



## City of Westminster

Title:	<b>Finance, Smart City and City Management Policy and Scrutiny Committee</b>								
Meeting Date:	<b>Wednesday 30th June, 2021</b>								
Time:	<b>6.30 pm</b>								
Venue:	<b>This will be a virtual meeting</b>								
Members:	<p><b>Councillors:</b></p> <table><tr><td><b>Gotz Mohindra (Chairman)</b></td><td><b>Paul Dimoldenberg</b></td></tr><tr><td><b>Susie Burbridge</b></td><td><b>Adam Hug</b></td></tr><tr><td><b>Danny Chalkley</b></td><td><b>Emily Payne</b></td></tr><tr><td><b>Lorraine Dean</b></td><td><b>Nafsika Butler-Thalassis</b></td></tr></table>	<b>Gotz Mohindra (Chairman)</b>	<b>Paul Dimoldenberg</b>	<b>Susie Burbridge</b>	<b>Adam Hug</b>	<b>Danny Chalkley</b>	<b>Emily Payne</b>	<b>Lorraine Dean</b>	<b>Nafsika Butler-Thalassis</b>
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	<p><b>This meeting will be live streamed and recorded. Members of the public and press are welcome to listen to the discussion of Part I of the agenda.</b></p> <p><b><u><a href="#">Link to live meeting</a></u></b></p> <p><b>To access the recording after the meeting, please revisit the link.</b></p>								
	<p><b>If you require any further information, please contact the Committee Officer: Artemis Kassi, Lead Scrutiny Advisor Email: <a href="mailto:akassi@westminster.gov.uk">akassi@westminster.gov.uk</a></b></p> <p><b>Corporate Website: <a href="http://www.westminster.gov.uk">www.westminster.gov.uk</a></b></p>								

**Note for Members:** Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting.

With regard to item 2, guidance on declarations of interests is included in the Code of Governance. If Members and Officers have any particular questions they should contact the Head of Governance and Councillor Liaison in advance of the meeting please.

## **AGENDA**

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

#### **1. MEMBERSHIP**

To note any changes to the Committee's membership.

#### **2. DECLARATIONS OF INTEREST**

To receive declarations of interest 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**

**(Pages 5 - 10)**

To approve the minutes of the Committee's meeting held on 19<sup>th</sup> May 2021.

#### **4. UPDATE FROM THE CABINET MEMBER FOR CITY MANAGEMENT**

**(Pages 11 - 14)**

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

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

**(Pages 15 - 18)**

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

#### **6. REPORT ON WASTE AND RECYCLING**

**(Pages 19 - 28)**

To receive a report on waste and recycling in Westminster.

**7. WORK PROGRAMME**

**(Pages 29 - 36)**

To discuss the Committee's work programme for the municipal year 2021 – 2022.

**Stuart Love**  
**Chief Executive**  
**22 June 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 19<sup>th</sup> May 2021 at 6.30pm**, via Microsoft TEAMS.

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

**Also Present:** Councillor Melvyn Caplan (Cabinet Member for City Management), Councillor Paul Swaddle (Cabinet Member for Finance and Smart City), Daniela Brown (Diary & Office Manager, LMO), Elad Eisenstein (Programme Director Oxford Street District), Debbie Jackson (Executive Director Growth, Planning and Housing), and Artemis Kassi (Lead Scrutiny Advisor).

#### 1 MEMBERSHIP

- 1.1 Councillor Murad Gassanly had been replaced on the Committee by Councillor Danny Chalkley.
- 1.2 Apologies for absence were received from Councillor Danny Chalkley. Councillor Richard Elcho substituted for Councillor Chalkley.

#### 2 DECLARATIONS OF INTEREST

- 2.1 There were no declarations of interest.

#### 3 MINUTES

- 3.1 **RESOLVED:** That the minutes of the meeting held on 24<sup>th</sup> March 2021 be approved as a correct record of proceedings, subject to the amendment of clause 6.2 to read both “officers” and “offices”.

**ACTION:** Minutes of 24<sup>th</sup> March 2021 to be amended at paragraph 6.2.

## **4 UPDATE FROM THE CABINET MEMBER FOR FINANCE AND SMART CITY**

- 4.1 The Committee received a written update from the Cabinet Member for Finance and Smart City, Councillor Paul Swaddle, who responded to members' questions on matters of interest in his portfolio, which included the following topics:
- the reopening of the City not only to residents but also to wider communities and tourists;
  - the programme of activation and relationship with cultural institutions, including pop-ups;
  - homeschooling, the end of free broadband schemes on 31<sup>st</sup> August, the numbers of families in the City eligible for free broadband and the challenge of digital exclusion;
  - the Agilisys service and its performance;
  - the Animation Strategy;
  - the Smart City programme, including the call to the public for ideas around improvements; and
  - accessibility for users with disabilities, the Covid-19 context and social distancing.
- 4.2 The Committee discussed the reopening of the City. The Committee heard that it was planned that events such as West End Live would take place later in the year and that Councillor Swaddle would separately arrange detailed briefings regarding activations. The Committee also discussed in depth the importance of issues around: BIDs and who attended meetings with the BIDs; clarification around the Vital Energy contract, the decarbonisation of buildings and the decarbonisation programme more generally; pop-up locations and timings around these pop ups including plans to extend; the Animation Strategy and engagement with cultural institutions; the impact of Covid on business rates; and the uptake of free broadband by school pupils in Westminster.
- 4.3 The Committee heard that 80% of Westminster's social housing now had full fibre connection with the aim of reaching 100% by year end. The Committee also heard that the contact centre performance had not been satisfactory in April and continued to be monitored.

## **5 UPDATE FROM THE CABINET MEMBER FOR CITY MANAGEMENT**

- 5.1 The Committee received a written update from the Cabinet Member for City Management, Councillor Melvyn Caplan, who responded to members' questions on matters of interest in his portfolio, which included the following topics:
- the usage of Paddington Recreation Ground;
  - the reopening of all leisure centres and gyms in the wider context of the future of the leisure industry;
  - the charging points for Electric Vehicles and parking pressures in the City;

- the delivery of the Council's capital programme; and
- 5.2 The Committee discussed in depth the importance of issues concerning: the shopping areas outside of Oxford Street; disability access in particular around the Soho area; maintaining full opening hours for leisure centres and the future for leisure centres versus outside spaces; revenue from the al fresco dining scheme; and public restroom facilities and mobile urinals.

## 6. REPORT ON THE OXFORD STREET DISTRICT

- 6.1 The Committee received a report on the Oxford Street District from Elad Eisenstein (Programme Director, Oxford Street District) who introduced the work taking place to improve this area. The Committee heard that delivery had been successful and that the framework had been launched with partners, with Elad Eisenstein highlighting the impact of online retail going forward and the need to create experiences for visitors to the district. The Committee also heard that work was being done in both the form of district-wide interventions as well as local practical solutions to ensure the district was fully integrated. Elad Eisenstein highlighted for the Committee the work taking place around vacant properties and spaces which were being under-utilised. The Committee discussed the need for improved green spaces and decarbonisation.
- 6.2 The Committee heard about the improvements within the Oxford Street District and how these linked into the economy across the West End as a whole from Debbie Jackson (Executive Director Growth, Planning and Housing). Debbie Jackson emphasised the importance of a thriving economy and long-term economic success and explained that this ongoing project was collaborative, with input from colleagues across the Council.
- 6.3 Noting the report, the Committee discussed the balance between the need for detail to enable scrutiny and receiving papers of reasonable brevity. The Committee also discussed the benchmarks used in the Oxford Street District work, including Barcelona.
- 6.4 The Committee discussed the Oxford Street District in depth. The key themes that emerged from the Committee's discussion were:
- the greening of the Oxford Street District, including tree-planting and maintenance;
  - the future of work and retail, including the maintenance of active retail frontages and changes from retail to office space;
  - zero carbon targets and aims;
  - the investment being made in the West End and workforce analytics;
  - the issues concerning retail rents and flexibility in business rates;
  - the Marble Arch Mound, long term plans and continued engagement; and
  - the importance of working with BIDs, landowners, businesses and amenity societies.

- 6.5 The Committee discussed projects such as the London Eye, which had been conceived as a temporary structure which had become permanent. The Committee was advised that, although the Marble Arch Mound would be a temporary project, there were other long-term projects in the pipeline. In addition, the Committee was informed that work was being done to increase engagement with local businesses through communication channels.
- 6.6 The Committee discussed the greening measures being taken and heard that the emissions targets, although steep, were being worked towards via a suite of plans including a retrofit project for buildings.
- 6.7 The Committee was advised that the shift from retail to office space on Oxford Street had been in place for some time, and that this was not a new trend in retail. The Committee heard that the ambitions were for the Oxford Street District to focus on the experiential, offering experiences to visitors to move away from purely being a retail destination. Officers advised that experiential retail had become key and there had been a shift away from the flagship stores which were once central to the Oxford Street experience. With regards to social media, the Committee heard that there had been a focus on smart programmes and virtual reality experiences to ensure Oxford Street continued to be seen as a destination.
- 6.8 The Committee heard that work had been and continued to be done with landowners with regards to flexibility around rents and pop-up spaces, and that whilst the larger buildings in this area would be utilised fairly quickly, there was a focus on small and medium units which would be more difficult to fill. Debbie Jackson advised the Committee that an intelligence pack of metric was being gathered and the Committee heard that building data and metrics were being analysed as part of an ongoing project.
- 6.9 The Committee also heard that the Council had used insight from international city projects to inform the Oxford Street District project and other Council projects. Elad Eisenstein highlighted for the Committee how Barcelona was used as an example of a city where, although many planning restrictions were in place, in particular in the historic areas, the authorities in Barcelona had been able to find innovative solutions to issues such as waste management and transportation.
- 6.10 The Committee acknowledged the work involved in delivering the plans for the Oxford Street District and requested to be kept informed.

**ACTION:** Officers to confirm numbers related to tree planting (Elad Eisenstein).

## **7. WORK PROGRAMME**

- 7.1 The Committee discussed its work programme for the next municipal year and considered reviewing procurement, recycling and waste and post pandemic measures at future meetings. The Committee confirmed that, at its next meeting, the main agenda item would be a report on procurement.

7.2 The Committee was advised that the next meeting of the Committee had been re-scheduled from 2<sup>nd</sup> to 30<sup>th</sup> June.

7.3 **AOB - None**

**8. TERMINATION OF MEETING**

8.1 The meeting ended at 20:55

**CHAIRMAN:** \_\_\_\_\_

**DATE** \_\_\_\_\_

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

<b>Date:</b>	30 June 2021
<b>Report of:</b>	Councillor Melvyn Caplan
<b>Cabinet Member Portfolio</b>	Deputy Leader and Cabinet Member for City Management
<b>Report Author and Contact Details:</b>	Kisi Smith-Charlemagne, Interim Cabinet Officer (kcharlemagne@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 programme delivery is progressing very well and to plan. Phase 1 of the temporary works to deliver a greener Oxford Street has been completed with all footway widening works delivered in time for the West End's reopening on 12 April, providing much needed support for businesses and communities. Over 75 new seating and planting units have been delivered and installed. When completed, by end of June, the designs will bring to the district new lighting features, 40-percent more trees, over 1500 new plants from 65 species and double the amount of seating.

Another key intervention for 2021 is Marble Arch Mound. The 24-metre high climbable hill will create a new visitor experience in the West End and deliver sweeping views of Oxford Street, Hyde Park and surrounding areas. The project, which was granted planning approval on 30 March 2021, is now on site, making good progress toward opening to public in July. Marble Arch Mound will be open for a period of six 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.

We are also making very good progress on permanent works in the district. In March we started construction on the Soho Photography Quarter with Phase 1 opening expected in July. This is the first of the permanent schemes being delivered this year and will be followed by a range of laneways and greenways projects which will start on site later this year.

Oxford Circus is one of the key projects to start delivery this year. We worked closely with the Crown Estate as well as Transport for London (TfL), New West End Company (NWEC) and other stakeholders to develop a scheme which can put the district on a global stage, delivering an integrated solution incorporating the highest quality public realm, improved access to the London Underground and a cleaner and greener environment. Phase 1 of the works – car free piazzas on Oxford Street, either end of the circus – is targeting delivery by end of November 2021. In parallel, an International Design Competition will be launched in the summer, to procure a world class design and team, to deliver the end scheme.

The Zero Carbon Demonstrator scheme is also a key milestone for the end of the year. This will deliver a variety of low carbon solutions across the district, incorporating technical solutions such as active travel hubs and electric vehicle (EV) charging points, with high quality placemaking.

###### ***1.1.2 Safe movement across Westminster***

The temporary School Streets programme, implemented as a response to the pandemic has been extended until the end of this academic year. The wider programme is being developed for implementation in the autumn.

A review of accessibility across the al fresco streets has been carried out in partnership with Transport for All. An additional 20 dropped kerbs have been installed across Soho and the council is committed to continuing to improve accessibility for all users across the City.

##### ***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 and Saturday) and will also be deployed during weekday events, such as the Euro 2021 football matches. Additional signage has also been installed directing visitors to these facilities. The units are intensively used by West End visitors so are now being emptied in situ and left in place throughout the weekend which also helps reduce day-time street urination problems.

The evening and 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. The Automatic Public Toilet unit at Maida Hill Market has also recently been upgraded so that it is free entry for all residents and visitors (previously it was restricted to free entry for disabled users with a Radar key and a 50p entry charge applied to all other users).

### **1.2.2 Sustainable transport – Electric Vehicle (EV) Charging**

The Council is on track to install a further 500 chargers in 2021/2022 in addition to the 1,000 implemented across the City. The charging points will range from 3kW to 50kW and be 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.

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

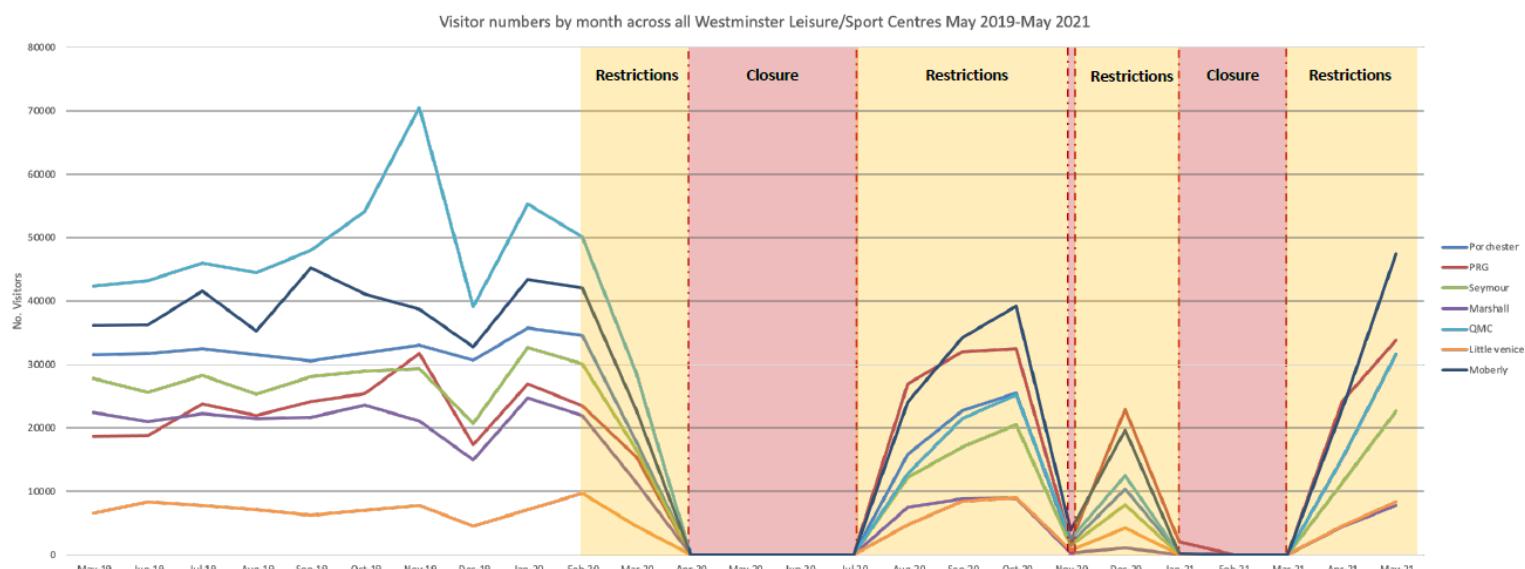
In 2019 the Council commenced a programme of installing LED street lights to improve lighting control and reduce energy consumption that was expected to conclude at the end of March 2022. As of the end of May, we have switched 10,101 of our street lamps to LED, with a further 4,146 to be switched by November 2021 as part of our accelerated programme. Once complete it is projected that 1,335 tonnes CO<sub>2</sub>e 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 re-opened from 12 April, after receiving the Government's go-ahead under step two of the four-step 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 Everyone Active in partnership with the Council reopened with normal opening hours, nearly four months of closure due to the third national lockdown

As of 17 May, the Porchester Spa re-opened for the first time since March 2020 and group exercise/activities were permitted to resume. We had almost 3,000 bookings for group exercise classes in the first week and in the first six-weeks of reopening 3,250 new customers joined the centres for fitness and/or swimming lessons.



*	<b>May-19</b>	<b>May-21</b>	<b>%</b>	<b>Difference</b>
Porchester	31502	31612	100%	Equal
Padd Rec	18740	33831	181%	(+) 81%
Seymour	27819	22657	81%	(-) 19%
Marshall	22429	7767	35%	(-) 65%
Queen Mother	42347	31651	75%	(-) 25%
Little Venice	6555	8394	128%	(+) 28%
Moberly	36172	47457	131%	(+) 31%
<b>Overall</b>	<b>185,564</b>	<b>183,369</b>	<b>99%</b>	<b>(-) 1%</b>

\* The data is exported from the Moving Communities dashboard, based on the raw participant data is provided by Everyone Active on a per centre basis.

Prior to re-opening, and since re-opening Little Venice Sports Centre & Moberly Sports Centre has and continues to be utilised as a lateral flow community testing facility every day. The test centre at Little Venice Sports Centre will continue for at least the next 3 months, where it will be continually reviewed. The test centre facility at Moberly will be decommissioned as of 11 July.

Additionally, Little Venice Sports Centre has also been utilised as vaccination site on Wednesdays and Fridays Sports Centre since mid-May. The ambition has been to administer c.4000 vaccinations pw, with average administered has been c.3500 vaccinations pw. Following liaison with the CCG they have advised that the vaccination centre at Little Venice Sports Centre will **currently** continue up to 31 of July. However, may be extended due to the expedited vaccine roll-out.

### 1.3.2 Pride 2021

Pride 2021 is currently being planned with a different parade route, starting on Park Lane and finishing on Whitehall and in Piccadilly, Haymarket and Trafalgar Square. A detailed cleansing plan has not yet been produced, as the Cleansing team is awaiting a meeting (to be held on 29 June) between the Events team and the organisers to determine factors such as lay-up points and barrier lines. It is expected that the "Soho box" element of the plan will be similar to previous years. In addition to this increased level of cleansing resource, COVID-19 grant funding is also being used to provide a "mini-Pride" level of extra flushing vehicles, sweepers, and a rapid reaction cleaning team each weekend

### 1.3.3 "Euro 2020" Football Matches

The cleansing team will be working closely with the City Inspectors and the Events team over the next few weeks to ensure that there is minimal disruption (and risk) during the Euro Football matches taking place in London. There will be an increased managerial presence on the ground at key times, staff will be working in pairs after 5pm and teams will be tasked with targeted cleansing at periods when there are less football fans on the streets (during matches etc.). This process has been successful for the matches that have attracted large crowds in the West End. There will also be additional staff in Soho, Covent Garden, Chinatown and the Trafalgar Square areas.

## 1.4 Smart City

### 1.4.1 Smart Technology Trials

The trial to test solar compactor litter bins on Oxford Street has been delayed slightly due to import issues but the bins have now been received and the trial is due to start on 28 June. The solar compactor bins can send an alert when they need emptying which will reduce vehicle movements. Behavioural psychology experts from University College London are also working with officers to test different graphics and signage ideas to measure what impact they have on litter bin usage, recycling and littering within the immediate vicinity of the bins.

## 2. Cabinet Member Decisions (May – 21 June 2021)

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

- Rental E-scooter Trial Footway site locations. A map of the locations throughout the borough and by wards can be found in appendix A and B.

## 3. Key Performance Indicators

Waste tonnages were unsurprisingly significantly impacted by COVID-19 with overall tonnages reducing by 53% during 2020/21 but the end of lockdown has seen a notable increase in commercial activity. A total of 11,533 tonnes of waste (including recycling) was collected during May 2021; an increase of 60% on May 2020 but still 27% below May 2019.

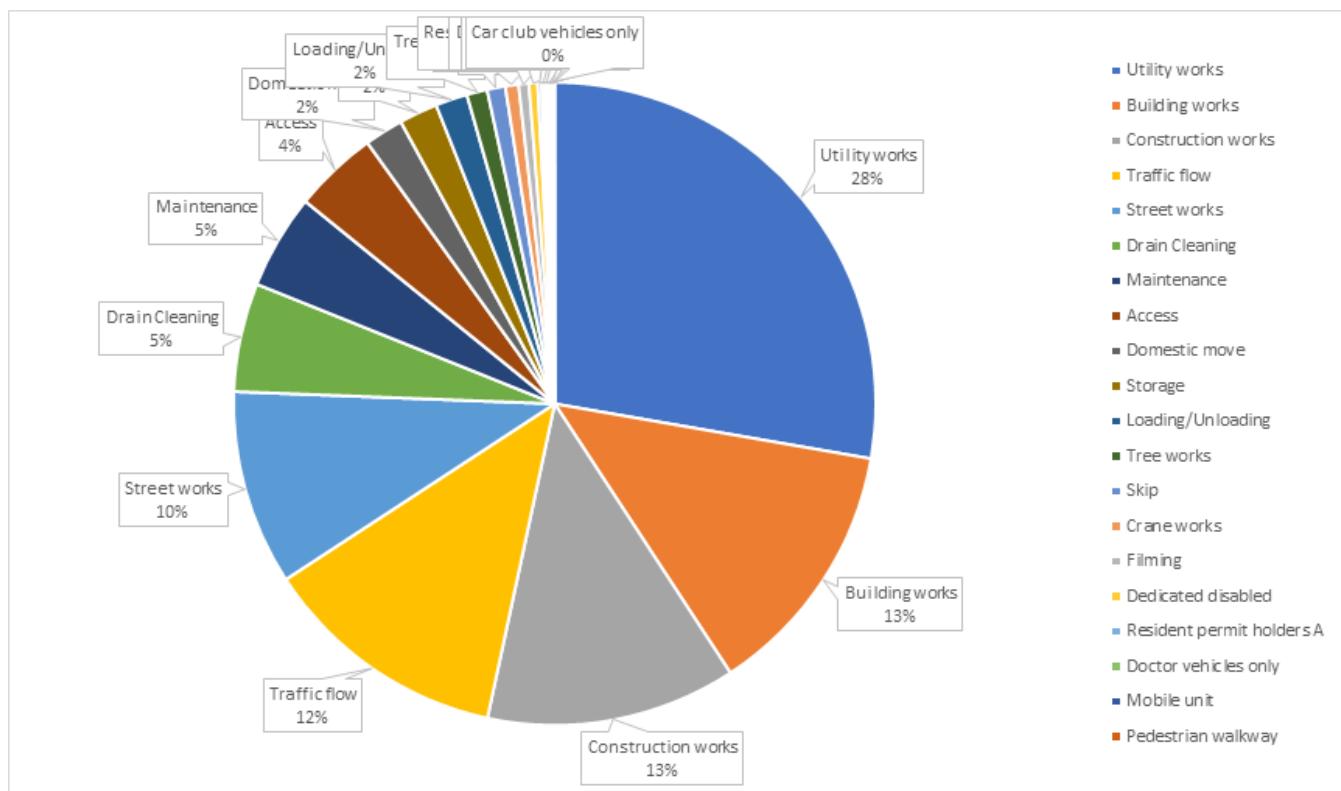
The anti-skid elements of PPM carriageway schemes remain outstanding due to a global shortage of the relevant materials.

As of quarter four 20/21:

- 100% of urgent lighting defects made safe within an agreed timescale;
- 99% of carriageway and footway defects repaired or made safe within 24 hours;

During May 2021:

- 86% of Resident parking bays were available (based on number of bays and average of those suspended), the 14% was made up of bay suspensions. The table shows the breakdown of Suspension reasons against the KPI.





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

Date:	30 June 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**

- ***Thriving Economy***

- ***Support for Cultural Institutions and Creatives***

We have invited our Culture Network of over 600 members to participate in our *Inside Out* festival of free and accessible outdoor arts activities across the City during August to October this year to attract more visitors back to Westminster.

The Council is supporting an initiative to create pop-up creative and cultural interventions in void premises for no cost to enhance the streetscape experience. The first three pop-ups will be launched between 10 June and 12 July – Lito Apostolakau making new clothes from waste materials, a Windrush Living Room by Black Heroes Foundation, and poured paintings by Sarah Porter - to be followed by seven other shortlisted interventions for Piccadilly and Leicester Square, in partnership with Heart of London Business Alliance (HOLBA) and the Crown Estate.

Westminster Adult Education Service (WAES) and our Economy team are hosting an Arts and Crafts Pop-Up Market in Maida Hill Market for local creatives to occupy five stalls and have the chance to showcase and sell their own work on 26 June.

- ***West End Recovery – Animation Strategy***

The Council has developed an animation strategy to support the recovery of the city post-pandemic, curating a programme events, festivals, art installations and cultural activities.

Working with cultural partners, BIDS and landowners, the strategy seeks to combine subtle moments of surprise and delight alongside large-scale spectacles to enliven our public spaces, deliver memorable experiences and increase access to cultural experiences for residents across the short, medium and long term.

Headline Council campaigns include Marble Arch Mound, the Inside Out Festival and West End LIVE, whilst the Council is also supporting partner campaigns throughout the city.

A proactive marketing campaign will underpin the strategy, promoting Westminster as a key destination for residents, businesses and visitors to the city throughout the summer.

- ***Greener and Cleaner***

- ***Reduce Carbon Emissions - Decarbonisation of Property***

We are delivering a £13million carbon management programme across up to 45 operational buildings in our ownership. This will be delivered within 12 months and will be a major step on the council's journey to reaching net-zero Carbon emissions by 2030. Work to assess and plan sustainability changes across the Council's Investment holdings is now in the feasibility stage.

- ***Responsible Procurement Strategy***

The Council spends over £500million each year on third party services and contracts. The Procurement and Commercial Service is working with colleagues across the Council to develop a new Responsible

Procurement Strategy to ensure that our procurement, commissioning and contract management activities are fully aligned with City for All and deliver maximum value for Westminster and its residents and partners. This means that we will use our significant spend to influence and create positive action on tackling the climate emergency, contributing to local and national recovery, leveraging community benefit and driving forward greater diversity and inclusion.

- **Vibrant Communities**

- ***Property Rationalisation – Co-location of Seymour Leisure Centre and Marylebone Library***

The Council's Corporate Property team are working with teams across the Council to undertake engagement with local community groups on a major scheme to bring new life and a range of new services into the current Seymour Leisure Centre building. This will see the incorporation of Marylebone Library into a new and permanent home.

- **Smart City**

The Smart Speaker Pilot and Automated Call Service Pilot have now gone live. The pilots aim to offer insights on how to deploy, evaluate and scale future pilots in different care services across the City. Early feedback from smart speakers installed are very positive.

The My Westminster Digital Card project privately launched to 112 residents on 12 May and 26 applications have been received.

The Council's Clean Tech team deployed a 'smogmobile' (mobile urban lab) as part of Clean Air week, as well as launching the first tranche of data from the air quality sensor pilot at schools which were successfully installed.

Looking ahead, the Innovation Hub installation is scheduled for 26 June 2021, but we are reviewing the proposed launch with O2 due to extended social distancing regulations. In parallel an internal and external programme of events is being developed including tech partner pop up sessions. Multiple services, teams and networks are planning to host events in the Hub.

The Oxford Street Augmented Reality (AR) Application is due to publicly launch on 12 July 2021. There are additional AR experiences planned throughout the summer to compliment the initial seven 'totem and information board' locations.

- ***Facilitate Connectivity***

The Council continues to work with our partners to facilitate full-fibre broadband to our housing stock. As of the start of June, 80% of our housing stock has been connected to full-fibre capability.

Applications for the Connect Westminster voucher scheme which provides grant funding to businesses to help improve their broadband connection has been paused. The project has allocated the European Regional Development Fund (ERDF) funding and the focus shifts from issuing vouchers to ensuring connections are made. Should businesses decide to cancel vouchers we may open the scheme again at a later date. To date the scheme has connected 805 businesses.

- ***Driving Digital Equality – Digital Inclusion programme***

Tailored interventions to support our key priority groups are continuing at pace. Digital skills training is now being delivered virtually by our digital ambassadors and through our Westminster Adult Education Service. In addition to this, group drop-in sessions are also organised in our libraries and community group settings.

Engagement with ethnic communities is ongoing to further identify and meet needs in terms of engagement, ESOL, building digital skills, connectivity and devices. Our flagship tech talent programme with our partners is scheduled to begin in July which will bring in a diverse talent pool designed to build key future skill capabilities and break down barriers for our young people to enter leading employment spaces.

Digital Training for Social Care Workers is underway, with a pilot community centre intergenerational initiative which will see young ambassadors participating in workshops to help elderly in learning digital skills. User journey workshops with our services and community network on the virtual digital inclusion hub design are also continuing.

## **2. Cabinet Member Decisions (May– 16 June 2021)**

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

- Ratings Review Panel – 9 March 2021;
- Policy Guidelines for Discretionary NNDR reliefs, including NNDR Hardship Relief;
- Council Tax, NNDR, Housing Benefit Overpayments, Former Client Rent Arrears and Sundry Irrecoverable Debt, Quarter 4 2020/21;
- Windrush Generation Green Plaque;
- Virtual Discretionary Housing Payment Review Advisory Panel: (12.01.21 and 19.01.21);
- Rating Advisory Panel – 20<sup>th</sup> April 2021; and
- Stage 2 Complaints – Response Target.

## **3. Key Performance Indicators**

So far during quarter 1:

- 0 incidents attracting fines under the new GDPR legislation;
- 4.9% of calls to our Agilisys contact centre abandoned; and
- We have seen an improvement in Council Tax collections over the first two months compared to last year, but still below a normal year. We expect this to correct as we continue with recovery.

### **○ Contact Centre Performance**

The Agilisys contact centres performance for April and May was below target.

In hours	Calls offered	Calls answered	Calls abandoned	% of all calls answered (target 95%)	% of calls abandoned
April	16,881	14,918	1,963	88.40%	11.60%
May	15,670	14,482	1,187	92.40%	7.60%
June (to 20/06)	11,113	10,223	890	92.00%	8.00%

Out of hours	Calls offered	Calls answered	Calls abandoned	% of all calls answered (target 95%)	% of calls abandoned
April	5,900	5,370	530	91.00%	9.00%
May	6,045	4,666	1,379	77.20%	22.80%
June (to 20/06)	3,898	3,192	706	81.90%	18.10%

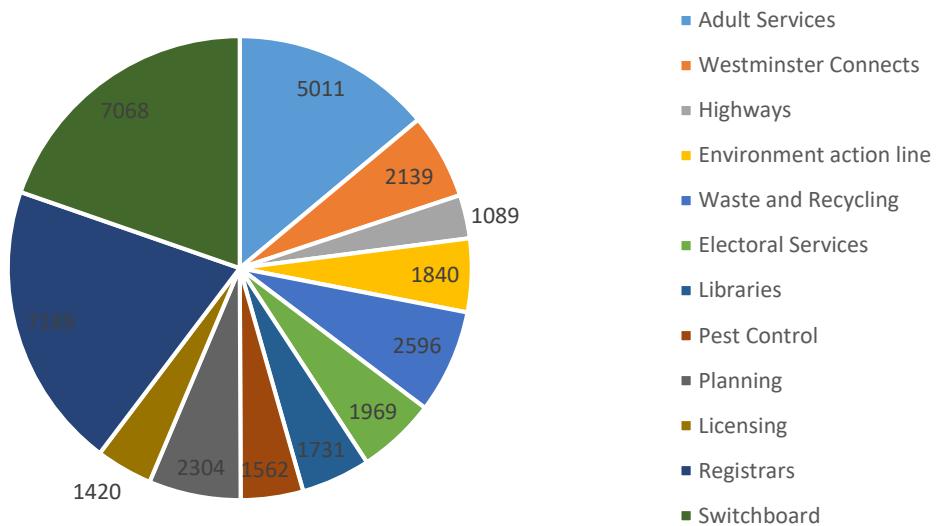
Performance is measured weekly. In hours, the first week of May was impacted by a substantial number of calls over forecasted levels, mainly relating to the election. Out of hours, both bank holidays also saw levels of calls over what had been forecast due to housing repairs issues such as power outages and leaks affecting several properties. The Out of hours team have also suffered from sickness and a higher than usual unplanned absence rate which severely impacted night shifts where fewer agents are usually working.

Agilisys have a team of agents who work across different shift patterns both in and out of hours. In hours, agents will work from 8 am – 6 pm and there is a mix of part-time and full-time resource. Depending on the time and day of the week and the forecast number of calls expected, the resource planning team will calculate the number of agents needed which will also take account of any known absences. Four new agents (2 part time/2 full time) have recently been recruited and are currently being trained across the various services.

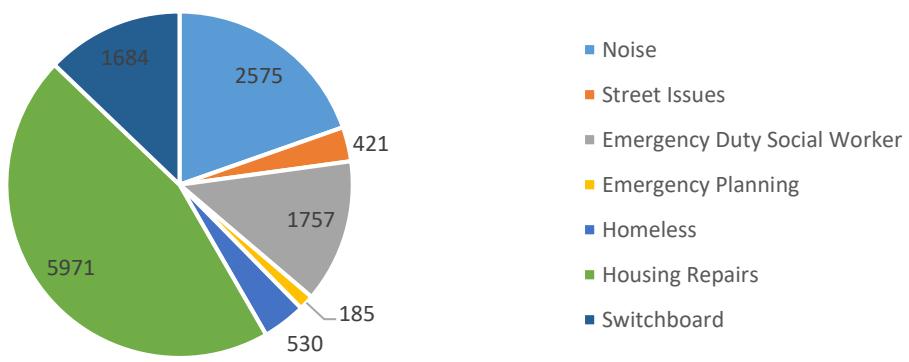
Out of hours, agents work different shift patterns across the hours of 5 pm – 9 am Monday to Friday and 24/7 weekends and bank holidays. As with in hours, the resource planning team will calculate how many agents are required for each shift. Performance and service levels will inevitably be impacted when unknown absences occur, especially at short notice and issues or events arise that increase call volumes.

The pie charts below show the highest volume services across in and out of hours from April – 20<sup>th</sup> June 2021:

In hours calls answered: April - 20 June 2021



Out of hours calls answered: April - 20 June 2021





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

<b>Date:</b>	30 <sup>th</sup> June 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Waste and Recycling Services
<b>Report of:</b>	Raj Mistry – Executive Director for City Management
<b>Cabinet Member Portfolio</b>	Cllr Melvyn Caplan – Deputy Leader & Cabinet Member for City Management
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	Cleaner and Greener
<b>Report Author and Contact Details:</b>	Mark Banks – Head of Waste & Cleansing <a href="mailto:mbanks@westminster.gov.uk">mbanks@westminster.gov.uk</a>

### 1. Executive Summary

The climate emergency declaration, growing public interest in environmental issues and new legislation are set to transform how waste will be managed in Westminster. The Environment Bill currently going through Parliament will set legally binding environmental improvement targets and put the ambitions of the Government's '25 Year Environment Plan' and 'National Waste Strategy for England' on a statutory footing. Local authorities will play a key role in delivering these ambitions.

This report provides an overview of waste and recycling services, the impact of covid, new legislation and development work in progress to boost the council's recycling performance and reduce carbon emissions.

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

- Do members of the committee support the broad approach to boosting recycling and reducing carbon emissions described in this paper?
- Do members of the committee have any recommendations on which areas of the city should be prioritised for recycling promotional activities?
- Do members of the committee have any recommendations on how the city council can persuade residents to minimise their waste?

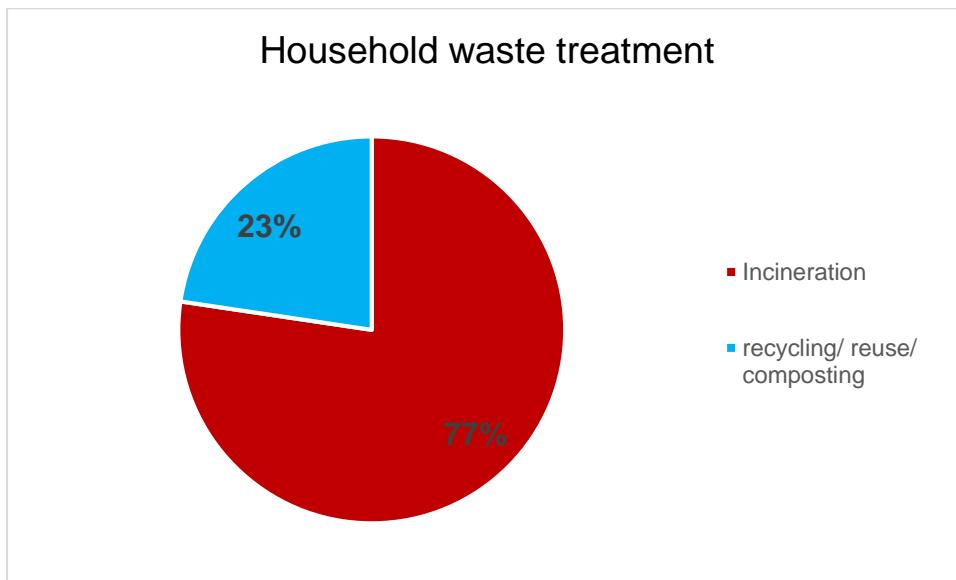


### 3. Background

#### 3.1 Current Performance of Waste & Recycling Services

During 2020/21, 77% of household waste was sent for energy-from-waste incineration, 22% for recycling, 1% for anaerobic digestion (food waste). This gives the council a recycling rate of 23% for 2020/21.

**Chart 1 – Waste Recycling and Treatment Performance 20/21**



Westminster has a unique set of challenges to face delivering sustainable waste services, increasing recycling and reducing residual waste:

- 90% of households are flats in properties
- Due to the age of the building stock the options for waste and recycling storage are limited or non-existent
- Listed buildings and conservation areas cover 80% of Westminster which limits the ability to alter streets and buildings to incorporate sustainable waste management systems (e.g., recycling and containerisation)
- Security zones don't allow for any type of waste infrastructure in the public realm (recycling centres, litterbins etc)
- There is no legal obligation for households and businesses to recycle causing enforcement to be challenging or simply not possible
- Most other councils collect substantial volumes of garden waste for recycling which is not possible in Westminster since most properties do not have gardens
- Population and numbers of household are increasing
- Consumer behaviour is changing e.g., home deliveries (cardboard) and the 'Sharing Economy' - 1 in 20 properties in Westminster is Airbnb,
- Population transience sees a turnover of residents of around 34% per year

- Only 37% of residents have access to cars, which limits their access to the household waste recycling centre at Smugglers Way to dispose of waste and recycling
- Waste is not managed by the householder but by ‘gate keepers’ such as care takers, cleaners, porters etc.

### 3.2 Impact of Covid

Waste & cleansing services were significantly impacted by covid and the reduced levels of visitors and business activity. Overall waste levels fell by 50% during 2020/21 - with all of this being due to reduced commercial activity and lower levels of litter in the West End and similar areas. It had been anticipated that residents would produce more household waste than normal during lockdown, but this generally was not the case other than a slight increase in Maida Vale and Harrow Road wards which is most probably connected to increased homeworking.

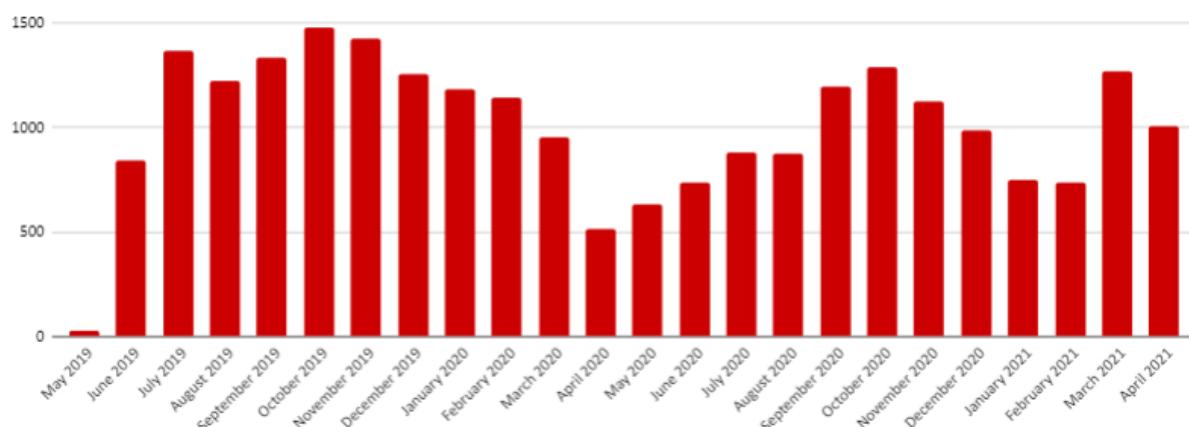
**CHART 2 – MONTHLY WASTE TONNAGES APR 19 – MAY 21**



At the start of covid waste and street cleansing resources were redeployed from the West End into residential areas to increase street sweeping and bin emptying frequencies. These changes had very positive feedback from residents with a notable reduction in complaints about fly-tipping and street cleanliness issues.

**CHART 3 - FLYTIPPING INCIDENTS BY MONTH**

Abandoned waste. May 2019 - April 2021.



Unlike many councils Westminster also continued to operate a bulky waste collection service for residents throughout lockdown and demand for this service remained at similar levels to pre-lockdown. For safety reasons collections of bulky items took place outside the front of properties rather than entering residences for the majority of requests. Bulky collections however still took place from within properties on an 'exception' basis i.e. from elderly / frail residents or where no outside space was available to leave an item.

### 3.3 Environment Bill and Resources and Waste Strategy

3.3.1 The Environment Bill and Resources and Waste Strategy set a very clear direction of travel for waste management based on the established concept of the circular economy i.e., to keep resources in use for as long as possible to extract maximum value from them rather than the linear 'take, make, use, throw' model that is still prevalent. The Strategy is based on five key principles:

1. To provide the incentives, through regulatory or economic instruments if necessary and appropriate, and ensure the infrastructure, information and skills are in place, for people to do the right thing;
2. To prevent waste from occurring in the first place, and manage it better when it does;
3. To ensure that those who place on the market products which become waste take greater responsibility for the costs of disposal – the 'polluter pays' principle;
4. To lead by example, both domestically and internationally; and
5. To not allow our ambition to be undermined by criminality.

#### 3.3.2 'Polluter Pays Principle'

At the heart of the Government's strategy is the principle that waste producers (e.g. packaging manufacturers) pay the full costs associated with disposing of

their discarded products. How packaging producers will contribute to the costs of council waste and recycling collection operations is yet to be described in detail but will be positive for local authorities. Government are also proposing changes to the design of packaging to reduce the overall usage of materials, incentivise more recycled content in packaging and make it easier for consumers to recycle.

Government also proposes to introduce a Deposit Return Scheme for single-use drinks containers and measures to reduce the environmental impacts of disposable cups. There are numerous different types of DRS system in operation across Europe and the potential impact in Westminster is difficult to estimate in advance of the consultation. The most likely system will have return points in supermarkets and coffee shops etc. but could also potentially include on-street facilities or in public buildings.

### **3.3.3 Consistent Local Authority Collection Systems**

The variety of collection systems and materials collected operated by local authorities is frequently cited as a barrier to driving up recycling rates and Government is seeking a consistent approach across council areas, subject to consultation ([this is currently open](#), closes on 4<sup>th</sup> July 2021). The key issues for WCC are:

- Requirement for all households and appropriate businesses to have a separate, weekly food waste collection in place by 2023.
- Requirement for some segregation of dry recycling materials to better promote the circular economy and the inclusion of plastic films from 2026/7
- Potential for free, fortnightly garden waste collections
- Requirement for all businesses to recycle from 2023.

All new requirements on the council would be assessed to account for new burdens on local authorities being funded appropriately (but likely to be offset against any additional funding that local authorities receive directly from packaging manufacturers).

### **3.3.4 Materials Collected for Recycling**

The Environment Bill will introduce requirements for all local authorities to separately collect glass, metal tins and cans, plastic bottles/tubs/trays, paper and card. The current service offered to residents collects all of these materials already but they are collected co-mingled' in a single bag/bin rather than 'separately' as this is easiest for residents. Government is concerned that co-mingled collections reduces the quality/value of materials – paper/card being contaminated by glass fragments or food scraps/liquids from unwashed containers being the key issue. The council is responding to the Government's consistency consultation but anticipates needing to change services so that paper/card is collected separately from 'containers' or potentially to only collect glass bottles in street bottle banks rather than from residents' doorsteps.

Textiles are also very likely to continue to need collecting from dedicated street clothes bins rather than being added to doorstep services.

### **3.4 Member's Task Group on Waste & Recycling**

Cllr James Spencer, Deputy Cabinet Member for Waste ran a detailed member task group in 2020 to examine potential new policy development to increase recycling rates to meet the new climate emergency ambitions. The outcome was 26 new policy recommendations (Appendix 1) and the priority actions underway are:

- Food waste expansion incl. communal sites
- Estates challenges
- Behavioural psychology / comms
- Cardboard Trial using different bin lids to tackle the huge increase in cardboard waste created during the pandemic (and ongoing)
- New graphics on bins and betterment of immediate locations of communal bin areas to encourage use
- Solar compactor litter bins and new metal litter bins – trial on Oxford Street
- Underground bins to improve street scene
- Driving forward commercial waste franchising/zoning with government (following the NYC/LA consolidation models)
- E-cleansing bike (based on Singapore)

### **3.5 Electric Waste Fleet**

The council's current fleet of waste vehicles is nine years old and in need of replacement. The household waste fleet is located at Landmann Way depot in Deptford, south-east London and is directly adjacent to the SELCHP energy-from-waste plant which reduces vehicle movements. The council's broad intention is to procure an electric waste fleet that will be powered with electricity produced from the waste delivered to SELCHP ('closed loop').

Delivering an electric waste fleet is a complex project and preparatory works are in progress on a number of critical issues. The council has a 15-year lease on the Landmann Way depot and is in discussions with the landowner to further secure the council's medium-long term occupancy of the site. The site is in railway arches below a mainline railway and permission will need to be secured from Network Rail to lay electric charging cables at the site. Planning permission is also required from LB Lewisham for the electric infrastructure works and an application is scheduled to be submitted in July 2021. A power supply agreement will also need to be signed with SELCHP Ltd. SELCHP supplies the national grid 24/7 and is only off-line for two weeks every few years for planned maintenance. The next scheduled outage is June 2022 and the project plan is to connect the waste depot to SELCHP at this time and then operate an electric waste fleet from July/August 2022.

### **3.6 Waste & Social Value**

Since Veolia's Road to Work pilot was launched in 2017, over 90 homeless and long-term Westminster unemployed people have been offered workplace opportunities with

Veolia in the form of street cleansing and admin roles. Candidates are supported with modified work hours to assist with the transition, and are given on and off the job support, to ensure the candidate has every opportunity to succeed. Veolia also holds Westminster Lion accreditation and fund environmental education trips for local schools and community groups.

### **3.7 End Destinations for Recycling**

Table 1 below summarises where Westminster's recycling is sent for processing and re-use; around 80% of the materials we collect are reprocessed within the UK. We are very conscious of media reports showing piles of so-called recycling from the UK and other western countries polluting countries in Africa and South-East Asia so checking the end-destination of where Westminster's materials are sent remains a key priority and is regularly monitored.

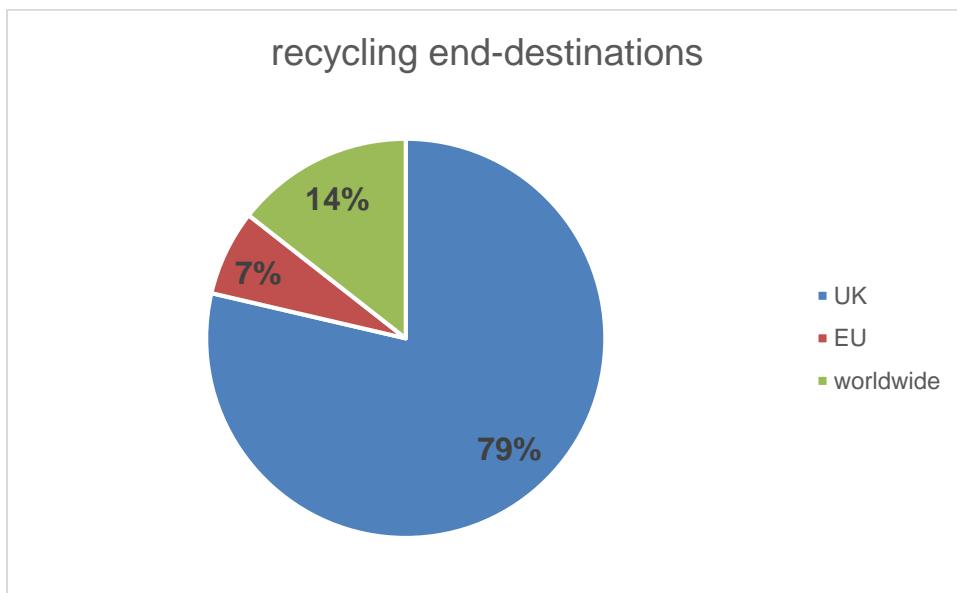
As a council and through trade bodies we also regularly lobby Government and industry to increase reprocessing capacity within the UK so that all recycling can be managed locally. Veolia's plastics recycling facility in Dagenham is a good example of this 'closed loop' approach ensuring Westminster's plastic bottles are reprocessed as close to the source of the waste as practical. The measures within the Environment Bill and the Government's Resources and Waste Strategy summarised above are expected to increase demand and local outlets for collected materials.

There is also growing interest amongst residents on where their recycling is sent and we regularly host visits by residents to the recycling sorting plant in Southwark. The council's network of Recycling Champion volunteers also help to educate residents on how to recycle and where items are sent alongside hosting regular events to reduce and re-use waste ('Give and Take' events).

**Table 1 – End Destinations for Recycling Materials**

Material	% by weight	Typical destination	Typical end-product
Paper & cardboard	50%	UK (Kent), Spain, India	Cardboard packaging
Glass bottles and jars	30%	UK (Tilbury)	New glass bottles and jars, road surfacing
Steel cans	2%	UK (Wales), Turkey, India	New cans, car parts, girders
Aluminium cans	2%	UK (Cheshire), Germany	New drinks cans
Plastics	8%	UK (Dagenham)	New plastic bottles, piping, fleece
Food waste	8%	UK (Bedfordshire)	Energy, fertiliser & soil improver

#### CHART 4 – BREAKDOWN OF RECYCLING END-DESTINATION COUNTRIES



If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Mark Banks – Head of Waste & Cleansing  
[mbanks@westminster.gov.uk](mailto:mbanks@westminster.gov.uk)

#### APPENDICES:

For any supplementary documentation; especially from external stakeholders or documents which do not fit this template.

#### BACKGROUND PAPERS

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

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## Finance and City Management Policy & Scrutiny Committee

<b>Date:</b>	30 June 2021
<b>Classification:</b>	General Release
<b>Title:</b>	2021/22 Work Programme
<b>Report of:</b>	Head of Governance and Councillor Liaison
<b>Cabinet Member Portfolios:</b>	Cabinet Member for Finance and Smart City and Cabinet Member for City Management
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	Artemis Kassi <a href="mailto:akassi@westminster.gov.uk">akassi@westminster.gov.uk</a>

### 1. Executive Summary

1.1 This report requests that the Committee discuss topics for the work programme for the 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, including the meeting on 30<sup>th</sup> June 2021.

2.2 The scheduled dates of meetings for the 2021/2022 year are as follows:

30 June [moved from 2 June] 2021, 30 September 2021, 24 November 2021, 20 January 2022, and 29 March 2022.

### 3. Suggested topics

3.1 The Committee is asked to consider and suggest topics for the work programme for this municipal year. Some topics which have been suggested include:

- 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 will be reviewing an item on waste and recycling at the meeting on 30<sup>th</sup> June. The Committee is asked to confirm the item on procurement for its agenda on 30<sup>th</sup> September.
- 3.3 The Committee is reminded that there is a standing task group to consider the budget of Council. This task group is scheduled to meet in January 2022, subject to confirmation.

**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](mailto:akassi@westminster.gov.uk)**

## **BACKGROUND PAPERS**

Appendix 1 Work Programme

Appendix 2 Action Tracker

Appendix 3 Terms of Reference

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

<b>ROUND ONE</b> 2 June 2021		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>Cabinet Member Q&amp;A</b>	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
<b>Cabinet Member Q&amp;A</b>	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
<b>Procurement</b>	To receive a report on procurement strategy	Gerald Almeroth Sarah Warman

<b>ROUND TWO</b> 30 SEPTEMBER 2021		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>Cabinet Member Q&amp;A</b>	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
<b>Cabinet Member Q&amp;A</b>	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
<b>Recycling/Waste Management</b>	To receive a report on the Council's recycling and waste management strategy	

<b>ROUND THREE</b> 24 NOVEMBER 2021		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>Cabinet Member Q&amp;A</b>	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
<b>Cabinet Member Q&amp;A</b>	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
<b>Post-Covid-19 Financial Challenges</b>	To review council strategies to meet the post-Covid-19 financial challenges	Gerald Almeroth

**ROUND FOUR**  
**20 JANUARY 2022**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>Cabinet Member Q&amp;A</b>	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
<b>Cabinet Member Q&amp;A</b>	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
<b>To be confirmed</b>		

**ROUND FIVE**  
**29 MARCH 2022**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>Cabinet Member Q&amp;A</b>	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
<b>Cabinet Member Q&amp;A</b>	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
<b>To be confirmed</b>		

**UNALLOCATED ITEMS**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>N/A</b>		

**TASK GROUPS AND STUDIES**

<b>Subject</b>	<b>Reasons &amp; objective</b>	<b>Type</b>
2021/22 Budget	Standing task group to consider the budget of Council	Task Group

**FINANCE, SMART CITY AND CITY MANAGEMENT POLICY AND SCRUTINY  
COMMITTEE**

**Action Tracker 2021/2022**

<b>ROUND FIVE 19 May 2021</b>		
<b>Agenda Item</b>	<b>Action</b>	<b>Update</b>
Item 3: Minutes	Minutes of 24th March 2021 to be amended at paragraph 6.2 (clause 6.2 to read both “officers” and “offices”)	In progress
Item 6: Oxford Street District	Officers to confirm numbers related to tree planting (Elad Eisenstein)	In progress

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## **FINANCE, SMART CITY AND CITY MANAGEMENT POLICY AND SCRUTINY COMMITTEE**

Terms of Reference (as per the Constitution, 15<sup>th</sup> 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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