traffic consultation. A number of alternative locations for parking bays have been identified.

## 6. Policy and Scrutiny Member questions

- 6.1 Members are requested to consider the four questions raised in Section 2 of this report.

**If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Steve Tse [stse@westminster.gov.uk](mailto:stse@westminster.gov.uk)**

## APPENDICES

The appendices to this report are exempt under Section 100(A) (4) and Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) at paragraph 3, as they involve the likely disclosure of exempt information on the grounds stated.

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

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# Finance, Smart City, and City Management Policy and Scrutiny Committee

<b>Date:</b>	4 <sup>th</sup> November 2021
<b>Classification:</b>	General Release
<b>Title:</b>	COVID impact on Parking income and activity, and its recovery to normal levels.
<b>Report of:</b>	Executive Director of Environment and City Management
<b>Cabinet Member Portfolio</b>	City Management
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	Cleaner and Greener, Climate Emergency, Air Quality Action Plan
<b>Report Author and Contact Details:</b>	<b>Jonathan Rowing, Head of Parking</b> <a href="mailto:jrowing@westminster.gov.uk">jrowing@westminster.gov.uk</a>

## 1. Executive Summary

The City Council's Parking service was severely impacted by the COVID pandemic. While there has been strong recovery in the latest financial year the levels of activity and income are lower than pre-COVID. This report is a brief overview of how the service's budgets were impacted and how it is recovering. It is recommended that a more in-depth scrutiny take place within the next 6-12 months to enable the understanding of the impacts of ULEZ and changes of customer behaviour.

## 2. Key Matters for the Committee's Consideration

- Does the committee have questions on the impact of COVID on the Parking Service?
- Considering the other external factors when would the Committee like to undertake a more detailed scrutiny of Parking activity and income?

### 3. Background

#### 3.1 Parking Income

Westminster's Parking Service is the largest in Europe providing over 47,000 parking spaces, catering for all road users and vehicle types. It is responsible for providing, managing, and enforcing on-street parking facilities and controls throughout the whole of Westminster that includes 1,990 streets and some 600 miles of kerbside.

Parking income falls into 3 main categories:

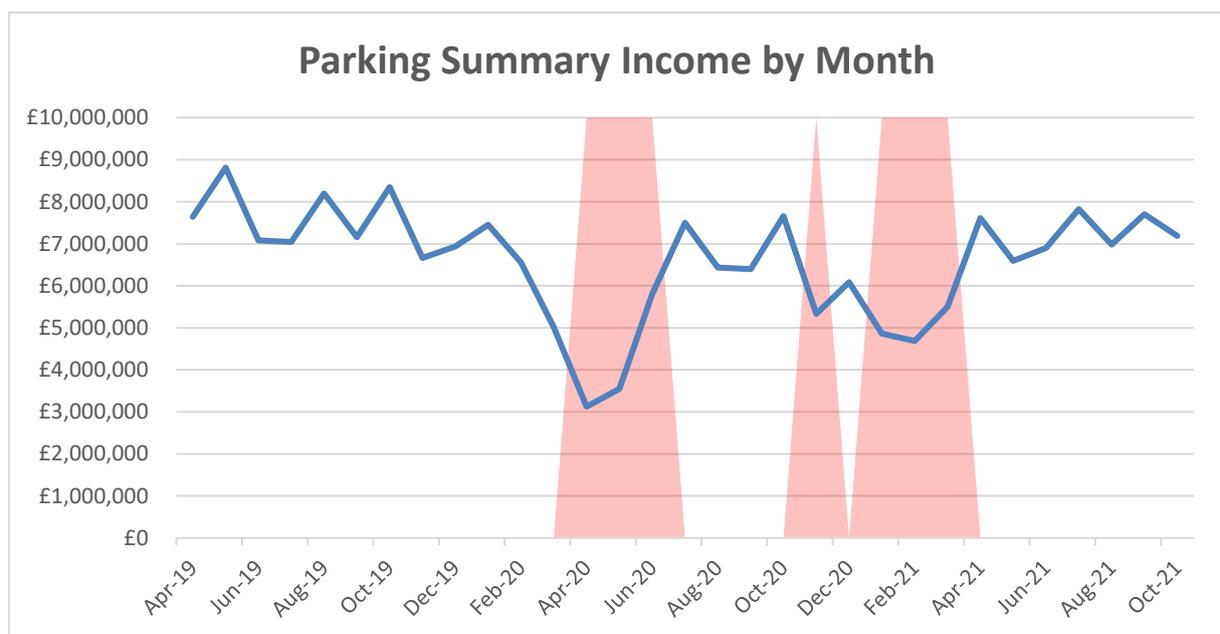
- Enforcement charges from the issue of Penalty Charge Notices (PCNs) either by Marshals on-street or traffic enforcement cameras. PCNs issued by Marshals within Westminster are set at either £80 or £130 depending on the severity of the alleged parking contravention. All Moving Traffic Contravention (MTC) PCNs, issued via traffic enforcement cameras only, are £130. The value of these charges are statutory and are set by London Councils.
- Parking Fees & Charges from the provision of Pay-to-Park on street, issue of Residents Permits, Trade Permits, Parking Dispensations and Suspension of Parking Bays. The level of these charges is discretionary and reviewed by WCC on an annual basis.
- Other – Both round trip (fixed) and flexible Car Club schemes are operated by ZipCar who pay WCC for the use of a number of parking bays within Westminster.

2021/22 income to date has seen considerable improvement on 2020/21. However, we still in recovery mode and there is still a risk that income won't return to pre-pandemic levels this financial year, if at all. The threat of COVID is still prevalent within the capital and there is a possibility of some form of lockdown being imposed should cases rise significantly. Whilst any future lockdowns probably wouldn't last as long as the one introduced in December'20 due to the high take up of the vaccination programme, there could be possible short-term disruption to parking income particularly on Paid for Parking and PCN ticket issue with reduced vehicles come into the city once more. During the January-April lockdown Paid for Parking income fell by 13% on the level experienced throughout September/October 2020. There was also a significant impact on PCN ticket issue during the last quarter of 2020/21, with an average reduction of 40% on issues in the same period.

The parking income budgets are reviewed annually with incremental adjustments usually just made for approved Medium Term Planning (MTP) savings. The current 2021/22 income budget is shown below with a comparison to the 2020/21 budget and outturn. Some income budgets have been reduced for the financial year 2021/22 as part of a temporary one-year-only COVID relief.

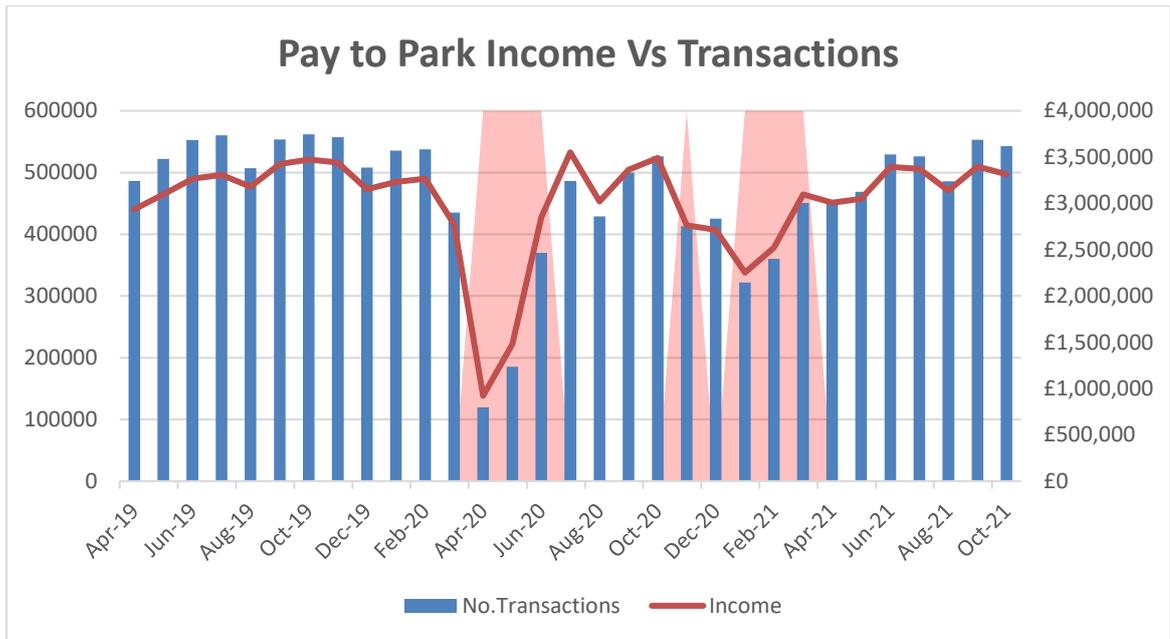
Income Stream	Approved Budget 2020/21	Outturn 2020/21	Variance 2020/21	Approved Budget 2021/22	Projected Outturn 2021/22	Variance 2021/22 @ Oct'21
	£'000	£'000		£'000	£'000	£'000
Penalty Charge Notices	-19,912	-12,473	-7,439	-19,012	-18,812	-200
Paid for Parking (Inc. Motorcycles)	-40,491	-30,850	-9,641	-40,346	-38,271	-2,075
Resident Permits	-4,471	-4,491	20	-4,562	-4,562	0
Trade Permits/Dispensations	-1,320	-1,079	-241	-1,320	-1,370	50
Suspensions	-21,772	-17,564	-4,208	-19,530	-21,280	1,750
Car Club/Electric Vehicles	-1,031	-710	-321	-1,101	-801	-300
	<b>-88,997</b>	<b>-67,167</b>	<b>-21,830</b>	<b>-85,870</b>	<b>-85,095</b>	<b>-775</b>

### 3.2 COVID Income impacts



The red zones in the above graph (and in subsequent graphs) are periods of lockdown impacting highway use.

As at the end of October 2021 there has been an additional £10.7m (27%) received above the same period in 2020/21. All income streams have seen much recovery, the most significant being pay-to-park and suspensions. However, cumulatively to date revenue is £3.4m (6.5%) down on 2019/20 levels.



Reduction in vehicles on-street during the various lockdowns in 2020/21 had a major adverse effect on Pay-to-Park revenue, the most severe of which was in April and May. Income has recovered extremely well and cumulatively to date and additional £4m (21%) has been received above 2020/21.

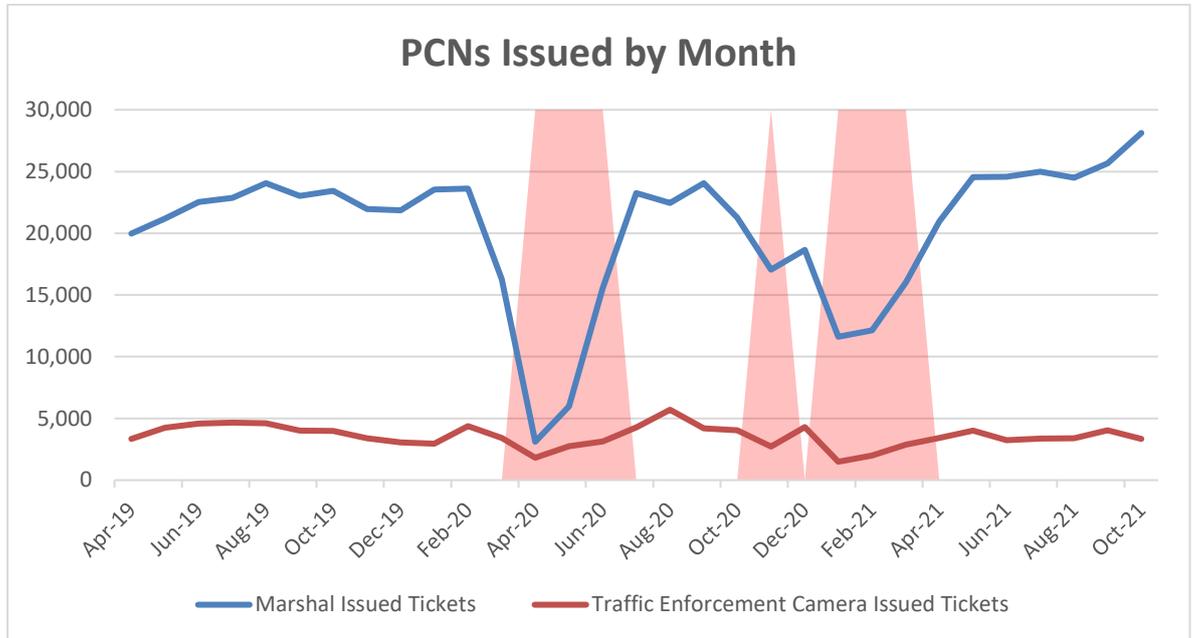
### 3.3 Enforcement

Working with our NSL partners the City Council endeavoured to maintain as much business-as-usual enforcement through the pandemic. However, at certain times when staffing was adversely affected by travel restrictions there had to be refocusing on critical streets and locations. The reduced level of on-street activity though did lead to a reduction in PCNs issued.

PCN levels are now exceeding pre-COVID levels. This is due to the return of traffic volumes to the City also coinciding with a trial of tighter enforcement protocols on streets deemed Traffic Sensitive. The trial involves a greater Marshal presence on the 622 streets within Westminster defined as being ‘traffic sensitive’, as well as a reduction in vehicle observation times for commercial vehicles on those streets from 20 minutes to 5 minutes; bringing those streets in line with the protocols generally employed in other London Boroughs. Reduced. Observation time is that given to ascertain whether commercial vehicles are actively involved in loading/unloading. This is to encourage kerbside activity to take place away from traffic sensitive locations or to take place as quickly as possible.

This change also complementing the licensing regimes of other areas of City Highways whereby activity on “Traffic Sensitive” streets are subject to greater restrictions.

It is anticipated that the trial will feed into wider proposals as to how impacts on traffic sensitive streets are managed, which could in time include a proposal to charge more for permissions (suspensions, dispensations, Skip licences etc) on such streets. Any change to enforcement protocols would of course be subject to a decision by the Cabinet Member.



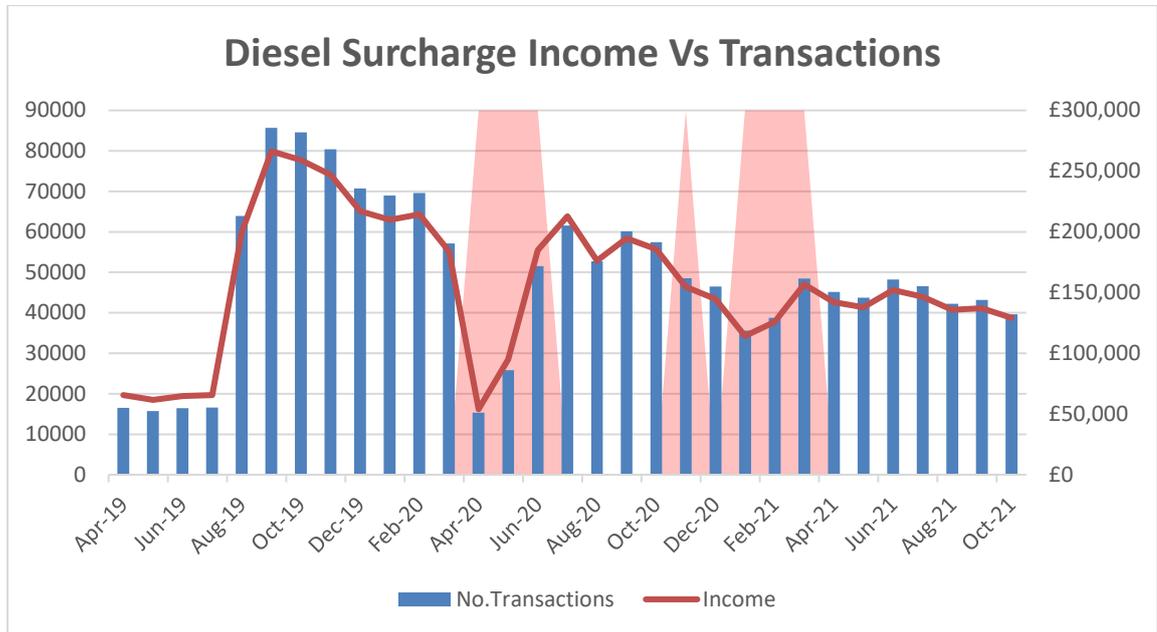
Traffic enforcement via camera has started to struggle in comparison. This is due in part to an increase in compliance at the enforced locations. Additional camera locations are being rolled-out following a needs assessment. Locations for enforcement are prioritised to focus on those where the greatest impacts on accident statistics or reductions of dangerous non-compliance can be achieved.

### 3.4 Diesel Surcharge

The Diesel Surcharge was introduced City-wide in August 2019 after an initial localised trial as part of our air quality commitments. This policy allows for a 50% surcharge on top of pay-to-park charges for the most polluting pre-2015 diesel cars. Initially this accounted for around 7.2% of total pay-to-park revenue but this has fallen to now be running around 4.3%. This fall was expected as affected vehicles age and form a smaller percentage of those coming into the City. Issues such as the ULEZ extension will only increase downward pressures on the use of these vehicles and as such it is expected that income stream will reduce further. Obviously such a change in behaviour by drivers should be applauded given the disproportionately negative impact on air-quality in the City created by older diesel vehicles.

The requirement for councils to do more to protect vulnerable residents living within 25m of a strategic road network was a clear recommendation in the coroner’s report following the inquest into the death of Ella Kissi-Adoo-Debra in Lewisham where exposure to poor air pollution was listed for the first time as a

contributing factor in the cause of death. A recent scrutiny committee meeting was held into Air Quality and the public health impacts and the need to continue the focus on bringing down pollutants was clear.



#### 4. Future Steps

##### 4.1 Use of parking income

The Parking Service is unusual as it is accounted for differently to other areas within the council. While the income and expenditure sits within the Council's General Fund and contributes to the overall financial position, WCC is bound by legislation to re-invest any surplus made from parking services in prescribed transport related activities only. This is recorded through a memorandum statement, the Parking Places Reserve Account (PPRA), which details the Parking surplus and how it has been reinvested on such areas as Public Realm enhancements, Highways Planning, Concessionary Fares and Home to School transport.

The extent of qualifying expenditure undertaken is such that Westminster presents a deficit on the PPRA in most financial years, so there is no requirement to ring-fence funds for application in further prescribed ways under the legislation.

	2018/19 £000	2019/20 £000	2020/21 £000
<b>Parking Surplus</b>	<b>69,453</b>	<b>69,471</b>	<b>49,112</b>
<b>Qualifying Expenditure</b>	<b>(75,032)</b>	<b>(87,454)</b>	<b>(86,315)</b>
<i>Comprised of Expenditure by Portfolio:</i>			
<i>Environment &amp; City Management</i>	(52,017)	(65,451)	(65,148)
<i>Place Shaping &amp; Planning</i>	(3,267)	(1,297)	(2,065)
<i>Public Protection &amp; Licensing</i>	(1,782)	(1,457)	(1,573)
<i>Finance, Property &amp; Regeneration</i>	(1,600)	(2,433)	(1,445)
<i>Family Services &amp; Public Health</i>	(16,366)	(16,815)	(16,084)
<b>PPRA Surplus / (Deficit)</b>	<b>(5,579)</b>	<b>(17,983)</b>	<b>(37,203)</b>
<b>Contribution from General Fund</b>	<b>5,579</b>	<b>17,983</b>	<b>37,203</b>
<b>Net Position on PPRA</b>	<b>0</b>	<b>0</b>	<b>0</b>

The majority of PPRA expenditure is on management, maintenance, and improvement of the council's highways (43% in 20/21); followed by Street Cleansing (25% in 20/21) and the council's contribution to TFL's Freedom Pass scheme (15% in 20/21).

The extent to which Highways capital works are funded by TFL over the coming years will impact the level of qualifying expenditure, however it is the overall General Fund rather than PPRA balances that determine the continuing affordability of the capital programme.

#### 4.2 Impacts of external factors

Parking policy and enforcement in Westminster does not operate in a vacuum.

Around 15% of all new car sales are of EVs (up from around 11% only a few months ago). Rising fuel prices, extensions of charging networks and other policy levers encouraging greener car use and increases in effectiveness of EV models are making them a more attractive purchase for customers and interest in environmental issues mean that the trend for increasing amounts of EV's travelling on our roads is expected to rise. Currently EV's receive a considerable discount on pay-to-park fees and resident Permits as we wanted to stimulate the market and reduce the amount of polluting diesel vehicles coming into the city. If trends continue this may need to form part of a wider review on how we charge for our parking to ensure access to kerbside space is maintained as well as cleaner air for residents and visitors.

Changes to ULEZ and Congestion Charge may alter how many vehicle journeys are made in the City and what sort of vehicles are making those journeys. The extent and depth of these changes are not known at present but will be subject to greater assessment and reconciliation over the coming months.

When ULEZ was introduced in April 2019, there was an average reduction in Pay to Park transactions of 3.5% in the affected parking zones during the first 4

months of operation. However, there was also a smaller reduction of 1.5% within the non-affected zones which is an indication of the continued changes in parking habits. Since then, there have been further reductions caused by the pandemic therefore it is difficult to quantify at this time what the effect of the ULEZ extension would have on overall Pay to Park income.

In recognition of these changing external factors a full Parking Occupation survey has been commissioned to be undertaken from January 2022. This report, which will detail statistics relating to the pressures on kerbside space and how our bays are utilised, will be released in or around August 2022.

**If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Jonathan Rowing**  
[jrowing@westminster.gov.uk](mailto:jrowing@westminster.gov.uk)



## Finance, Smart City and City Management Policy & Scrutiny Committee

<b>Date:</b>	24 <sup>th</sup> November 2021
<b>Classification:</b>	General Release
<b>Title:</b>	<b>2020/21 Work Programme</b>
<b>Report of:</b>	Head of Governance and Councillor Liaison
<b>Cabinet Member Portfolio:</b>	Cabinet Member for City Management and Cabinet Member for Finance and Smart City
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Lewis Aaltonen</b> <a href="mailto:laaltonen@westminster.gov.uk">laaltonen@westminster.gov.uk</a>

### 1. Executive Summary

1. This report asks the committee members to consider items for the Committee's 2021/2022 work programme.

### 2. Meeting dates for the 2021/2022 year

- 2.1 The Committee is advised that the scheduled meeting dates for the 2021/2022 year are:
  - 20<sup>th</sup> January 2022
  - 29<sup>th</sup> March 2022

### 3. Suggested topics

- 3.1 The January meeting will cover Provision of IT Equipment and Services for Members in the context of the new year.

**If you have any queries about this report or wish to inspect any of the background papers, please contact Lewis Aaltonen on [laaltonen@westminster.gov.uk](mailto:laaltonen@westminster.gov.uk)**

Appendix 1 – Work Programme  
Appendix 2 – Terms of Reference

## Appendix 1. Draft Work Programme 2021/2022

### Finance, Smart City and City Management (FSCCM) Policy and Scrutiny Committee

ROUND ONE 19 <sup>th</sup> May 2021		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr Melvyn Caplan
Report on the Oxford Street District	To update the committee on the status of the Oxford Street District programme	Debbie Jackson, Executive Director for Growth, Planning and Housing, and Elad Eisenstein, Programme Director for the Oxford Street District

ROUND TWO 30 <sup>th</sup> June 2021		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr Melvyn Caplan
Report on Waste and Recycling	To discuss waste management, recycling, and collections of waste and recycling within Westminster	Raj Mistry, Executive Director of Environment & City

EXTRAORDINARY MEETING 30 <sup>th</sup> September 2021		
Agenda Item	Reasons & objective for item	Represented by
Flooding in north Westminster	To discuss the flooding in north Westminster on 12 July 2021, and provide clarity and answers to residents from affected areas	George Mayhew and Matt Rimmer (Thames Water)  Commander Rodney Vitalis (London Fire Brigade)  Phil Robson (Head of Operations, City Highways)  Raj Mistry (Executive Director of Environment & City)

<b>ROUND THREE</b> <b>19<sup>th</sup> October 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr James Spencer
Procurement and Project Management	To review the Council's current approach to Procurement, particularly given the update to the Council's Procurement Policy in March 2021	Ed Humphreys & Nicole Repetto, Director of Commercial Partnerships (Procurement & Commercial Services)  Caron Smith MCIPS Head of Procurement – Policy, Performance & Systems

<b>ROUND FOUR</b> <b>24<sup>th</sup> November 2022</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr James Spencer
TFL E-Scooter Trail	To review the results and data garnered from Transport for London's E-Scooter trial in Westminster	Steve Tse (Transport Officer, City Highways)  Sarah Rye (Head of Public Realm and Security, City Highways)
Parking in Westminster (COVID-19)	To review and discuss the state of parking and parking enforcement in Westminster, post COVID-19	Jonathan Rowing (Head of Parking Operations, City Highways)

<b>ROUND FIVE</b> <b>20<sup>th</sup> January 2022</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr James Spencer
Member IT Provision / Policy	To review the provision of IT equipment and services for Members	Janis Best (Committee and Councillor Support Manager)
WCC Website Overhaul	To review and discuss the results and learnings gathered from the recent WCC website overhaul	Jessica Jones, Head of Digital Communications

<b>ROUND SIX 29<sup>th</sup> March 2022</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Finance and Smart City, Cllr Paul Swaddle
Cabinet Member Report / Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for City Management, Cllr James Spencer
Biodiversity and ecology of Westminster	To review whether sufficient efforts being taken to conserve tree, plant and animal habitat in Westminster, and to examine existing or future policies to support the expansion of biodiversity	
Air Quality Monitoring Sensors	To explore the planned rollout of air quality monitoring devices in engine idling hotspots in Westminster	Claire Parsons (Project Manager (CleanTech City Lead, Smart Cities Programme))

<b>UNALLOCATED ITEMS FOR NEXT MUNICIPAL YEAR 2022/23</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Temporary Traffic Closures		Kevin Goad (Director of City Highways)
North Westminster Floods	To receive an update on the Thames Water Review of the North Westminster Floods.	Raj Mistry (Executive Director of Environment & City)  Phil Robson (Head of Operations, City Highways)
Post COVID-19 Financial Recovery	To discuss the financial recovery of the borough and the City Council's actions and roles in supporting it	
Resident focus and inclusivity in Smart City	To review the Smart City initiative and scrutinise its focus on delivering value and improved lives for residents, as well as interrogating the accessibility of service upgrades or new technologies	Rhoda Philips (Digital Inclusion and Talent Lead, Customer Engagement)  Becky Chapman (Digital Innovation Consultant, Customer Engagement)  Sarah Williams (Head of Customer Experience and Digital, Customer Engagement)  Aruj Haider (Chief Digital and Innovation Officer, Customer Engagement)
MyWestminster Digital Card	To review and discuss the project management of	Sarah Williams (Head of Customer Experience and

	the <i>MyWestminster</i> Digital Card concept, as well as its attached financial implications	Digital, Customer Engagement)  Aruj Haider (Chief Digital and Innovation Officer, Customer Engagement)
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## **Appendix 2. Terms of Reference**

### **Finance, Smart City and City Management (FSCCM) Policy and Scrutiny Committee**

Terms of Reference (as per the Constitution, 15th February 2021)

Composition

Eight (8) Members of the Council (five Majority Party Members and three Minority Party Members,  
but shall not include a Member of the Cabinet.

#### **TERMS OF REFERENCE**

- (a) To carry out the Policy and Scrutiny functions, as set out in Article 6 of the Constitution, in respect of matters relating to all those duties within the terms of reference of the Cabinet Member for Finance and Smart City and the Cabinet Member for City Management.
- (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 paragraph 13 (a) of the Policy and Scrutiny procedure rules.
- (c) Matters, within the broad remit of the Cabinet Members referred to in (a) above, which are the responsibility of external agencies.
- (d) Any other matter allocated by the Westminster Scrutiny Commission.
- (e) To have the power to establish ad hoc or Standing Sub-Committees as Task Groups to carry out the Scrutiny of functions within these terms of reference.
- (f) To scrutinise the duties of the Lead Members which fall within the remit of the Committee or as otherwise allocated by the Westminster Scrutiny Commission.
- (g) To scrutinise any Bi-borough proposals which impact on service areas that fall within the Committee's terms of reference.
- (h) To oversee any issues relating to Performance that fall within the Committee's terms of reference.
- (i) To have the power to scrutinise those partner organisations that are relevant to the remit of the Committee.
- (j) To consider any Councillor Calls for Action referred by a Ward Member to the Committee

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