



City of Westminster

Committee Agenda

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

Meeting Date: **Wednesday 19th May, 2021**

Time: **6.30 pm**

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

Members: **Councillors:**

Susie Burbridge	Adam Hug
Danny Chalkley	Pancho Lewis
Lorraine Dean	Gotz Mohindra (Chairman)
Paul Dimoldenberg	Emily Payne

This meeting will be live streamed and recorded. Members of the public and press are welcome to attend the meeting and listen to the discussion of Part 1 of the Agenda. To access the recording after the meeting, please revisit the link.

If you require any further information, please contact the Committee Officer, Artemis Kassi, akassi@westminster.gov.uk

Corporate Website: www.westminster.gov.uk

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

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve the minutes of the Committee's meeting held on 24th March 2021.

(Pages 5 - 8)

4. REPORT OF THE CABINET MEMBER FOR FINANCE AND SMART CITY

The Cabinet Member for Finance and Smart City, Councillor Paul Swaddle, to provide a verbal update on current and forthcoming issues in his portfolio and to answer questions from Members.

(Pages 9 - 10)

5. REPORT OF THE CABINET MEMBER FOR CITY MANAGEMENT

The Cabinet Member for City Management, Councillor Melvyn Caplan, to provide a verbal update on current and forthcoming issues in his portfolio and to answer questions from Members.

(Pages 11 - 12)

6. REPORT ON THE OXFORD STREET DISTRICT

To receive a report on the Oxford Street District and Marble Arch Hill from Debbie Jackson, Executive Director for Growth, Planning and Housing, and Elad Eisenstein, Programme Director for the Oxford Street District.

(Pages 13 - 26)

7. WORK PROGRAMME

(Pages 27 - 32)

To review the Committee's Work Programme.

**Stuart Love
Chief Executive
11 May 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 virtually on **Wednesday 24th March 2021** at **18:30**, via Microsoft TEAMS.

Members Present: Councillors Gotz Mohindra (Chairman), Susie Burbridge, Lorraine Dean, Paul Dimoldenberg, Adam Hug, Murad Gassanly, Pancho Lewis and Emily Payne.

Also Present: Gerald Almeroth (Executive Director for Finance and Resources), Claire Barrett (Director of Corporate Property), Lizzie Barrett (Policy and Scrutiny Officer), Councillor Melvyn Caplan (Cabinet Member for City Management), Peter Hopkins (Assistant Director Commercial, Surrey County Council), Artemis Kassi (Senior Committee and Governance Officer), Raj Mistry (Executive Director for Environment and City Management), and Councillor Paul Swaddle (Cabinet Member for Finance and Smart City).

1 MEMBERSHIP

1.1 There were no changes to the membership.

2 DECLARATIONS OF INTEREST

2.1 There were no declarations of interest from members or officers.

3 MINUTES

3.1 **RESOLVED:** That the minutes of the meeting held on 3rd February 2021 be approved as a correct record of proceedings.

4 UPDATE FROM THE CABINET MEMBER FOR CITY MANAGEMENT

4.1 Councillor Melvyn Caplan (Cabinet Member for City Management) provided an update and responded to questions on matters relating to his portfolio, which included:

- the Oxford Street District;
- leisure and the reopening of leisure centres on 12th April and how EveryoneActive and the Council were engaging with members about rejoining;
- the Movement Strategy, including Active Streets and School Streets;

- reducing and minimising waste, including the pilot food waste scheme, associated costs, engagement with residents and the next phases of expansion of the scheme;
- the car sharing scheme;
- the issues concerning garden waste and tree cuttings;
- the Marble Arch Mound, including an update on costs, procurement, security, fees (to architects and later for dismantling), potential entrance charges and an imminent Cabinet Member Report relating to it; and
- the issues concerning social distancing, policing and related legislation when hospitality re-opened.

4.2 The Committee thanked the Cabinet Member for his contributions.

5. UPDATE FROM THE CABINET MEMBER FOR FINANCE AND SMART CITY

5.1 Councillor Paul Swaddle (Cabinet Member for Finance and Smart City) provided an update and responded to questions on matters relating to his portfolio, which included:

- the Council's budget;
- engagement with culture;
- decarbonisation of the Council's estate;
- research into the causes of digital exclusion;
- the re-evaluation of assets, especially in relation to the proportion of staff working from home;
- the communication, increasing awareness and understanding of the Greener and Cleaner agenda, including carbon and climate literacy and funding from the retrofitting accelerator funding stream;
- the issues concerning Huguenot House, location of the proposed casino and modelling;
- the collection rates for council tax and business rates, as compared with previous years;
- the potential development issues relating to libraries, including Marylebone, Seymour Leisure Centre and the Queen Mother Sports Centre;
- the decision by Nova not to proceed with the final phase of the Nova development and the implications for Westminster libraries;
- the potential for provision of refurbished laptops to residents over the age of 65; and
- the Animation Strategy, including bringing art to Westminster streets and empty properties in the form of art installations and pop up retail.

5.2 The Committee thanked the Cabinet Member for his contributions.

ACTION: A briefing note on the decarbonisation programme to be prepared for the Committee.

6. REPORT ON THE REGENERATION PROGRAMME

- 6.1 The Committee welcomed Peter Hopkins from Surrey County Council and invited him to give his reflections on the report on the Council's Regeneration Programme. Claire Barrett introduced the report. Peter Hopkins outlined the importance of the right "one front door" approach and commented on how the report successfully set out the Council's drive towards rationalisation of infrastructure. Peter Hopkins compared and contrasted the approach being taken elsewhere, including at Surrey, which had seen the sale of the council offices and resulted in a move back to Kingston. He also commented on the challenges in the post-Covid context for Surrey, particularly with the impact of Covid on Gatwick and Heathrow.
- 6.2 The Committee discussed issues arising from the report, including the repurposing of properties, the quality of public buildings in Westminster, the regeneration of Church Street (including Church Street Library), the decline in the number of local housing officers, ensuring that facilities are put to best uses, and strategies for bringing in secondary assets (such as former public toilets) into revenue generation.
- 6.3 The Committee was advised that the purpose of the rationalisation was to review the whole estate for underusage, to ensure that assets were reviewed, disposed of where necessary, returned to the purposes for which they were originally intended, as befitted needs, or have maximum use derived from them. The Committee also heard that this list did not constitute a disposal list. The Committee discussed the public facing aspects of asset review and how this would be conducted on a case-by-case basis within the evolving post-Covid context. The Committee also briefly discussed equalities and environmental issues around availability and accessibility of public toilets.
- 6.4 The Committee discussed wifi access for lower income households, particularly during the Covid-19 period. The Committee heard that fibre had been rolled out through the estates, including free wifi in community buildings and a variety of cost and length of contract options. Councillor Paul Swaddle advised that there would likely be an update provided at the Committee's September meeting.
- 6.5 The Committee further discussed the use of office space in City Hall, e-provision and behavioural changes relating to the holding of meetings electronically. Councillor Paul Swaddle reinforced the message that the Council policy would be "electronic by choice".
- 6.6 The Committee thanked Peter Hopkins for his attendance and his contributions.

ACTION: The Committee to receive an update on the WAES building situation and the Committee also to receive a briefing note update from Councillor Swaddle about the rationalisation programme (September 2021).

7. WORK PROGRAMME

- 7.1 The Committee discussed its work programme for the remainder of the municipal year 2020 to 2021.

7.2 **RESOLVED** that:

- the agenda for the next meeting be finalised offline.

8. TERMINATION OF MEETING

8.1 The meeting ended at 20:13.

Next meeting scheduled for: 29th April 2021

CHAIRMAN: _____

DATE _____



Finance, Smart City and City Management Policy and Scrutiny Committee

Date:	19 May 2021
Report of:	Councillor Paul Swaddle OBE
Cabinet Member Portfolio	Cabinet Member for Finance and Smart City
Report Author and Contact Details:	Gemma Stanton, Cabinet Manager (gstanton@westminster.gov.uk)

1. City for All Vision and Strategy (2021 – 2022) – Finance and Smart City Priorities

1.1 Thriving Economy

1.1.1 Support for Cultural Institutions

We are working with our cultural partners to input digital and offline cultural events into our new events database, and featuring more regular promotions in our resident newsletters and Citysave website.

We have developed opportunities for our cultural partners and creatives to takeover void retail units this year for no cost, in collaboration with Heart of London Business Association (HOLBA) and other Business Improvement District (BID) partners. Good progress has been made to secure pop-up occupiers for circa 40 void premises. Initial discussions have been held with organisations whose core purpose is discovering and curating creative talent. The aim of this project is to activate in line with the profile of each local area and enhance streetscape experience.

We also continue to work with our cultural institutions to enable a festival of outdoor arts, *Inside Out*, from August this year.

1.1.2 West End Recovery – Animation Strategy

Work is progressing well on an animation strategy to support the recovery of the West End, working alongside external stakeholders to curate a programme of temporary, cultural and artistic interventions to animate the local area. An 'Animation Strategy Roundtable' was held with BIDs and Landowners in late April to further engage local partners.

1.2 Greener and Cleaner

1.2.1 Reduce Carbon Emissions - Decarbonisation of operational estate

We have since awarded a contract to Vital Energy to deliver our energy efficiency programme utilising the circa £13million funding received from the Department for Business, Energy and Industrial Strategy (BEIS) Public Sector Decarbonisation Scheme.

1.3 Smart City

On Wednesday 17 March, we hosted our 'call for ideas' event with PwC to hear from our partners on their proposals on how we can collaborate together to deliver our City for All vision. The Call for Ideas initiative aimed at engaging tech innovators with a focus on start-ups and small and medium-sized enterprises to compliment our ongoing engagement with Big Tech companies, such as Microsoft, Hitachi and Google.

Challenges and opportunities in the borough were set out in the context of our City for All priorities, alongside the Council's smart vision and shared with relevant organisations spanning the Council's, PwC's and Connected Places Catapult's (CPC) networks.

107 businesses and organisations were represented at the breakfast briefing held in March, which was followed by 115 individual project proposals, in addition to emails suggesting other types of support and collaboration.

PwC and CPC, our strategic partners on the smart strategy, are assessing these submissions against our City for All ambitions and will recommend which to explore further as part of our Smart Blueprint. Additionally, further in-depth conversations will take place on a Tech Partner Day with organisations such as Google, Fujitsu, Apple, O2, Vodafone and Tech Mahindra to explore more ambitious partnership proposals.

1.3.1 Facilitate Connectivity

Throughout lockdown, the Council has continued to work with our partners to facilitate full-fibre broadband to our housing stock. As of the end of March, 80% of our housing stock has been connected to full-fibre capability.

To support homeschooling, the Council is working with fibre providers including, G.Network, Community Fibre and Hyperoptic to provide free broadband to support families who are struggling with home schooling. To date, 60 households have been determined as eligible and we are working with providers to connect them.

1.3.2 Driving Digital Equality – Digital Inclusion programme

Overall, the digital inclusion programme is on track with the virtual hub, data project, and tailored digital support for priority groups projects now on delivery stage. Engagement with Ebury Edge and Church Street regeneration teams and stakeholders is ongoing with focused digital inclusion projects identified for these areas. Meetings held with partners to package and co-deliver an end-to-end support for residents and for businesses to help them build digital skills, confidence and capabilities and find employment opportunities and thrive in the digital world.

2. Cabinet Member Decisions (March – 10 May 2021)

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

- Kemp House, Section 106 Variation;
- Update to the Procurement Code;
- Coroners Court Extension - Section 106 Unilateral Undertaking Relating to Development and Stopping Up Order;
- Digital Partners Framework;
- Additional Restrictions Grant Scheme - Closure of Round 2;
- DHP Review – March 2021;
- DHP Review – April 2021;
- Policy Guidelines for Discretionary NNDR reliefs, including NNDR Hardship Relief;
- Ratings Review Panel Recommendations - 9 March 2021; and
- Council Tax, NNDR, Housing Benefit Overpayments, Former Client Rent Arrears and Sundry Irrecoverable Debt, Quarter 4 2020/21.

3. Key Performance Indicators

As of quarter 4:

- 91.06% of Council Tax has been collected;
- 88.76% of Business Rates has been collected;
- 0 incidents attracting fines under the new GDPR legislation; and
- 4.9% of calls to our Agilisys contact centre abandoned.

3.1 Contact Centre Performance

The Agilisys contact centre performance for call handling is measured on a weekly basis. Since the start of 2021, Agilisys have met most of their targets, however there was a dip in the month of April which saw performance drop to below the expected targets and longer wait times than usual (see Figure 1).

Figure 1: Agilisys In-Hours Contact Centre Call Handling (January – April 2021)

Month	Volume of calls answered		% of all calls answered (target 95%)		% of calls answered in 30 seconds (target 70%)		Average time to answer (seconds)		Maximum call wait time (target 480 seconds)		Average handle time (seconds)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
January	13,836	16,663	94.70%	98.80%	74.10%	90.10%	38	10	819	733	226	251
February	12,325	15,533	95.80%	98.60%	77.90%	77.90%	30	10	804	559	227	242
March	16,331	15,547	95.70%	95.80%	72.10%	78.20%	32	29	964	518	227	227
April	14,918	9,859	88.40%	98.10%	43.40%	95.50%	106	10	963	517	251	247

This was noticeably poorer in the week following the Easter bank holiday weekend, when we would be expected to receive higher call volumes. This increase in demand was unfortunately compounded by resourcing issues such as long-term sickness, unplanned sickness and leave absences, as well as agents providing essential support to improvement projects. Agilisys have acknowledged and addressed these issues and recruited additional full and part time resource to increase capacity.

The contract manager is also working with Agilisys to analyse wait times to identify any specific times of concern and opportunities available to manage these better. Options for automated messaging regarding busy and quiet times and the offer of call backs are now possible with Agilisys's new telephony platform and are being actively investigated.



City of Westminster

Finance, Smart City and City Management Policy and Scrutiny Committee

Date:	19 May 2021
Report of:	Councillor Melvyn Caplan
Cabinet Member Portfolio	Deputy Leader and Cabinet Member for City Management
Report Author and Contact Details:	Gemma Stanton, Cabinet Manager (gstanton@westminster.gov.uk)

As per the new agreed Cabinet Member report structure, this update provides highlights on my City for All priorities, areas of current focus in the Deputy Leader and City Management Portfolio and pertinent performance information.

1. City for All Vision and Strategy (2021 – 2022)

1.1 Thriving Economy

1.1.1 Oxford Street Transformation

The Council is making great progress in delivering its commitment to make 2021 Oxford Street District's Year of Delivery. In February we launched our Oxford Street District Framework setting out a road map for the district's transformation over the next ten years. Less than a month later, we broke ground as we commenced works on Oxford Street with our plans for temporary public realm improvements which include pavement widening, pocket parks, new street furniture and experience lighting. The pavement widening has been completed in time for the district's reopening on 12 April, supporting businesses, residents and visitors.

In March, the Council also started the delivery of the Soho Photography Quarter – the first permanent scheme delivered as part of the programme. Additionally, Marble Arch Hill – a new temporary attraction aimed at attracting visitors back into the west end offering new experiences – received unanimous planning approval and is set to be open to public this summer.

The Council continues with the delivery of this ambitious programme at pace with additional work packages set to be delivered throughout the year, with a strong focus on a greener and smarter Oxford Street District, delivered in full engagement with communities and stakeholders.

1.1.2 Safe movement across Westminster

The School Streets programme was implemented from 19 April with close monitoring and stakeholder feedback gathered to assess the success of the measures.

1.2 Greener and Cleaner

1.2.1 West End Public Toilets and Enhanced Street Cleansing Operations

To ensure the West End continues to be an attractive visitor destination the provision of public toilet facilities and street cleansing services have been substantially enhanced since lockdown ended. Prior to lockdown, the Council deployed 12 mobile urinals at key locations each Friday and Saturday evening. This has now been increased to 18 mobile urinals and 12 portaloos to ensure the needs of female visitors are met. These facilities are also now deployed on Sundays and Bank Holiday Monday's (in addition to Friday/Saturday) and will also be deployed during weekday events such as Euro 2021 football matches. Additional signage has also been installed directing visitors to these facilities. The evening/night-time street cleansing operation in the West End has also been increased with additional street cleaning teams and flusher/washer vehicles operating in key areas from 10pm. Further street cleaning resources are also then introduced from 3am each weekend night to provide a detailed clean-up of the West End once the crowds have reduced and in preparation for the re-opening of businesses the next morning.

1.2.2 Sustainable transport – Electric Vehicle (EV) Charging

The Council, working in partnership with Siemens GB&I, installed the 1,000th EV charging point in April 2021 and are on track to deliver another 500 chargers by April 2022. The charging points range from 3kW to 50kW and have been installed at key residential and commercial locations across the city. The charging points are available to all users, making it easier for residents to switch to environmentally friendly transport solutions. The rollout plan

has been driven by residents where 98.5% of requests received are within a three-minute walk of a charging point.

1.2.3 Reduce energy consumption - Light-emitting diode (LED) street lights

As the Committee will be aware, in 2019 the Council commenced a programme of installing LED street lights to improve lighting control and reduce energy consumption that was expected to conclude at the end of March 2022. As of the end of April, we have switched 13,286 of our street lamps to LED, with a further 3,268 to be switched by November 2021 as part of our accelerated programme. Once complete it is projected that 1,335 tonnes CO₂e emissions will be saved per annum. Equally a programme of LED lighting improvements continue within the leisure service and the main sports pitches have now been converted to energy efficient lighting.

1.3 Vibrant Communities

1.3.1 Active environment - Leisure facilities

Leisure centres in Westminster re-opened from 12 April, after receiving the Government's go-ahead for Step Two of the roadmap out of lockdown.

Moberly Sports Centre, Paddington Recreation Ground, Little Venice Sports Centre, the Porchester Centre, Seymour Leisure Centre, Marshall Street Leisure Centre and Queen Mother Sports Centre operated by sports and leisure operator Everyone Active in partnership with Westminster City Council fully reopened with normal opening hours following a three-month closure due to the coronavirus pandemic.

1.4 Smart City

1.4.1 Smart Technology Trials

The Council have worked with FM Conway to lay a warm mix surface course using 85% recycled materials. To our knowledge we are the only local authority to trial such a high percentage of recycled materials when resurfacing. This innovation with high recycled content and lower carbon production methods supports the Council's carbon zero objective while providing the durability we need to maintain our highways assets to the highest standards.

2. Cabinet Member Decisions (March 2021 – 10 May 2021)

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

- Leisure Contract Variation;
- Leisure Contract Exit;
- Regent Street, Enhanced Temporary Highway Improvements; and
- Marble Arch Mound - Design, commission, construction and operation of the showcase event.

3. Key Performance Indicators

Waste tonnages were unsurprisingly significantly impacted by COVID-19 with overall tonnages reducing by 53% during 2020/21. The end of lockdown has seen a notable increase in commercial waste activity with pre-paid bag sales doubling during the first two weeks of April compared to the last two weeks of March 2021. Total waste collected has also increased by 16% during April 2021 compared to March 2021 with further growth expected as businesses return to normal operations.

As of 30th April, on the Public Realm capital programme we spent £46 million (2020/21).

96% of the Planned Preventative Maintenance (PPM) programme was delivered by year end. The anti-skid elements are the outstanding elements to be completed. Some resurfacing works in the West End have been moved to 2021/22 to ensure co-ordination with hospitality measures and will be progressed after September.

As of quarter four:

- 100% of urgent lighting defects made safe within an agreed timescale;
- 99% of carriageway and footway defects repaired or made safe within 24 hours;
- 86% of Resident parking bays available (based on number of bays and average of those suspended); and
- Latest bi-annual Parking compliance survey shows that 98% of motorists were parking in accordance with the regulations.



Finance, Smart City and City Management Policy and Scrutiny Committee

Date:	19th May 2021
Classification:	General Release
Title:	Oxford Street District – Project update
Report of:	Debbie Jackson, Executive Director, Growth, Planning and Housing Elad Eisenstein, Programme Director for Oxford Street District
Cabinet Member Portfolio	Deputy Leader and Cabinet Member for City Management, Cllr Melvyn Caplan
Wards Involved:	West End, Bryanston and Dorset Square, Marylebone High Street and Hyde Park
Report Author and Contact Details:	Elad Eisenstein eeisenstein@westminster.gov.uk

1. Executive Summary

- 1.1. Following a public consultation exercise, Cabinet approved the Oxford Street District (OSD) Place Strategy and Delivery Plan on 25th February 2019. A business case was developed and approved by Cabinet in April 2019 setting out the justification for the Council's investment.
- 1.2. The case for change is now even more compelling. A rapidly changing retail environment, the arrival of the Elizabeth Line and, most recently, the Covid-19 pandemic, pose new challenges as well as opportunities.
- 1.3. Westminster City Council recognises the need for a coordinated district-wide approach during these critical times. Action is urgently needed to ensure the programme adequately addresses immediate community and economic needs, lays the foundations for a sustainable recovery and adaptation to the emerging context, as well as ensure that the district remains globally competitive in the years ahead. As such, the OSD

programme is a key contributor to the Council's City for All vision and in particular the new Thriving Economy pillar.

- 1.4. From the start of the pandemic, the Council has engaged with local residents, businesses and partners to understand the impacts of Covid-19, both in the local area as well as on the economy of central London more broadly. We have also looked internationally to understand better how other cities are responding to the immediate challenges of the pandemic while identifying new opportunities for long term improvement and resilience. This has informed the Council's development of appropriate plans and initiatives, responding proactively to the new opportunities and challenges of today, as well as preparing for the future.
- 1.5. In February 2021, the Council has launched the new Oxford Street District (OSD) Framework, delivering an ambitious and meaningful vision for the area that captures the values and needs of communities, residents and visitors and setting a roadmap for delivery. The Framework builds on the previously agreed Place Strategy and Delivery Plan.
- 1.6. The framework has been developed in partnership with key stakeholders. Effective collaboration between public and private sectors will create opportunities to leverage major investments in the area, maximising public benefits.
- 1.7. The ambitious new plans reaffirm the Council's commitment to the Oxford Street District, with 2021 being 'the year of delivery'.
- 1.8. The February 2021 OSD launch included the following statements:
 - A bold vision to deliver a successful future for the nation's high street, as the greenest, smartest, most sustainable district of its kind, anywhere in the world.
 - See spades in the ground in early 2021 to kick start the year of delivery in an overarching 10-year plan.
 - Restore the area as the must-visit destination of choice for domestic and international visitors when restrictions ease, through a range of intensive, interim improvements on Oxford Street.
 - A strong boost for the visitor economy with immediate improvements, including a bold, new 'March Arch Hill' visitor attraction to be a catalyst for the district to climb back to global acclaim and success.
- 1.9. In March 2021, following a 4-week engagement process, the Council began delivering the first phase of the Oxford Street temporary public realm improvement scheme.
- 1.10. Interventions as part of the temporary scheme will deliver a greener Oxford Street with significantly extended footways, pocket parks, new

bespoke street furniture, banners and feature lighting. When completed, the designs will bring to the district 40% more trees, over 1500 new plants from 65 species and double the amount of seating. The works will be delivered in phases, between April and late Spring, with Phase 1 completed and ready for hospitality reopening by 12 April.

- 1.11. All interventions as part of the temporary public realm scheme are delivered via a Temporary Traffic Order (TTO) for 18 months.
- 1.12. Another key intervention for 2021 is Marble Arch Hill. This new temporary visitor attraction is proposed as part of the Council's response to reactivating the Oxford Street District. The 24m high climbable hill will create a new visitor experience in the West End and deliver sweeping views of Oxford Street, Hyde Park and surrounding areas.
- 1.13. The project secured planning approval on 30 March 2021 and is now progressing towards delivery in the summer. It is expected to open to the public in the summer, for a period of 6 months. Subject to social distancing and the appropriate guidance, the project is expected to attract approximately 200,000 visitors, generating significant cumulative spend in the area.

2. Key Matters for the Committee's Consideration

The Committee is asked to comment on the following key aspects relating to delivery of the programme's outcomes:

- The timelines for delivery and the balance between more immediate recovery actions and the longer-term adaptation and sustained success of the OSD.
- The importance of a partnership approach, including in relation to the funding package for wider improvements.
- The relationship between OSD and the wider West End.
- The role of OSD and its spaces as the central London economy adapts to a post-Covid, post-Brexit context - what are the key trends we need to respond to?

3. Background

- 3.1 The impact of the Covid-19 pandemic on the Oxford Street District has been significant. The area has seen a dramatic drop in footfall and a growing number of business closures, some permanent.
- 3.2 In these unprecedented times, doing nothing is not an option.
- 3.3 The Council remains committed to deliver its plans for the District. The pandemic presents a once-in-a-lifetime opportunity to address the big challenges ahead and at the same time support the aspirations of local communities, reinforcing the district's status as a global exemplar and

cultural, leisure and economic powerhouse.

4. Progress to Date

- 4.1. Since the approval of the Oxford Street District business case in April 2019, design had been progressed on key work packages across the District and been informed by the subsequent development of the OSD Framework this year.

COVID Impact

- 4.2. With a large proportion of the area's workforce continuing to work from home and with international tourism on hold, it seems likely the challenges of the pandemic will continue to impact the area and throughout 2021 and beyond.
- 4.3. Alongside the huge costs of the pandemic, there is an urgent need to support businesses and communities and there are opportunities to innovate, trial and test solutions quickly, which would otherwise take a long time to develop. Additionally, there is now the opportunity to take a long-term view on the big questions highlighted by the pandemic. These include issues of health and wellbeing, mobility, density, living and working in central London and how to maximise the value of investment in infrastructure in the area.

Framework Document

- 4.4. Developed in full partnership with key stakeholders, the Framework for the Oxford Street District sets out a comprehensive programme of improvements, which will enhance the District in its entirety: as a global destination alongside thriving residential neighbourhoods, with successful businesses and an unrivalled visitor experience. The Framework responds to long-standing opportunities and challenges as well as the significant new ones presented by the pandemic, capitalising on this moment to strengthen the District's world-renowned status as a great place to live, work and visit.
- 4.5. Delivery of the Oxford Street District is already underway, with major public realm interventions in progress. The Framework ensures that this ambitious programme continues, and is accelerated where most needed, with strategic focus in key areas and workstreams, to enable the urgent recovery of the West End and begin the longer-term transformation of the area.
- 4.6. The Framework is not a stand-alone document. It builds on previous work by the Council and should be read in conjunction with the OSD Place Strategy and Delivery Plan, approved in February 2019, and the Westminster City Plan which sets out the conditions around which this Framework operates.

Engagement

4.7. A comprehensive engagement process with members, key partners, resident groups and other stakeholders has taken place prior to the launch of the framework. This included:

- Ward members
- OSD Strategic partnership
- Core resident groups and neighbourhood forums, including:

Marylebone Association
Mayfair Residents Group
Residents Association of Mayfair and St James
Fitzrovia Neighbourhood Association
WECN
Soho Neighbourhood Forum
Mayfair neighbourhood Forum
Marylebone Neighbourhood forum
FitzWest

- GLA family (TfL, GLA)
- BIDs (NWEA, HOLBA, BSQ, Marble Arch, North Bank)
- NWEA Board / Oxford Street Group
- Key retailers (Selfridges, M&S, John Lewis)

5. Delivery Plan for 2021

5.1. Whilst progress has been made on the delivery of the OSD programme, the Framework ensures that this level of ambition continues, and is accelerated where most needed, to enable the urgent recovery of the West End and kick-start the longer-term transformation of the area.

The Framework includes a comprehensive delivery plan for 2021. It is underpinned by 8 workstreams as illustrated below:

a) Zero Carbon Demonstrator

Accelerate the delivery of zero-carbon projects commencing with a pilot project within the district to demonstrate the Council's commitment to cleaner air, more efficient freight and servicing, and sustainable movement. This will see the Council deliver:

- Public realm improvements that support active mobility and community uses
- Smart freight and servicing networks and services
- Upscale EV charging infrastructure
- Prioritise cleaner modes and vehicles

Progress made since Framework launch:

The Council is currently making good progress on these proposals, with phase 1 expected to be delivered before the end of 2021.

b) Marble Arch Centre

Work with stakeholders and landowners, as part of the three centres approach (e.g. Marble Arch, Oxford Circus and East Oxford Street), to progress delivery of a fully integrated and attractive centre at Marble Arch. Key outcomes:

- Short-term catalyst projects to showcase the level of ambition and reopen the city post-pandemic
- Connect the western end of Oxford Street with Hyde Park
- Coherent public realm worthy of a global destination
- Significant developments to provide more homes, jobs and diversity of uses

Progress made since Framework launch:

Marble Arch Hill received planning approval on 30 March 2021 and is expected to open to public in summer 2021.

The delivery of the Marble Arch Hill will comprise two main packages, including but not limited to:

- a) Design and construction, fit-out, maintenance of the structure as well as any necessary coordination with stakeholders to facilitate any traffic diversions or other temporary infrastructure to support the project. It will also include decommission and removal of the temporary structures at the end of the Project.
- b) Operations and event management including but not limited to event security, ticketing, booking and payment systems, meet and greet staffing, communications and public relations, possibly operation of a light refreshments facility, cleaning and staff welfare facilities.

Full details on the projects' design, commission, construction and operation are provided as part of a separate Cabinet Member Report dated 22 March 2021.

The Marble Arch Hill project includes a significant legacy element. This includes a permanent power supply provided to the site in support of future events as well as trees and planting which will be reused across the district. Proposals for the longer term transformation of the area are at the design stage and will seek to build upon on the improvements to the area made throughout 2021.

c) Laneways Programme

Public realm catalyst projects that can be delivered without major district-wide enabling works - providing maximum value in the short to medium term. Key outcomes:

- Two key laneway schemes constructed in 2021
- Four remaining laneways to be delivered throughout 2022/23
- Maximise the value of local character and ambitions for the identified spaces in collaboration with stakeholders

Progress made since Framework launch:

A detailed delivery programme for laneways is underway. The first OSD permanent scheme, Soho Photography Quarter, started on site on 22 March, with Phase 1 expected to complete by the summer. Additional laneways are in design stages and are on track for delivery in 2022.

d) Greenways Programme

A network of green routes connecting neighbourhoods, garden squares and parks, by providing safe, comfortable, sustainable, and attractive streets for walking and cycling. Key outcomes:

- An east-west route to the north of Oxford Street from Edgware Road to Foley Street delivered by 2022
- An east-west route to the south of Oxford Street connecting Hyde Park to Soho, constructed by the end of 2023
- A north-south route connecting Fitzrovia and Soho delivered in 2022

Progress made since Framework launch:

Designs and delivery of greenways progressing to plan with works to start on site in 2022.

e) Oxford Street Showcase

Immediate improvements to Oxford Street and adjacent streets as a springboard for wider recovery and acceleration of major schemes along the district's main spine. Temporary improvements to provide a trial ahead of permanent scheme delivery. Key outcomes:

- Increased footway space by mid-2021 to enable safe, distanced access to the district and its businesses
- Work with partners to further advance Oxford Circus plans and enabling works in 2021
- Provide additional greenery, cycle parking and seating Introduce pocket parks on adjacent streets

Progress made since Framework launch:

Work has started on the first phase of the temporary public realm improvement scheme on Oxford Street. The scheme will deliver significant improvements to Oxford Street which include wider pavements, new street furniture, more trees and planting, lighting

features and pocket parks.

The scheme is delivered via a Temporary Traffic Order (TTO) for a period of 18 months and will provide much needed improvement to the appearance and operational aspects of the district, supporting businesses, residents and visitors returning to the area.

First phase of the highways works has been completed by 11th April, in time for the reopening of leisure and hospitality on 12th April.

f) World's first 'District as a service' offering - implement a District-wide business scale- Business Scale-up programme to support local start-ups and attract new businesses to the District. Trial and test innovative uses of enterprise spaces to contribute to a more resilient, inclusive and thriving local economy. Key outcomes:

- Attractive packages for local businesses, start-ups and international firms, attracting and retaining them in the district
- District-wide curation of vacant spaces with full scale-up capacity
- Flexible accommodation options for a range of business uses

Progress made since Framework launch:

The Council is working closely with partners on the development of a business scale up and activation programmes across the West End. This is a Council-wide effort which involving various directorates across WCC.

g) Diverse uses accelerator

Refresh the West End's world-class experience by using spaces in new ways that meet the changing needs of local communities, occupiers, property owners and consumers, and are flexible in the face of challenges such as Covid-19. Key outcomes:

- Support innovative application of flexible new planning rules to provide a greater mix of uses and activities
- Explore options for a new major attraction on Oxford Street to stimulate footfall and growth
- Develop pioneering day and evening activities and opportunities

Progress made since Framework launch:

The Council has undertaken a high-level economics study for the district to inform future scenarios. The study indicated that the nature of uses within the West End will change significantly over the next 5-10 and identified the need to create the appropriate conditions to support a more varied mix of uses (such as leisure and culture), a growing residential demand and attract new types of businesses to the area. Sustainability is also playing a key part in defining the attractiveness of the district.

The Council is working on strategies, initiatives and projects that

support changing needs of the district across areas including; new mix of uses, active travel, public realm with more focus on play, arts and culture, digital and smart infrastructure as well as sustainability and tackling climate emergency. A pop-up programme led by the Council is underway, attracting businesses who require short term leases to take space within the District.

h) Smart District

Deliver a world-leading activation programme that provides unique experiences, transforms the look and feel of the area and kick-starts wider economic recovery. Seamlessly integrate smart-city solutions to enhance the overall experience of the district. Key outcomes:

- Broker new partnerships to develop an exciting cultural programme
- Trial and test longer term technology solutions for freight, waste and mobility
- Deliver an evening and night-time lighting scheme

Progress made since framework launch:

The smart district programme for OSD is making good progress with feasibility work underway for various waste, mobility, freight and other smart solutions for the district. Part of these will be delivered via the Zero Carbon Demonstrator as part of a pilot and others in the longer term.

As part of the programme, works are also progressing on an integrated activation plan for 2021 which includes arts and culture, pop ups and events. This is a cross Council effort which will be delivered in partnership with other stakeholders as well.

5.2 The detailed OSD delivery plan for 2021 is included in the Framework document. This can be downloaded from the OSD website on:

<https://osd.london/framework/>

6. Governance

- 6.1. Central to the delivery of the programme is a robust governance plan that maximises collaboration within and beyond the Council. The delivery of the OSD programme is a Council-wide effort, with all directorates playing a key role in the planning, design and delivery of the programme.
- 6.2. In order to ensure the appropriate linkages across the Council are taking place, various platforms have been created to ensure the programme is delivered in an integrated way. Key 'champions' have also been identified across Council to support key activities and ensure the required level of ownership takes place.
- 6.3. Set out below is the governance programme for 2021.

Group / Board	Role and level of engagement
Delivery Board / Officer Steering group	<p>Monthly project board meetings which are chaired by the Programme Director for Oxford Street District and attended by senior responsible officers from various departments. The project board's role is to:</p> <ul style="list-style-type: none"> • Fully integrate delivery across the Council and other external interfaces • Monitor and approve any changes to the project programme and reports; • Exercise financial authority to support the project; • Review risks, issues and exceptions and determine appropriate course of action based on recommendations from the Project Working Group; • Manage and co-ordinate private sector funding mechanisms; • Review, comment and approve the project business case and economic case for investment; • Regular monitoring of the project budget; • Maintain overview of the communication strategy.
Leader's OSD board	<p>Monthly steering group meetings which are chaired by the Leader and attended by Cllr Caplan, Green and Swaddle, along with senior responsible officers. The Steering Group:</p> <ul style="list-style-type: none"> • Provide strategic direction for the project including the agreed aspirations and outcomes; • Agree the programme for the project and any significant changes to key milestones; • Make decisions on proposals and agree the strategy for their implementation; • Approve the projects delivered within the district; • Agree the funding model for the delivery of the project; • Resolve issues raised by the Project Board • Approve communications strategy and key messaging relating to the project; • Provide direction on possible impact this project may have on other major projects; • Align the strategic plans and processes of their respective departments for the achievement of agreed project outcomes; • Provide authorisation to spend against budget (formalised via a Cabinet Member report).
Partnership board	<p>Monthly meetings which are chaired by the Leader, and attended by Cllr Caplan senior responsible officers well as key representatives of Primary Landowners. The Partnership board:</p>

	<ul style="list-style-type: none"> • Oversees strategic partnership actions to deliver the project and various sub-programme initiatives • Aligns key interfaces, timeframes and budgets to maximise outcomes from key aspects of the projects • Create partnership to enable the delivery of key aspects of the project
Ward Members	<ul style="list-style-type: none"> • Bi-monthly updates to the ward members of the affected wards; • Engagement with ward members will continue during the design process.
Residents, Neighbourhood Forums and Amenity Societies	<ul style="list-style-type: none"> • Regular engagement with stakeholders. Further engagement will be undertaken with stakeholders during the design process to ensure their views are taken on board. There will also be consultation on individual schemes as they are progressed. Regular newsletters will be issued to keep all stakeholders updated on progress.
Stakeholders including BIDs, business representatives and landowners	<ul style="list-style-type: none"> • Regular engagement with stakeholders. Further engagement will be undertaken with stakeholders during the design process to ensure their views are taken on board.

6.4. The Council is also engaging widely through its own digital platforms

These include:

- Westminster City Council Website: www.westminster.gov.uk/oxford-street-district
This platform is being updated regularly as new project information becomes available for engagement.
- Oxford Street District Website: www.osd.london
This platform is regularly being updated to communicate new launches, activities and events across the district. It also has the OSD framework available for viewing and download.

7. Staffing Implication

- 7.1. A Programme Director for the Oxford Street District has been appointed in October 2020. The team includes 5 additional team members with two new staff joining in April 2021.
- 7.2. The OSD programme is delivered as a Council-wide effort with full collaboration across all Council's directorates.
- 7.3. Clear governance structure sets out the interfaces required to deliver the programme across all strands of work which require full integration across planning, economics, highways, maintenance and management, etc.

8. Financial Implications

Capital Funding

- 8.1 Capital costs to deliver the plans as illustrated in this report for 21/22 including the Oxford Street Temporary Public Realm Improvement scheme are estimated at £35m.
- 8.2 All delivery plan expenditure for 21/22 will be funded from the £150m investment by the Council in the district. This was approved by Cabinet in April 2019.
- 8.3 In April 2019, Cabinet also approved £21m of expenditure from the £150m for design, surveys and other feasibility related work required for the delivery of the programme.
- 8.4 The capital costs for the Oxford Street Temporary Public Realm Improvement Scheme detailed in paragraph 5.1.5 are estimated at £3.3m. This includes design, construction costs and professional fees as well as risk and contingency.
- 8.5 The Cabinet Member responsible for Oxford Street District will approve spend in accordance with Council financial regulations.
- 8.6 Any other Cabinet Members with an interest in the decision being taken will be informed and consulted as part of the approval process.

Revenue implications

- 8.7 A detailed management plan for the District going forward is currently being developed. The Council is committed to maximising the use of existing resources as well as contributions from partners to support the future vision of the district.

9. Legal implications

- 9.1 The Director of Law has considered the contents of this report and does not have any other comments to add.

10. Consultation and Stakeholder Engagement

- 10.1 Stakeholder engagement for the OSD framework is illustrated in section 4.8 of this report.
- 10.2 With regards to respective work packages, a master OSD stakeholder engagement and communications plan has been prepared by MCJV and approved by the Westminster Communications team. This document provides an umbrella for all other projects delivered through the programme and will be supplemented by locally specific plans, which refer to the particular

circumstances of the spaces in question, including land- use and ownership, stakeholders, etc.

11. Equalities Implications

- 11.1 Diversity and Inclusion, in all respects, have been critical to the success of the Oxford Street District and will continue to be in the future. The Oxford Street Framework ensures there is a wide offering for all audiences. All projects delivered within the OSD programme embed Diversity and Inclusion principles from early stages of the design and up to delivery.
- 11.2 All OSD procurement related activities seek to maximise opportunities for social value and promoting D&I through the procurement activity. Social value criteria is included within the tender process for any consultant appointed to work on the project.
- 11.3 Social value monitoring is undertaken for all schemes being implemented as part of the programme.
- 11.4 Appointed OSD contractor MCJV are finalising their social value implementation plan which will be reflected throughout the design and construction of the project.
- 11.5 Each work package will develop an equality impact assessment to cover both strategic and operational activities.
- 11.6 The OSD team is working with a wide range of groups (access groups, youth groups, residents, etc) to develop designs that will not disadvantage any protected group from enjoying Oxford Street District proposals.

Background Papers

- Oxford Street District – Project Approach, Cabinet Report and Decision, 9th July 2018.
- Cabinet Member Report – Oxford Street Phase 1, 5th October 2018.
- Cabinet Report – Capital Programme 2019/20 to 2023/24, 15th October 2018.
- Cabinet Member Report – Oxford Street District, Procurement Strategy, 16th October 2018.
- Cabinet Report – Oxford Street District, Public Consultation on the Draft Place Strategy and Delivery Plan, 25th October 2018.
- Capital Programme – March 2019
- Cabinet Report - Oxford Street District – Place Strategy and Delivery Plan Consultation Results and Updated Strategy – 25th February 2019
- Cabinet Report - Oxford Street District – Business Case and Investment Approval, 9th April 2019
- Oxford Street District Framework – February 2021
- Cabinet Member Report - Marble Arch Mound - Design, commission, construction and operation of the showcase event – 22 March 2021
- Cabinet Member Report - Marble Arch Mound - Design, commission, construction and operation of the showcase event – May 2021

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

eeisenstein@westminster.gov.uk

APPENDICES:

Oxford Street District Framework, Issued February 2021

BACKGROUND PAPERS

N/A



Finance and City Management Policy & Scrutiny Committee

Date:	10 May 2021
Classification:	General Release
Title:	2020/21 Work Programme
Report of:	Lucy Glover, Acting Head of Governance and Councillor Liaison
Cabinet Member Portfolios:	Cabinet Member for Finance and Smart City and Cabinet Member for City Management
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Artemis Kassi akassi@westminster.gov.uk

1. Executive Summary

- 1.1 This report requests that the Committee discuss topics for the work programme for the next municipal year.

2. Next meeting date for the 2021/2022 year

- 2.1 The Committee is reminded that there are currently five scheduled meetings for the municipal year 2021 and 2022. The next scheduled meeting for the 2021/2022 year is 2nd June 2021. In view of the proximity of the next meeting, it is suggested to find a date in July for the next meeting.

3. Suggested topics

- 3.1 The Committee is asked to suggest topics for the work programme for the next municipal year. Some suggested topics are:
- Procurement
 - Green financing
 - Waste management and recycling strategy
 - Parking policy and its connection with climate strategy
 - Post-Covid-19 financial challenges

- 3.2 The Committee is reminded that there is a standing task group to consider the budget of Council. The Committee may wish to consider other topics suitable for other task group work.

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

akassi@westminster.gov.uk

BACKGROUND PAPERS

Appendix 1 Work Programme

Appendix 2 Terms of Reference

**FINANCE, SMART CITY and CITY MANAGEMENT POLICY and SCRUTINY COMMITTEE
Work Programme 2021 - 2022**

ROUND ONE 2 June 2021		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Melvyn Caplan – Cabinet Member for City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Paul Swaddle – Cabinet Member for Finance and Smart City
Procurement	To receive a report on procurement strategy	Gerald Almeroth Sarah Warman

ROUND TWO 30 SEPTEMBER 2021		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Paul Swaddle – Cabinet Member for Finance and Smart City
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Melvyn Caplan – Cabinet Member for City Management
Recycling/Waste Management	To receive a report on the Council's recycling and waste management strategy	

ROUND THREE 24 NOVEMBER 2021		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Melvyn Caplan – Cabinet Member for City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Paul Swaddle – Cabinet Member for Finance and Smart City
Post-Covid-19 Financial Challenges	To review council strategies to meet the post-Covid-19 financial challenges	Gerald Almeroth

ROUND FOUR 20 JANUARY 2022		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Paul Swaddle – Cabinet Member for Finance and Smart City
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Melvyn Caplan – Cabinet Member for City Management
To be confirmed		

ROUND FIVE 29 MARCH 2022		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Melvyn Caplan – Cabinet Member for City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Paul Swaddle – Cabinet Member for Finance and Smart City
To be confirmed		

UNALLOCATED ITEMS		
Agenda Item	Reasons & objective for item	Represented by:
N/A		

TASK GROUPS AND STUDIES		
Subject	Reasons & objective	Type
2021/22 Budget	Standing task group to consider the budget of Council	Task Group

FINANCE, SMART CITY AND CITY MANAGEMENT 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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