



City of Westminster

Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Thursday 6th October, 2022**

Time: **6.30 pm**

Venue: **Hybrid, MS Teams and Rooms 18.01-03, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**
Patricia McAllister (Chair)
Melvyn Caplan
Paul Fisher
Angela Piddock
Rachael Robathan
Karen Scarborough
Jason Williams



Members of the public are welcome to attend the meeting and listen to the discussion of Part 1 of the Agenda

Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.00pm. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.

If you require any further information, please contact the Committee Officer, Clare O'Keefe.

**Email: cokeefe@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 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 membership.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve the minutes of the Commission's meeting held on 20 July 2022.

(Pages 5 - 8)

4. POLICY AND SCRUTINY COMMITTEE UPDATES

To receive verbal updates about the work of the Policy and Scrutiny Committees from each of the Committee chairs.

5. LEADER'S REPORT

To receive an update from the Leader on priorities and upcoming issues.

(Pages 9 - 12)

6. FUTURE OF WESTMINSTER COMMISSION - UPDATE REPORT

To receive an update report on the work of the Future of Westminster Commission from Neale Coleman.

(Pages 13 - 36)

7. EMERGENCY PREPAREDNESS PLANNING REPORT

To receive and review a report on Westminster's Emergency Preparedness and Business Continuity Planning.

(Pages 37 - 44)

8. WORK PROGRAMME

To review and consider the work programme of the Westminster Scrutiny Commission.

9. ANY OTHER BUSINESS

To consider any other business which the Chair considers urgent.

(Pages 45 - 54)

**Stuart Love
Chief Executive
28 September 2022**

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CITY OF WESTMINSTER

MINUTES

Westminster Scrutiny Commission

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Wednesday 20th July, 2022**, Rooms 18.06 - 18.08, 64 Victoria Street, London, SW1E 6QP.

Members Present: Councillors Patricia McAllister, Karen Scarborough, Aziz Toki and Jason Williams.

Also Present: Councillor Adam Hug (Leader of the Council), Stuart Love (Chief Executive), Richard Cressey (Head of Governance and Councillor Liaison) and Clare O'Keefe (Temporary Joint Lead Policy and Scrutiny Advisor).

Apologies for Absence: Councillor Angela Piddock

1 ELECTION OF CHAIR

- 1.1 Nominations for the post of Chair were invited. One nomination was received and seconded. There were no further nominations.
- 1.2 **RESOLVED:** That Councillor McAllister be appointed Chair of the Westminster Scrutiny Commission.

2 WELCOME AND INTRODUCTIONS

- 2.1 The Chair welcomed Committee Members and Councillor Adam Hug, Leader of the Council) and Stuart Love (Chief Executive) to the meeting.
- 2.2 The Chair stated that she strongly supports the role of Member-led scrutiny in holding decision-makers to account and how it underpins the basic functioning of local government. The Chair noted the importance of a properly resourced and staffed scrutiny function to support this and expressed a hope that Scrutiny would be treated with the esteem it deserves in the future. The Leader of the Council voiced his support to this and the Chief Executive, on behalf of officers, expressed an apology for the staffing issues, noted that steps had been taken to address this, and clarified that the importance of scrutiny is indeed recognised and taken seriously by officers.

- 2.3 The Chair announced that Councillor Aziz Toki was substituting for Councillor Angela Piddock.
- 2.4 The Chair informed the Committee that whilst only three Policy and Scrutiny Committee Chairs were present, (Cllr McAllister of the Climate Action, Housing and Regeneration Policy and Scrutiny Committee, Cllr Williams of the Communities, City Management and Air Quality Policy and Scrutiny Committee and Cllr Toki who was sitting for Cllr Piddock of the Children & Adults, Public Health & Voluntary Sector Policy and Scrutiny Committee), Cllr Fisher would be present at all subsequent Committees as Chair of the Finance, Planning and Economic Development Policy and Scrutiny Committee. This will be confirmed through the normal Constitutional routes for such changes.

3 DECLARATIONS OF INTEREST

- 3.1 There were no declarations of interest.

4 LEADER'S UPDATE

- 4.1 The Leader of the Council provided an update on forthcoming and current issues. The Leader responded to questions on the following topics:
- The importance of regeneration across the borough focusing on the hearts of communities, including ensuring that any reviews of schemes will not incur delays whilst looking to enhance work being done.
 - The importance of having a long-term strategy to deal with the cost-of-living crisis. Furthermore, the importance of connecting out-of-borough residents to schemes they are entitled to.
 - The importance of encouraging residents to respond to Transport for London's (TfL) consultation on proposed bus cuts and to push for a sustainable financial plan from TfL.
 - The importance of sustaining the momentum of enforcement activity regarding candy stores.
 - The importance of engaging with residents on issues, such as regeneration schemes, and the best ways in which to do this, for instance, residents' ballots, to champion residents decision-making.
 - The importance of receiving regular updates in due course on the fair funding review, the census and also the impact of COVID-19 on the Council's finances.
 - The importance of transparency around the remuneration of members of the Future of Westminster Commission as well as having a robust costing strategy, including for potential extension of the project.
 - The importance of members of the Future of Westminster Commission having broad and deep connections to Westminster, with all areas of Westminster being represented.
 - The importance of clear short, medium, and long term aims for the Future of Westminster Commission and finding ways of ensuring wide engagement and opportunities to contribute to workstreams.

- The importance of the Future of Westminster Commission being adequately scrutinised.
- 4.2 Another issue discussed was the different bi and tri-borough services and, in particular, Children's and Adults Services as bi-borough services. Furthermore, the responses to the recommendations for the Marble Arch Mound project were discussed as well as the need for a report on the Council workforce, including data on staff turnover and diversity.
- 4.3 The Chief Executive made a comment on the heatwave and its impact on the City and Council staff. The Committee recorded its thanks to all staff who have worked on the response to the heatwave.

4.3 ACTIONS:

1. That an annual report would be presented to the Cabinet on the Council workforce which will, in turn, be presented to the Committee.
2. That officers would confirm that the recommendations from the Mound have been adequately responded to.
3. That the new candy store near Marble Arch as mentioned by Cllr Scarborough would be investigated.
4. That the timelines for regeneration schemes, like Ebury, would be checked and if the timelines had changed from what was initially stated then the Commission will be informed.
5. That officers would look at what more the Council can do to expand access to out-of-borough residents to schemes they are entitled to.
6. That the Future of Westminster Commission membership list would be kept under review to ensure representation across Westminster.
7. That information on the remuneration of Future of Westminster Commission Chairs would be provided offline to Members of the Westminster Scrutiny Commission.
8. That an update on the impact of COVID-19 on Council finances would be shared with the Finance, Planning and Economic Development Committee and a discussion would take place between Cllr Fisher and Cllr McAllister to agree how this topic could be managed between that committee and the Scrutiny Commission.
9. That a discussion would take place, offline, between the Chair and the Head of Governance and Councillor Liaison regarding the minutes of previous Committees.
10. That action would continue to be taken to resolve staffing issues in the Policy and Scrutiny team.

5 ANNUAL POLICY AND SCRUTINY WORK PROGRAMME

- 5.1 The Committee heard an update from the Head of Governance and Councillor Liaison on the annual Policy and Scrutiny work programme from the four Policy and Scrutiny Committees and the emerging key themes that have arisen. The Head of Governance and Councillor Liaison responded to questions on the following topics:

- The importance of using the right mechanisms and resources, such as Single Member Investigations and Task Groups, to cover an appropriate breadth and depth of topics.
- The importance of having work programmes which are relevant and add benefit to policies.
- The importance of working out what process suits each Committee, and specifically, whether Chairs would like both Cabinet Members in attendance at each Committee and speaking to the Cabinet Members about this.
- The importance of including emergency preparedness, especially relating to flooding, which might arise as a matter of urgency soon after the time of the Committee. This matter is to be considered at different levels by this Commission and the Communities, City Management and Air Quality Committee chaired by Cllr Williams

5.2 Other issues discussed included the recruitment for the Policy and Scrutiny Coordinator role and ensuring all Policy and Scrutiny officers are adequately trained. It was noted that the Council has good scrutiny networks across many local authorities.

5.3 **ACTIONS:**

1. That the Policy and Scrutiny Coordinator role job description be given to the Chair.

6 WESTMINSTER SCRUTINY COMMISSION WORK PROGRAMME

6.1 The Committee reviewed potential items to be prioritised for the 2022/23 work programme, which included focusing on:

- The Council Vision update in October.
- An update on the Future of Westminster Commission in January.
- A report which brings together the staff survey, diversity and inclusion and, overall, a temperature check of the Council in March.
- Reviewing the annual scrutiny report.
- Residents participating in wider priorities, including participatory budget setting, and how this will work in practice.
- Emergency preparedness

7 ANY OTHER BUSINESS

7.1 There was no other business.

The meeting ended at 20:35

CHAIR: _____

DATE _____



City of Westminster

Westminster Scrutiny Commission

Date: 6 October 2022
Classification: General Release
Title: Leader's Update
Report of: Cllr Adam Hug
Cabinet Member Portfolio: Leader of the Council

1. Bus cuts

- 1.1. Transport for London (TfL)'s consultation on proposed bus cuts closed on 8 August. The council successfully lobbied TfL to extend the consultation window and ran extensive targeted comms to encourage residents to submit to the consultation.
- 1.2. The council's own response outlined how the proposed cuts would have caused significant problems for residents across our city and would hit the most vulnerable residents in Westminster hardest. There is a powerful case for retention of all routes which we have made to TfL, but the Council's data team have been able to build a particularly strong evidence-based rationale for the retention of routes 24, 31, and 12.
- 1.3. Since the consultation closed, the Department for Transport (DfT) and TfL have agreed a long-term funding settlement. This funding settlement still leaves a gap in TfL's budget as overall ridership numbers remain below pre-pandemic levels. While some cuts and alterations to bus routes are still expected to go ahead, the council will continue to lobby TfL to ensure as many routes as possible are unaffected in Westminster.

2. Fair tax and economic crime in Westminster

- 2.1. At a meeting of Full Council on 21 September, the council voted on and adopted several key measures including the Fair Tax Pledge, committing to ensure that we are not using our spending power to support companies that avoid paying their fair share of tax.
- 2.2. The Council is also launching a Westminster Against Dirty Money campaign where we will work to support groups attempting to improve transparency around suspicious foreign ownership, and work with our business partners to ensure that they are doing all they can to address the flow of dirty money into Westminster and the detrimental impact this has on our communities.
- 2.3. The Leader hosted an event on 22 September to mark the council's commitment to tackling dirty money and poor tax conduct, and launched our Westminster Against Dirty Money Campaign. The forum explored how to collectively address this issue and the consequences for our communities with leading sector experts, key business representatives, and government officials in attendance. Attendees will now work with officers to co-design a charter against dirty money in Westminster and push for

changes to the upcoming Economic Crime and Corporate Transparency Bill 2022 to ensure we are doing all we can to improve the lives of Westminster residents.

3. Cost of living crisis

- 3.1. We have launched a Cost-of-Living Strategy with a funding package of £5.6m to support residents, particularly the most vulnerable with their energy bills, cost of food and general financial support.
- 3.2. In addition to the distribution of government funding, the council has made further contributions, including the following:
 - £200,000 to extend the Westminster Hardship Fund which provides supermarket vouchers to low-income households
 - £130,000 to support food banks across Westminster
 - £240,000 to extend food and activities in summer holidays to those who do not benefit from the Holiday Activity Fund
 - £189,000 to extend the Citizens Advice Bureau service in light of rising demand
- 3.3. A Cost-of-Living Support hub on the Council's website is available to residents to support to them with the rising cost of living. It provides links to knowing their rights as providers, local support schemes, career and mental wellbeing advice, and food and financial support services.

4. Fairer Westminster Strategy

- 4.1. The council's vision and long-term strategy, Fairer Westminster will be launched on Tuesday 4 October, and at the Fairer Westminster Community Conference in partnership with the Paddington Development Trust and One Westminster on Wednesday 9 November. These events had previously been scheduled for mid-September but were moved due to the passing of Her Majesty Queen Elizabeth II.
- 4.2. The vision document will be shared with Committee members once public and return to this Committee for scrutiny at a later date.

5. Events – Carnival and Operation London Bridge

- 5.1. Westminster jointly hosted the Notting Hill Carnival with Royal Borough of Kensington and Chelsea. This was the first time that Carnival had taken place for three years, with the 2020 and 2021 events having been cancelled due to the pandemic. Officers from a wide range of services – led by the City Promotions, Events and Filming team worked in partnership with the Notting Hill Carnival Trust, the Metropolitan Police and other agencies to deliver a successful Carnival weekend.
- 5.2. Sound systems were monitored by environmental health for noise levels throughout, and 258 cleaning staff and 78 vehicles were deployed overnight on the Sunday and Monday, with additional cleansing staff deployed post-event to carry out further cleansing around the event footprint. 176 households registered for the Council's free garden clearance service.

- 5.3. The Council played a key role in the delivery of Operation London Bridge and the State Funeral of Her Majesty the Queen Elizabeth II – the majority of which took place in Westminster. The Council's role was far-reaching at both a Pan-London and local level as Officers fed into crowd management and security arrangements, as well as delivering key service plans to support the delivery of OLB at the same time as maintaining business as usual for residents, businesses, and visitors to the city as much as possible.
- 5.4. Residents and businesses received a letter informing them of service changes during the mourning period, with 107 people signing up via the letter to receive ongoing updates. The Council provided updates throughout the period on its website and on social media, with the maps it created and published the evening before the funeral being viewed 21,158 times. Five MyWestminster newsletters were also issued throughout with general updates. The Council also amplified partner messages from the Metropolitan Police, Transport for London and was represented on the London comms call.

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City of Westminster

Westminster Scrutiny Commission

Date: 6 October 2020

Classification: General Release

Title: Future of Westminster Commission

Report of: Neale Coleman, Chair of the Future of Westminster Commission

1. Introduction

- 1.1 This report summarises key background information on the Commission along with the work undertaken by the Commission and its supporting reviews since July 2022.

2. Background

- 2.1 In July Westminster Council's Cabinet¹ agreed to establish the [Future of Westminster Commission](#) to advise the Council on areas of policy and service delivery to help deliver a fairer Westminster for residents and agreed that I would take on the job of chairing the Commission.
- 2.2 The Commission is an independent advisory body to the Council, informing future policy, service design and delivery. All decisions remain reserved to the Executive, officer or other bodies in accordance with the Council's constitution.
- 2.3 The Commission will have four principal strands of enquiry and has established separate review groups for each of them:
- Fairness and Equality, convened and chaired by Karen Buck MP
 - Economy and Employment, convened and chaired by Claudette Forbes
 - Housing, convened and chaired by Steve Hilditch
 - Energy and Green Transition, convened and chaired by Syed Ahmed

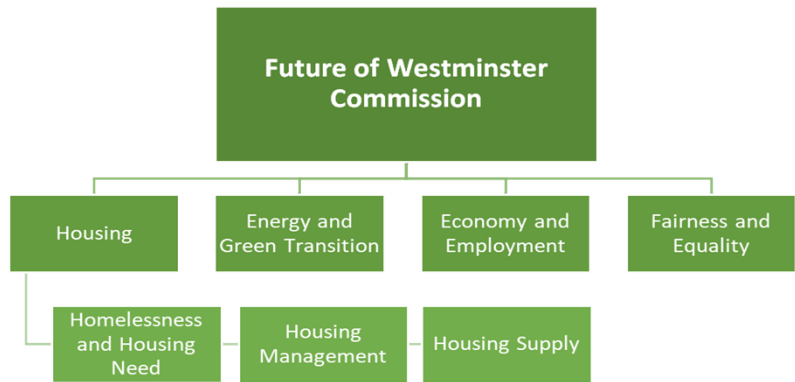
The Housing Review has the largest remit with three separate workstreams and sub-groups on housing supply, housing management and homelessness and housing need.

- 2.4 To ensure collaborative working between the Commission and Council there is a named Executive Leadership Team (ELT) member supporting each of the review

¹ A copy of the Cabinet report which covers the Commission's governance arrangements is attached as Appendix A of this report.

groups. In addition, a small team of officers has been established from existing Council staff to provide secretariat support to the Commission, including organising meetings, disseminating information to commissioners, quality assuring and managing linkages between work programmes and ensuring a flow of information from the Commission’s work back into the Cabinet and the Executive Leadership Team.

- 2.5 The review group convenors play a central role in the Commission’s work leading liaison and discussion with officers, agreeing work programmes and priorities and organising the work through evidence gathering, leading meetings of the full group and sub-groups as necessary, preparing progress reports and other outputs and organising events such as evidence sessions with key stakeholders and visits and tours across the City.
- 2.6 The convenors also played an important role in using their extensive networks to recruit members of the review groups. As set out in the Cabinet report we have recruited more than 50 people to support the main Commission and its review groups on a voluntary basis. I am very grateful to them all and as the detail in the Cabinet report shows all have strong track records and expertise to help the Commission succeed in its objectives.



3 Overview of work to date

3.1 Together with the Chairs and their review teams we have agreed the purpose that each of the review groups will work to deliver: on Fairness and Equality to identify policy approaches and initiatives that will enable and deliver a fairer, more equal and inclusive City; on Economy and Employment: to enable more residents to share in the City’s economic success; on Housing to increase the supply of genuinely affordable housing to meet housing need in the City, improve the way the Council responds to homelessness and housing need and the quality of service provided to the Council’s own tenants and leaseholders; on Energy and Green Transition to enhance and accelerate climate action

supported and delivered by the Council across the City towards the objective of achieving Net Zero Westminster by 2040.

- 3.2 All the review groups have now met to look at the evidence base for their subjects and to discuss future work programmes and priorities. Setting priorities is important given the wide scope of inquiry that all the topics could involve. The aim has been to identify the most important areas of work where the Commission and its members can really add value and make a difference in achieving the agreed purposes of each review group.
- 3.3 To that end, the Energy and Green Transition group have initially decided to prioritise reducing emissions from buildings in the City as these constitute 86% of total emissions; the Housing group have prioritised work on housing supply given its critical significance for meeting housing need; the Fairness and Equalities group are prioritising work on addressing the cost-of-living crisis as well as medium / long term support to address poverty and hardship and the Economy and Employment group are prioritising work on supporting local high streets across the City with an initial focus on the Harrow Road and surrounding area.
- 3.4 We have also been looking at ways in which other priorities can help to bring together and reinforce work across the four different reviews. One of these approaches is to focus on place and so all the groups will be looking at how best to support regeneration of the Northwest Economic Development Area (NWEDA) identified in the City Plan, the area surrounding the Harrow Road between Royal Oak and Ladbrooke Grove.
- 3.5 This work will build on the policy objectives set in the City Plan of increased job opportunities for residents, new residential and mixed-use developments, improving and greening the environment, enhancing the Harrow Road District Centre and providing new and improved social and community infrastructure that meets the needs of the local community and helps to improve their health and wellbeing. Achieving these objectives will be fundamental to delivering a fairer Westminster. As stated in the City Plan: *“The NWEDA has long contained some of Westminster’s most deprived areas with lower levels of qualifications, earnings and health, and higher levels of worklessness, than elsewhere in the City. It is an area requiring coordinated intervention to tackle persistent levels of inequality.”*
- 3.6 Another integrating priority for all the groups will be to explore ways in which the Council can lead joined up efforts by partner organisations across the City to achieve common objectives to improve services, opportunities and the quality of life for residents. This will involve identifying and working with a group of anchor institutions such as the NHS and local universities to deliver interventions to support local communities, for example on free training and professional development for young people, mentoring and technical assistance to support local people, inclusive recruitment and hiring and purchasing more from local and diverse businesses.

- 3.7 On these two integrating priorities we have been able to secure for the Council pro bono consultancy support from Bloomberg Associates, the philanthropic consulting arm of Bloomberg Philanthropies which has worked with cities across the globe on projects to improve the quality of life for city residents and is in a strong position to share global best practice in these areas.
- 3.8 All the convenors and review groups have been encouraged to look at how they can work with Cabinet Members and officers to support and advise in real time on developing Council initiatives and policy, for example the Housing review on increasing the supply of genuinely affordable housing, the Fairness and Equality review on addressing the cost-of-living crisis and the Economy and Employment review on priorities for the NWEDA.

4 Commission Meetings

- 4.1 On the evening of 21 July, the Future of Westminster Commission held its first meeting at Grand Junction (based at St. Mary Magdalene Church in Westbourne).
- 4.2 This was a two-hour conversation amongst Commissioners with a small community audience and council officers. The main aims of the session were to introduce the Commission, describe and discuss the developing work programmes for each review and any next steps. There was also the opportunity for audience members to ask questions, particularly on the two review streams spotlighted at this meeting; Fairness and Equality, led by Karen Buck MP and Economy and Employment led by Claudette Forbes.
- 4.3 [* For those wishing to view a recording of the meeting, please use this link.](#)
- 4.4 The next meeting was due to take place on 15th September, but has been postponed until 22nd September following the sad passing of Her Majesty The Queen. This meeting will be held at the Abbey Centre and discuss the work programme for the Housing Review and the Council's response to the cost-of-living crisis facing many residents and businesses.

5. Progress and Future Work - Housing Review

- 5.1 As already noted, the Housing review has prioritised work on housing supply initially focusing on the Council's own development programme. But working closely with the lead Cabinet member and Council officers the group will be examining every option to increase the supply of genuinely affordable homes. For example, it plans to take evidence from housing associations operating in Westminster about how they can increase the number of homes they provide as well as improve the services they deliver to residents.
- 5.2 The group has supported the Council in building a stronger relationship with the Mayor of London and the Council is now exploring additional GLA funding to help it meet

some of its immediate goals and increase delivery of affordable homes. Together with the Cabinet Member and officers, the group has also been discussing ways in which the Council's planning policies could be developed so that more homes built by private developers are genuinely affordable and meet local housing need.

- 5.3 The Council currently has 2700 households placed in temporary accommodation and another priority for the review is to look at all the ways to reduce this number and improve the quality and location of temporary accommodation. To this end a sub-group has been established, co-chaired by Steve Hilditch and Karen Buck and has held a first meeting to agree a work programme, with the help of officers, which will look at topics such as temporary accommodation options, preventing homelessness and allocations policy.
- 5.4 The final strand of work for the Housing review is looking at ways to improve services to the Council's own tenants and leaseholders and to give them more say over decisions that affect their homes and estates. The experts here are the Council's tenants and leaseholders themselves and the review convenor is working with the lead Cabinet Member and officers to form a Tenants' Panel to lead the review.

6. Progress and Future Work - Fairness and Equality Review

- 6.1 As stated, the Fairness and Equality group is initially prioritising work on support for Westminster residents and businesses in the current cost of living crisis. At its first meeting the Group took evidence from Joanna Cain, CEO of Westminster's Citizen Advice, and discussed the Council's Cost of Living Strategy which was published in July and concentrates on immediate measures to assist as many people as possible.
- 6.2 In addition, the Fairness and Equality group has agreed a forward plan of work and meetings on the following topics:
- **Poverty and financial hardship**
Measures to address the current cost-of-living crisis, food and fuel poverty and its impact on poverty. Debt, hardship and financial inclusion. Access to advice and advocacy and food support to families and children.
 - **Improving the quality of life in the most disadvantaged neighbourhoods**
The impact of crime and anti-social behaviour, access to sports and leisure. The local environment and quality of life in our neighbourhoods.
 - **Young people, vulnerable families and serious youth violence**
Access to early help, support for vulnerable families, youth services and gangs and serious youth violence.
 - **Early years provision**
Provision of childcare for early years ages 0-5. Access to affordable childcare and support for families with young children.
 - **Health inequalities and building healthy communities**
Physical and mental well-being of older residents, disability, mental health, health inequalities in the BAME community.

- 6.3 The next meeting of the group will be held on the 29th of September. This meeting will focus on Poverty and Financial Hardship with a view to considering medium to long term solutions. The group will also look at the Councils draft Community Investment Strategy which is focused on how we invest in the Voluntary sector.

7. Progress and Future Work - Economy and Employment

- 7.1 At its first meeting, the Economy and Employment review group agreed an approach to the review based on a series of deep dives where the group will consider issues on a thematic basis:
- High streets, local economic centres and the North West Economic Development Area (NWEDA)
 - Social value and community wealth building
 - Skills, coaching and employment
 - Business support
 - Future of the economy
- 7.2 To accelerate work, subgroups have been tasked with gathering evidence in advance of the deep dives. They will engage widely by bringing in groups and individuals to provide evidence and help to identify key challenges and potential interventions.
- 7.3 Progress is being made with the first deep dive. Working with Council officers' early engagement is underway with stakeholders including a tour of the Queen's Park area with one of the ward Members and the Cabinet Member for Planning and Economic Development. The group is looking to support the Council and work with the other Commission reviews in developing the City Plan priority of a "*coordinated intervention to tackle persistent levels of inequality*" in the NWEDA.
- 7.4 In developing the work on social value and community wealth building for the second deep dive it will be important to support the Council to build on the strong relationships developed with public and private sector partners during the pandemic. The group will also be looking to benefit from the experience of Bloomberg Associates in this area, who are supporting the Council and will draw on their London wide work with the Greater London Authority. The group convenor and Bloomberg Associates have also met with Imperial College Healthcare NHS Trust to discuss broadening collaboration with the Council in this area.
- 7.5 One of the priorities in this work stream will be to support planned social value interventions in the NWEDA in areas such as inclusive hiring, diverse and local procurement, action on health inequalities, youth mentoring and support.

8. Progress and Future Work- Energy and Green Transition

- 8.1 The Energy and Green Transition (EGT) Group held its first meeting on Wednesday 17th August. In advance of the meeting, Westminster officers provided EGT members with

briefings on the Council's 2021 Climate Emergency Plan and the accompanying analytic reductions paper from Anthesis, the Council's consultants. The meeting allowed officers to provide the group with an overview of the Council's existing climate programmes.

8.2 The review group discussed the mix of the borough's building stock and the significant challenges in decarbonising the city's built environment which has been identified as the first priority for the group's work. Areas for further work would be:

- Identifying where the most significant opportunities for major carbon reduction would be across the built environment and key existing emission commitments
- Ensuring full advantage was taken of growing Government programmes and funding
- Focus on the importance of behaviour change and harnessing citizen action as an enabler for change
- Opportunities for the Council and key partners to lead by example

The group has agreed a programme of and dates for future meetings with the next few continuing to focus on the built environment, both residential and non-domestic buildings,

8.3 The group noted the need to work closely with the other review groups including on the cost-of-living crisis which was largely driven by the cost of energy and also that its work was likely to cross over with the Council's work on establishing a Climate Citizens Assembly. The review convenor will work closely with officers to that these two workstreams support each other effectively.

Appendix

1. Cabinet Report July 2022 (with appendices)

APPENDIX ONE



City of Westminster Cabinet

Meeting or Decision Maker:	Cabinet
Date:	11 July 2022
Classification:	General Release
Title:	Future of Westminster Commission
Wards Affected:	All
Policy Context:	Creating a fairer Westminster
Cabinet Member:	Leader of the Council
Key Decision:	Yes
Financial Summary:	A budget of £150k is proposed to be established to fund the costs of administering the Commission. This will be funded from reserves.
Report of:	Stuart Love, Chief Executive slove@westminster.gov.uk

1. Executive Summary

- 1.1. The establishment of a Commission on the Future of Westminster is a key commitment of the new administration. The Commission will seek to review and make recommendations on the delivery of key council services to help deliver a fairer Westminster for residents.
- 1.2. The Commission will hold no formal decision-making power and will be purely advisory to the bodies of the Council, most notably the Cabinet.
- 1.3. The Commission will be made up of a core Commission Group with four dedicated work streams, each of which will have its own group of expert advisers to help develop new ideas and policy proposals.
- 1.4. Each workstream will be supported by the appropriate teams within the Council. These teams and the lead Executive Directors will work closely with the Commission and will brief the relevant Cabinet Members on emerging thinking, dynamically handling feedback and flows of information between the Commission and the Cabinet.
- 1.5. This report asks Cabinet to approve the recommendations set out below to enable the work of the Commission to commence.

2. Recommendations

- 2.1. That the Cabinet:
 - Approve the terms of reference for the Future of Westminster Commission as set out at Appendix A, thus establishing the Commission as an advisory body to the Cabinet.
 - Approve the creation of a budget of £150k for the administration of the Commission to be funded from reserves.
 - Delegate authority to the Chief Executive to make appointments to the Commission, including agreeing any associated costs and reasonable changes to the agreed budget, subject to the Council's Financial Regulations, Procurement Code and Human Resources Policies. Appointments will be made on advice from the Leader of the Council, and subsequently the Chair of the Commission.

3. Reasons for Decision

- 3.1. The new administration has made a public commitment to establish a Commission on the Future of Westminster with senior independent leadership and board members to help develop new ideas and policy proposals.
- 3.2. The Commission needs to be formally established with a term of reference and a budget allocated to support its administration.

4. Background, including Policy Context

- 4.1. A cornerstone of the new administration's public commitments was the establishment of a Commission on the Future of Westminster.

- 4.2. The Commission will bring together senior independent advisors, drawing on their expertise to review key service areas and to develop new ideas and policy proposals.
- 4.3. The Commission will take ideas and evidence from a range of organisations and individuals who display best practice in their area of expertise, as well as engaging and consulting with residents.
- 4.4. The Commission will have four strands of enquiry, namely:
- Housing:** – Advise on increasing the supply of genuinely affordable housing to meet housing need in the city. As a priority advise on options for improving: the way the Council responds to homelessness and housing need and the quality of services provided to the Council’s own tenants and leaseholders.
- Fairness and Equality:** – Advise on policy approaches and initiatives that will enable and deliver a fairer, more equal and inclusive city.
- Economy and Employment:** Advise on how the Council enables more Westminster residents to share in the economic successes of the city.
- Energy and Green Transition:** – Advise on ways to enhance and accelerate climate action supported and delivered by the Council to achieve the objective of achieving net zero Westminster by 2040.
- 4.5. The Commission will be structured as follows:
- A core Commission appointed to provide expert external input and challenge the thinking emerging in each workstream to improve outcomes, introduce new ideas, and maximise opportunities by joining up thinking across the range of the Commission’s responsibilities.
 - Neale Coleman will chair the Commission
 - Drawn from the core Commission there will be four work stream leads:
 - Claudette Forbes – Economy and Employment
 - Syed Ahmed – Energy and Green Transition
 - Karen Buck MP – Fairness and Equality
 - Steve Hilditch – Housing
 - Each work stream will in turn be advised by a range of individuals with subject specific expertise.
- 4.6. The individuals nominated to the Commission and each individual work stream have been recommended based on their skills and expertise. A full list of Commissioners is set out at appendix B.
- 4.7. The Commission is designed to be advisory to the core decision making processes of the Council, informing the future of service design and policy with final decisions reserved to the Executive or other bodies as necessary, and according to the Council’s Constitution.
- 4.8. Neither the Commission, nor its members, will have any authority to direct Council resource without the approval of the person or body within the Council which has

delegated authority to direct such resource. The Commission and its Members may however, request information which would otherwise be freely available or to request for information to be compiled to inform emerging thinking, subject to the agreement of the relevant Executive Director and, where the Executive Director deems it appropriate, the relevant Cabinet Member.

- 4.9. It is proposed that each workstream reports back to the appropriate Policy and Scrutiny Committee during 2022/23 and the work of the overarching Future of Westminster Commission will be reviewed by the Westminster Scrutiny Commission. This will be subject to the agreement of each Committee.
- 4.10. A small team will be established from existing Council staff. This team will exist to handle the business of the overarching Commission, including organising meetings, disseminating information to commissioners, quality assuring and managing linkages between work programmes and ensuring flow of information back into the Cabinet and ELT.
- 4.11. The Commission will be supported directly by the Chief Executive. Each work stream will be supported by the appropriate lead council department with senior responsible officers at Executive Director level as follows:
 - Economy and Employment – Executive Director of Growth, Planning and Housing
 - Energy and Green Transition – Executive Director of Environment and City Management
 - Fairness and Equality – Deputy Chief Executive and, Executive Director of Adult Social Care and Public Health
 - Housing – Executive Director Growth Planning and Housing, and Executive Director Finance and Resources.
- 4.12. The Council's core Policy, Strategy and Intelligence, Communities, Communications and Governance functions will also be deployed in support of the work of the Commission and individual workstreams.
- 4.13. Officers working on individual work streams will be expected to work in a dynamic and flexible manner, keeping Cabinet Members briefed on their work, seeking appropriate authority where necessary, while also enabling the Commission to develop radical, new, and implementable ideas to improve outcomes for our communities.

5. Financial Implications

- 5.1. It is proposed to establish a one-off budget of £150k to cover the administrative costs of the Commission and this will be funded from reserves.
- 5.2. There may be other costs associated with each work stream to support the work of the services including research and advice. This will be funded from within existing budgets in the appropriate service areas

6. Legal Implications

- 6.1. The Council has the power to establish the Commission under the Localism Act 2011 general power of competence. It will have no decision-making powers, its purpose being to advise the Council on the exercise of its functions.

7. Carbon Impact

- 7.1. There are no direct carbon implications because of the establishment of the Commission.
- 7.2. The Commission itself will investigate the extent of the Council's ambitions to tackle the climate emergency and this decision will therefore enable a range of work which we reasonably expect to have a net positive impact on carbon emissions in the city.

8. Equalities Implications

- 8.1. There are no direct equalities implications because of the establishment of the Commission, although due consideration has been given as to the make-up of the Commission in terms of the protected characteristics of Commissioners.
- 8.2. The Commission itself will investigate action taken by the Council to tackle inequality and will therefore enable a range of work which we reasonably expect to have a positive impact on equality and diversity both for internal Council staff and our residents.

9. Consultation

- 9.1. No public consultation on the establishment of the Commission has been undertaken. It is however a core commitment of the administration to establish the Commission and was set out in advance of the local elections which contributes to a democratic mandate for this decision.
- 9.2. The Commission and the supporting work streams will work to engage with communities and the public to inform their work and their approach to engagement will be reported back in subsequent reports to Council bodies.

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

Richard Cressey, Head of Governance and Councillor Liaison
rcressey@westminster.gov.uk

APPENDICES

Appendix A – Future of Westminster Commission Terms of Reference

Appendix B – List of Commissioners and details of compensation

BACKGROUND PAPERS

None

APPENDIX A – Terms of Reference

FUTURE OF WESTMINSTER COMMISSION| TERMS OF REFERENCE

The Future of Westminster Commission is established to advise the Council on areas of policy that are critical to the future success of the City. The Commission will seek to review and make recommendations on the delivery of key council services to deliver a fairer Westminster for residents.

The Commission will have four strands of enquiry, namely:

Housing: To increase the supply of genuinely affordable housing to meet housing need in the city. To improve the way the council responds to homelessness and housing need. To improve the quality of services provided to the council's own tenants and leaseholders.

Fairness and Equality: To identify policy approaches and initiatives that will enable and deliver a fairer, more equal, and inclusive City.

Economy and Employment: To enable more Westminster residents to share in the City's economic successes.

Energy and Green Transition: To enhance and accelerate climate action supported and delivered by the Council across the city towards the objective of achieving net Zero Westminster by 2040.

These four strands will be convened and led by members of the Commission supported by separate review teams.

The Future of Westminster Commission

The full Commission will:

- Receive regular reports on progress from the Convenors of the separate reviews and consider and comment on their work programmes and recommendations.
- Ensure integration between the separate reviews and the overlapping elements within them.
- Use meetings to engage directly with communities across the city and identify opportunities for co-production and community participation in the reviews.
- Ensure the work of the Commission and its reviews takes proper account of the need to ensure their recommendations do not inadvertently disadvantage anyone and, wherever possible, advance equality, diversity, and inclusion.

The full Commission will also have a particular focus on giving citizens and communities a far greater say in Council decisions and services and how the Council operates.

It will review:

- The Council's approach to consultation on policies and service delivery seeking to ensure this is done in an equal and reciprocal partnership with communities and residents.
- The Council's relationship with and support for the voluntary and community sector, including contracting and funding arrangements, developing, and supporting community hubs and expanding community ownership.

The Commission will report to the Leader of the Council and wider Cabinet and will engage widely with residents, local organisations, businesses, independent experts, academics and think tanks, other authorities, the Mayor of London, and central government departments. The Commission will be an active advisory body which will communicate its conclusions and recommendations to the Council through advisory notes, reports and presentations.

The Commission will be supported directly by the Chief Executive. The Commission is designed to be advisory to the core decision making processes of the Council, informing the future of service design and policy with final decisions reserved to the Executive or other bodies as necessary, and according to the Council's Constitution.

The Commission and its members will work with the person or body which has delegated authority within the Council to direct resource to the work undertaken by the Commission.

Housing Review

The Housing Review will initially focus on three separate priorities:

- How to increase the supply of genuinely affordable housing to meet housing need in the city. This review will be undertaken by the main Housing Review team.
- How to improve the way the Council responds to homelessness and housing need. This work will be undertaken by a joint group established by the Housing Review team and the Fairness and Equalities Review team.
- How to improve the quality of services provided to the Council's own tenants and leaseholders. This work will be undertaken through a 'Tenants Jury' made up of invited tenants and leaseholders, members of the Housing Review team, together with the Cabinet Member and Deputy Cabinet Member for Housing Services.

Housing Supply

The purpose of the Housing Supply review is to examine and analyse the factors that limit the Council's ability to deliver sufficient social and truly affordable housing in Westminster and to advise and make recommendations to the Council on strategy and measures to meet Westminster's housing needs.

The Housing Supply review team will work collaboratively with Cabinet Members and Council Officers to:

- Review the capital resources available to the Council for supporting and enabling the increased delivery of social and intermediate housing and identify any new and additional sources of funding to meet this objective.
- Review the different forms of intermediate housing and recommend the most suitable form to pursue in Westminster having regard to local circumstance.
- Review the Council's new build and regeneration programmes and where possible, identify any scope for increasing the delivery of social and truly affordable housing, considering the financial implications for the Housing Revenue Account and General Fund.
- Review the Council's delivery arrangements for its new build and regeneration programmes, including the wholly owned company, Westminster Builds and the registered provider, Westminster Community Homes. Advising on the most effective arrangements for delivery and the management of these programmes, including the staffing resources required.
- Identify and advise on other ways to increase the supply of affordable housing, in particular, through the acquisition of properties and land for development.
- Advise on housing needs across the City and how the Council's planning policies and guidance could be amended and developed to raise the proportion of affordable housing from private developments to meet those needs.
- Review the performance, stock management and development plans of Registered Social Landlords operating in Westminster and advise on how the Council can work with them to increase their provision of affordable housing.
- Advise on delivering an effective strategy to identify and bring vacant properties and stalled development sites back into use.

The Review team will provide recommendations on:

- Maximising funding into the Council's delivery of affordable housing and all possible options for delivering additional homes for social or genuinely affordable rent.
- The best approach to the Council's planning policies to enable more affordable housing to meet housing needs in the city.
- How Registered Social Landlords can best support delivery of affordable housing to meet housing needs in the city.
- An empty homes strategy for the Council.

Homelessness and Housing Need

The purpose of the Homelessness and Housing Need Review is to analyse and challenge the Council's current strategy to better meet housing needs and identify better ways to support residents who need a home.

Other strands in the Housing Review will help the Council to improve the supply of genuinely affordable homes, which, long term, is the only sure way to address the city's homelessness crisis.

The Homelessness and Housing Need review team will work collaboratively with Cabinet Members and Council officers to:

- Review each element of the Council's existing homelessness and rough sleeping strategies, making recommendations to the Council on improved practices and services.
- Review the Council's use of temporary accommodation and make recommendations to reduce the number of people housed far away from Westminster, improve the quality of accommodation, and provide more support and assistance to households affected, including better liaison with receiving boroughs.
- Review the Council's use of private rented housing to discharge the Council's duty towards homeless households, recommending approaches to reduce dependence in the longer term.
- Review the advice, prevention and support services for homeless households and recommend improvements.
- Encourage housing-first solutions and work in partnership with the London Mayor and voluntary organisations to improve support services for rough sleepers and to develop new training employment and housing initiatives to tackle the problem.
- Review Westminster's allocations policies and recommend innovative approaches to maximise the Council's ability to meet the range of housing needs, including the contribution made by housing associations.

Housing Management

The purpose of the housing management review is to improve responsive repairs and major works performance, local service delivery and responsiveness to residents, offer better value for rent and service charge payers, deliver more effective engagement with council tenants and leaseholders giving them more say over decisions that affect their homes and estates.

The review will establish a 'Tenants Jury' made up of a majority of tenants and leaseholders working with members of the Housing Review and the Cabinet Member and the Deputy Cabinet Member for Housing Services.

The Tenants Jury will:

- Review the structures for resident participation to give residents a stronger say over how their homes are managed and make recommendations on issues such as: support for independent resident organisations, establishing a borough-wide representative body, and consultative mechanisms such as an annual residents' conference and other forums, encouraging new forms of management such as tenant co-operatives and greater resident control.
- Review the best means of securing better and more responsive services. This includes re-establishing estate offices, providing named housing officers, better advisory and information services, and more effective telephone and online contacts.
- Review and advise on a range of policies that impact on tenants. This includes terms of tenancies and access to transfers along with the review of multi-agency services for residents such as anti-social behaviour and pest control.
- Review the Council's approach to maintaining and improving the housing stock. This includes responsive repairs, fire safety, major works and standards on reletting, advising on a new repairs charter and compensation arrangements and identifying urgent repair issues to be tackled through a prioritised repairs plan.

- Recommend the adoption of a new leaseholders' charter covering consultation, charges, major works procurement, and complaints.
- Consider the resources available to the Council through the Housing Revenue Account and otherwise.

Economy and Employment Review

The purpose of the review will be to enable more Westminster residents to share in the city's economic successes. The review will examine the effectiveness of current programmes and projects in achieving this mission and support a programme of development and change for the Council's economic development services.

It will develop an Economic Opportunity Plan for a series of high impact, short term initiatives that will contribute to addressing structural inequalities in Westminster's economy and form part of a new Economic Development Strategy for the Council.

The review will be informed by an evidence base of Westminster's current economic and employment position and will work collaboratively with Cabinet Members and Council officers to consider in particular:

- How to develop skills, employability and coaching initiatives to create economic opportunity for local residents particularly those with the highest need for support and those from disadvantaged communities.
- Strengthening the Council's social value and business community partnership approach to increase residents' share of economic success.
- Increasing the effectiveness and accessibility of business and enterprise support with a focus on supporting businesses to offer innovative opportunities for residents.
- Initiatives to support local high streets allied to promoting economic and other opportunities for neighbouring residents with an initial focus on the Harrow Road between Royal Oak and Queen's Park Library.

Energy and Green Transition Review

The purpose of the review will be to enhance and accelerate climate action supported and delivered by the Council across the city towards the objective of achieving net Zero Westminster by 2040.

The review will identify opportunities to influence and engage with partners from across Westminster and beyond; focus on common barriers to delivery including technological or financial and establish partnership working to develop solutions; identify pilot or collaborative project opportunities.

The review will work collaboratively with Cabinet Members and Council officers to focus on:

- Efficient buildings, including how to drive investment in building decarbonisation at scale, address the skills shortage in retrofit and harness the full opportunity of the planning framework to drive zero carbon developments and achieve retrofit first.
- Clean and affordable energy, including how to increase the availability of local, low carbon energy sources, empower communities to develop viable local energy projects and decarbonise the Council's own energy sources including PDHU.

- Sustainable travel and transport, including the potential role of a local/pan-London zero emissions zone and how to promote active travel, balancing the infrastructure with restricted space and wider transport demands.
- Behaviour changes required to support a net zero 2040 vision, including how to create long-lasting, sustainable behavioural change, support residents, visitors, and workers to make those changes, for example by supporting recycling, and harness the Green Economy opportunities for our residents and workers.

Fairness and Equality Review

The purpose of the review will be to identify policy approaches and initiatives that will enable and deliver a fairer, more equal, and inclusive city.

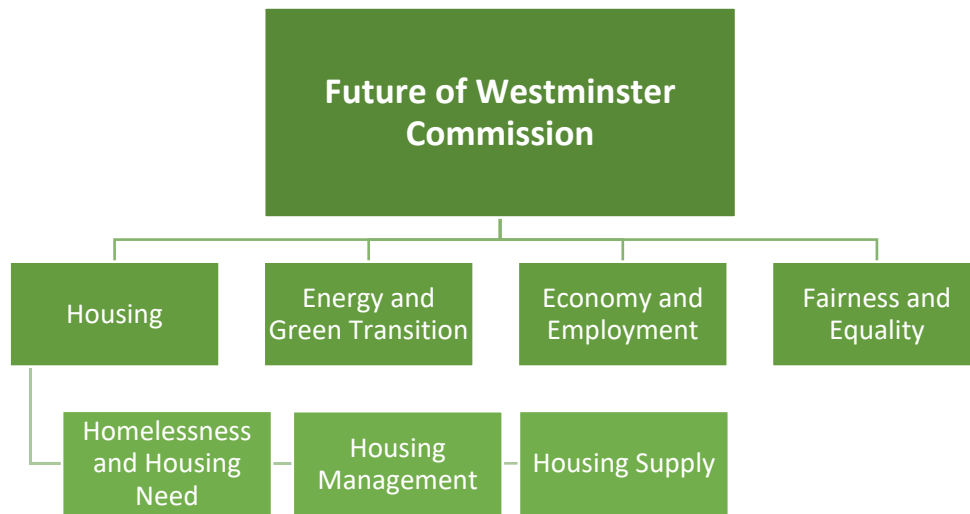
The review will be informed by an evidence base of data on Westminster's communities and citizens and will examine the effectiveness of existing Council policy and programmes that seek to meet the needs of more disadvantaged communities.

The review will identify new initiatives and recommendations for action by the Council and its partner organisations to tackle poverty and financial hardship, improve opportunities and life chances for the most disadvantaged residents and review how Council policies and resource allocation reflect the diversity of the City.

The review will work collaboratively with Cabinet Members and Council officers to focus on:

- Measures to address the cost-of-living crisis and food and fuel poverty including access to advice and advocacy and food support to families and children.
- Early years provision and access to affordable childcare.
- Young people and access to early help, including support for vulnerable families, youth services and addressing gangs and serious youth violence.
- Improving the quality of life in the most disadvantaged neighbourhoods of our city, including addressing anti-social behaviour and crime, access to sport and leisure and improving the local environment.
- Building healthy communities and addressing health inequalities, including improving the physical and mental well-being of older residents, and tackling loneliness and isolation.

Appendix B – Terms of Reference



Future of Westminster Commission
Neale Coleman CBE: Chair of the Future of Westminster Commission <i>Member, National Infrastructure Commission; former GLA Director of London 2012; former Board member London 2012 Bid Company, Olympic Delivery Authority, London Legacy Development Corporation</i>
Steve Hilditch: Convenor Housing Review <i>Former Director of Policy Shelter; former Director of Housing, London Borough of Haringey</i>
Karen Buck MP, Westminster North; Convenor Fairness and Equality Review
Claudette Forbes, Convenor Economy and Employment review. <i>Board member Connected Places Catapult, Future of London, Independent Advisory Panel on Grenfell for UK Government; former Board member Peabody Trust, Business Link East London, former Executive Director for Business and Skills, London Development Agency</i>
Syed Ahmed, Convenor Energy and Green Transition Review <i>Director, Energy for London; Board member National Energy Action; Director Parliamentary and Sustainable Energy Group</i>
Lord Wooley of Woodford <i>Founder and Director, Operation Black Vote; Principal Homerton College, Cambridge</i>
Dr Naomi Katz, GP <i>Clinical Director, Grand Union Health Centre; former Children’s lead West London CCG</i>
Ben Commins <i>Executive Headteacher Queen’s Park Primary</i>
Jackie Rosenberg <i>One Westminster; Deputy CEO Paddington Development Trust</i>
Phil Graham <i>Executive Director for Good Growth, GLA; former CEO National Infrastructure Commission</i>
Andrew Travers <i>Former CEO, London Borough of Lambeth</i>

Professor Tony Travers <i>London School of Economics</i>
--

Fairness and Equality

Karen Buck MP (Convenor)

Helen Keenan

<i>Managing Director, Project Hart, Grosvenor Estate</i>
--

Karen Barker

<i>Head of Policy and Research London School of Economics, abrdn Financial Fairness Trust,</i>
--

June O'Sullivan

<i>CEO, London Early Years Foundation</i>

Phil Barron

<i>CEO, Young Westminster Foundation</i>
--

Anela Anwar

<i>Director, Z2K (Zacchaeus 2000 Trust)</i>

Imran Hussein

<i>Director of Policy and Campaigns, Action for Children</i>
--

Filsan Ali

<i>Director, Midaye Somali Development Network</i>
--

Housing Review

Steve Hilditch (Convener)

Andy Whitley

<i>Richmond Fellowship, former Chair, Westminster ALMO</i>
--

Andy Watson

<i>Former CEO Waltherton and Elgin Community Homes</i>
--

Terrie Alafat CBE

<i>Former Director General for housing Department for Communities and Local Government; former Director of Housing, RB Kensington and Chelsea; former CEO, Chartered Institute of Housing; Chair, the Riverside Group; Commissioner, Building Back Britain Commission</i>

Dr Janice Morphet

<i>Visiting Professor, Bartlett School of Planning, UCL; Former CEO, Rutland County Council</i>

Maureen Corcorane

<i>Former Head of London Housing, Audit Commission</i>
--

Homelessness and Housing Need

Karen Buck MP (Co-Convenor)

Steve Hilditch (Co-Convenor)

Giles Peaker

<i>Partner, Anthony Gold</i>

Joanna Kennedy

<i>CEO, Z2K (Zacchaeus 2000 Trust)</i>
--

Francis Mapstone

<i>Former Director of Housing, Westminster City Council</i>

Justin Bates

<i>Barrister, Landmark Chambers</i>

Housing Management

Steve Hilditch (Convenor)

Andy Whitley

Cllr Liza Begum

Cabinet Member for Housing Services

Cllr Maggie Carman

Deputy Cabinet Member for Housing Services

7-9 invited tenants and leaseholders

Employment and Economy

Claudette Forbes (Convenor)

Neil Johnston

CEO, Paddington Development Trust

Ola Badamosi

Deputy CEO Paddington Development Trust

Phil Graham

Executive Director for Good Growth, GLA; former CEO National Infrastructure Commission

Ruth Duston OBE

CEO, Primera Corporation; South Westminster BIDs and Cheapside Business Alliance

Floran Bosch

Head of HR, Global Vodafone Business Platforms and Solutions

Matthew Phillips

CEO, Carnival Trust

Andrew Travers

Former CEO, LB Lambeth; London Councils lead on economic growth and recovery

Stephen Evans

CEO, Learning and Work Institute

Diana Spiegelberg

Deputy Director, Somerset House Studios

John Spindler

CEO, Capital Enterprise

Matthew Jaffa

Senior External Affairs Manager, Federation of Small Businesses

Simon Harding Roots

London Managing Director, Crown Estate

Energy and Green Transition
Syed Ahmed (Convenor)
Lucy Yu <i>CEO, Octopus Energy Centre for Net Zero</i>
Anna Swathes <i>Head of Sustainability, Crown Estate</i>
Pancho Lewis <i>Climate Citizens Project</i>
Jill Rutter <i>Institute for Government</i>
Sachin Bhoite <i>Director of Climate Resilience, C40 Cities</i>
Tor Burrows <i>Executive Director for Sustainability and Innovation, Grosvenor Estate</i>

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City of Westminster

Westminster Scrutiny Commission

Date:	September 2022
Classification:	General Release
Title:	Emergency Preparedness Update
Report of:	Stuart Love, Chief Executive
Cabinet Member Portfolio	Leader of the Council
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Mark Chalmers Operational CONTEST Manager 07817054759 mchalmers@westminster.gov.uk

1. Executive Summary

- 1.1. This report provides an update for the Westminster Scrutiny Commission on the following key areas of work:
- Update on Review of the July 12th Flooding Response
 - Humanitarian Assistance
 - Emergency Preparedness Review
 - Overview of current core activity
 - Grenfell Tower Inquiry
 - London Local Authorities assurance programme

2. Introduction

- 2.1. An annual update has been provided to the Scrutiny Commission since 2018 providing an update of the council's current activity in relation to emergency preparedness and resilience. The report also addressed specific areas of interest to the Commission.
- 2.2. The previous annual report focused primarily on the July 2021 flooding response and the lessons learned from it, and also the Council's planning and preparedness for cold weather.

- 2.3. The focus of this report is updating on the work to improve the resilience and preparedness through a culture of continuous improvement. Alongside this, updates are provided on key elements of core activity in relation to emergency planning and preparedness.

3. Update on Review of the July 12th Flooding Response

- 3.1. An update was provided to the Scrutiny Commission following the surface water flooding response on 12th July 2021 and the 'hot' review of the response to that incident. From the recommendations, an action plan was produced and work to implement the recommendations of that review has continued throughout the year.
- 3.2. The Westminster multi-agency Flood Plan is based on the London flood response framework and is owned by the Borough Resilience Forum. It has been reviewed entirely in light of the recommendations of the above review and from the pan-London 'lessons learned' exercise. This has been shared with external partners to add their activity and for comment. The final plan will be signed off at the Forum meeting in December.
- 3.3. One area highlighted within the review was the strategic oversight of emergency preparedness and ensuring that 'resilience is everyone's business'. The wider management and organisational structures are being considered as part of the Emergency Preparedness Review outlined below. The team now report directly in to the Chief Executive who is driving this work.
- 3.4. An internal Resilience Hub has been produced, bringing together organisational resilience and business continuity, emergency preparedness and humanitarian assistance in to a single place. This is being used to engage and encourage staff to volunteer for training enabling them to support our response to major incidents. This includes strategic and tactical controllers, emergency centre, crisis support and borough emergency control centre staff. This will continue as an ongoing piece of work for the team.
- 3.5. The internal site will be used as the basis for an improved external website, providing advice to businesses and residents in order to contribute to our work to build community resilience. Building community resilience and putting outcomes for communities at the heart of our resilience work will remain a focus of activity in the coming year.

4. Humanitarian Assistance

- 4.1 The bi-borough Humanitarian Assistance Board is responsible for ensuring that health, social care, housing and other partners in the two boroughs have the capacity to provide effective humanitarian assistance in local emergencies and major incidents. The Board has direct responsibility for the Bi-borough Humanitarian Assistance Framework; the extreme weather plans; the identification of vulnerable people and information sharing agreements. It also

has responsibility for overseeing other plans which have a Humanitarian Assistance element.

- 4.2 Following the publication of the London Humanitarian Assistance Framework in 2021, the local bi-borough Humanitarian Assistance Framework was reviewed and approved by the bi-borough Humanitarian Assistance Board in January 2022. The revised framework includes a number of considerations and recommendations arising from the Grenfell Inquiry, including plans for the provision of key workers for those significantly impacted by a major incident and emergency. As with all major incident and emergency plans, the document will remain under regular review.
- 4.3 The local roll out of the bi-borough Humanitarian Assistance Framework has continued throughout the year. This included delivering training to social care directors and emergency response tactical leads in the role of Humanitarian Assistance Lead Officer and Humanitarian Assistance Steering Group (once activated). Further staff have been trained to work within Emergency Centres, and the recruitment and training of staff volunteers for these roles will continue.
- 4.4 Learning from recent experience, a priority for the ongoing work of the Humanitarian Assistance Board is the development of our ability to share information with other partners to identify the people most vulnerable to widespread emergencies such as heatwaves, flooding and extreme cold weather.

5. Emergency Preparedness Review

- 5.1 An independent review of the Council's emergency preparedness is being undertaken in order to assess the City Council's current approach to delivering emergency planning and building resilience and provide recommendations as to how the Council can improve delivery and build confidence.
- 5.2 The findings of the review are expected in September 2022, following which an action plan will be developed to drive immediate and longer term service and organisational improvement. An update will be provided to the Commission at a future date.
- 5.3 The review is expected to inform work to ensure the Council's emergency preparedness is fit to face the challenges of the 21st Century, taking on board the findings from the Grenfell Inquiry, the review of the Civil Contingencies Act and to deliver the revised National Resilience Strategy locally. It is anticipated that this will place outcomes for residents, businesses and communities at the heart of preparedness, with a resilience team that is forward thinking and outward facing – able to support, enable and deliver across the organisation and our communities.

6. Overview of current core activity

6.1 The table below highlights some of the core business as usual activity that the Emergency Planning team undertake. As management of the Pandemic returned to a business as usual, the focus of the team returned to more typical core activity.

6.2 While there was a notable reduction in the number of major incidents and emergencies during the Pandemic, there have been 14 incidents in the first five months of this financial year, suggesting a return to the same levels seen pre-pandemic. As per previous years, the majority of these are fires or gas leaks.

Performance Indicator	2021/22 Total	2022/23 Apr-Aug	Comments
External Business Continuity Engagement Events	24	9	<i>Return to both in person as well as virtual meetings. Meetings include with South Westminster Bids and Heart of London.</i>
External Business Continuity Engagement Event Attendees	228	196	<i>Regular meetings also held coordinated by the West End Security Group Attendees at virtual briefings not recorded</i>
Incidents Responded to	28	14	<i>No large-scale incidents responded to. Increased number of fires, particularly during the period of hot weather.</i>
EP Tests or Exercises	15	7	<i>Included Exercise Safer City, pan-London exercise testing mutual aid frameworks and emergency response.</i>
Training Sessions Delivered	12	5	<i>Emergency centre and Training for Elected Members delivered.</i>
Number of People Trained	61	44	<i>Tactical 'Silver' command and coordination training session scheduled for October.</i>

6.3 Training is primarily delivered to Council staff to undertake various roles in the event of a major incident or emergency. These roles vary from strategic command 'Gold' and tactical command 'Silver' training, from frontline roles in emergency centres, the Borough Emergency Control Centre or on the ground as Local Authority Liaison Officers. The figures in the table above also include two training sessions for elected members in order to provide an overview of emergency preparedness, how we respond to major incidents and emergencies and the role of elected members in it.

6.4 Working alongside colleagues in City Promotions, Events and Filming, a risk-based approach to resourcing protests has been implemented. Previously these have placed significant demands on the emergency planning team and on the command team out of hours. This new approach enables the council to prioritise resources on those protests that are likely to impact most on our communities or on Council services.

6.5 Corporate business continuity arrangements have been activated a number of times in the last 12 months. In December 2021 and January 2022 these related to the pandemic wave over the festive period and the Government

advice to work from home where possible. Daily situation reports were received from across Council services in order to ensure that critical services were able to continue and reports were produced for ELT on a daily basis.

- 6.6 Lighter touch arrangements have been in place for the periods of industrial action, especially the ongoing rail strikes. Support and assistance was provided to the MPS and NHS partners during these times to enable on-street parking for frontline staff unable to travel to work on public transport.
- 6.7 Extinction Rebellion (XR) returned for further mass protest in April, however it did not result in the significant disruption seen by previous 'rebellions'. As such, the demand on the Emergency Planning team and other services was significantly reduced. Sporadic low level activity by XR and associated groups takes place throughout the year. The Extinction Rebellion activity planned for September 2022 was postponed following the death of Her Late Majesty The Queen. This may be rescheduled for later in the year.
- 6.8 After the hiatus caused by the pandemic, most regular major events have returned, with the addition of the Queen's Platinum Jubilee. The work of the Emergency Planning team has been focused on reviewing, testing and exercising event plans and ensuring that the Council and its services are prepared for a concurrent major incident and emergency. In doing so, the team are able to take a risk informed approach, providing advice and resources as necessary.
- 6.9 The Emergency Planning Team were also heavily involved in the operation of the Borough Operational Control Centre to co-ordinate the delivery of service plans to facilitate the ceremonial events relating to the death of HM Queen Elizabeth II.

7. Grenfell Tower Inquiry

- 7.1 Previous reports have provided updates in relation to lessons learned from the Grenfell Tower fire and their implementation. The recommendations of the Grenfell Tower Inquiry Phase 1 Report were largely incorporated within the pan-London EP2020 standardisation programme rolled out from 2018 onwards.
- 7.2 Phase 2 of the Inquiry has concluded and the Phase 2 report, including Module 4 which considered Central and Local Government responses to the disaster, is being prepared. The publication of this is anticipated in April 2023, at the earliest.
- 7.3 The above sections detail work that is underway to address areas that the evidence suggests may feature in the final report, for example, ensuring sufficient and trained staff to undertake key roles, strengthened focus on humanitarian assistance and the provision of emergency centres.

7.4 The Council will continue to collaborate closely with the Royal Borough of Kensington & Chelsea, particularly in line with shared services, in order to share expertise and achieve efficiencies.

8. London Local Authorities Assurance Process

8.1 The usual London Local Authorities assurance process involves an annual self-assessment, followed by a sub-regional challenge process. As was the case in 2020, the self-assessment process was replaced by a lighter touch interim assurance process as a result of then demands of the Pandemic.

8.2 This Assurance Checklist for 2021 was a combined assurance process considering learning from the Grenfell Tower Fire (based on recommendations from the Phase 1 Inquiry Report) and winter preparedness (based on Resilience Standards for London (RSLs)).

8.3 In terms of the former, the Council was rated as 'Green' on all actions except one. This included those in relation to mutual aid arrangements, borough emergency control centres and Local Authority Liaison Officers. The Council rated itself as 'Amber' on the actions in relation to emergency centres in light of the ongoing roll out of the bi-borough Humanitarian Assistance framework, outlined above.

8.4 The RSL self-assessment was focused on key tasks in relation to winter preparedness. Against those, the Council was assessed as 'Established' against eight of the standards and 'Developing' against three: Managerial Leadership, Organisational Engagement and Recovery management. Work has been going on throughout the year to improve against those, which is detailed above.

8.5 Details of this process for 2022 have not been received. Whether required by a London assurance process or not, a full self-assessment against the Resilience Standards for London will be undertaken following the implementation of the recommendations from the above emergency preparedness review.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Mark Chalmers 07817054759
mchalmers@westminster.gov.uk**

BACKGROUND PAPERS

N/A

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Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date:	6 October 2022
Classification:	General Release
Title:	2022/2023 Work Programme
Report of:	Head of Governance and Councillor Liaison
Cabinet Member Portfolios:	Leader of the Council
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Clare O’Keefe cokeefe@westminster.gov.uk

1. Executive Summary

1. This report requests the committee members to consider the work programme for the 2022/2023 municipal year.

2. Meeting dates for the 2022/2023 year

- 2.1 The Committee is advised that the scheduled meeting dates for the 2022/2023 year are:
 - 12 January 2023; and
 - 15 March 2023.

3. Suggested topics

- 3.1 The Committee’s agenda for the meeting on 6 October meeting includes reports on the Future of Westminster Commission and Emergency Preparedness Planning. The Committee is therefore asked to reflect on and discuss the suggested work programme for the January meeting. The Committee may also wish to consider other items currently listed as unallocated to add to the Committee meetings.

If you have any queries about this report or wish to inspect any of the background papers, please contact Clare O'Keefe.

cokeefe@westminster.gov.uk

Appendix 1: Terms of Reference

Appendix 2: Work Programme

Appendix 3: Action Tracker

WESTMINSTER SCRUTINY COMMISSION

COMPOSITION

6 Members of the Council (4 nominated by the Majority Party and 2 by the Opposition Party) but shall not include a member of the Cabinet.

TERMS OF REFERENCE

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

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APPENDIX 2 – Westminster Scrutiny Commission

ROUND 1 20 July 2022		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director/senior officer
Leader of the Council Q&A	To update the Scrutiny Commission on key areas of work within its remit and Leader's priorities	Councillor Adam Hug, Leader of the Council Stuart Love, Chief Executive
Updates from Policy and Scrutiny Committees – Annual P&S Work Planning	To consider updates from the Chairs of each Policy and Scrutiny Committee following the first round of meetings, including discussions on their work programmes and with a view to agreeing a consistent approach to frequency and focus of meetings.	n/a – Committee Chairs to update at the meeting
Work programme	To consider and agree the outline work programme for the Scrutiny Commission for the year ahead, with input from the Leader of the Council, the Chief Executive and other officers on how to make best use of the Committee's time and where the Committee will have the biggest impact	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers

ROUND 2 6 October		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Leader of the Council Q&A	To update the Scrutiny Commission on key areas of work within its remit and Leader's priorities	Councillor Adam Hug, Leader of the Council Stuart Love, Chief Executive
Future of Westminster Commission update	To consider the work undertaken and recommendations emerging as part of the Future of Westminster Commission	Neale Coleman, Chair of the Future of Westminster Commission
Emergency Preparedness	To review the Council's Emergency Preparedness.	Mark Chalmers, Public Protection and Licensing Stuart Love, Chief Executive

Work programme	To review the work programme in light of events and recent discussions	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers
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ROUND 3 12 January 2023		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Leader of the Council Q&A	To update the Scrutiny Commission on key areas of work within its remit and Leader's priorities	Councillor Adam Hug, Leader of the Council Stuart Love, Chief Executive
Future of Westminster Commission update	To consider the work undertaken and recommendations emerging as part of the Future of Westminster Commission	TBC Lead members of the Commission will be invited to participate along with relevant Members and senior officers
Work programme	To review the work programme in light of events and recent discussions	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers

ROUND 4 15 March		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Leader of the Council Q&A	To update the Scrutiny Commission on key areas of work within its remit and Leader's priorities	Councillor Adam Hug, Leader of the Council Stuart Love, Chief Executive
Annual Scrutiny Report	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	n/a - report of the Chief Executive and the Statutory Scrutiny Officer
Resident participation	To update the Committee on progress made to allowing residents to participate in wider priorities, including participatory budget setting, and how this will work in practice.	Councillor Adam Hug, Leader of the Council Stuart Love, Chief Executive
Work programme	To review the work programme in light of events and recent discussions	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers

Unallocated items – this may either be substituted in for a substantive item elsewhere in the year or may be rolled over for future municipal years

Pay Policy review	To review the Council's Pay Policy ahead of approval at Full Council March 2023
Workforce update	To present to the Committee a report which brings together the staff survey results, staff turnover, diversity and inclusion and the refreshed Council vision.
Policy and Scrutiny review	To consider options to improve the Council's approach to Policy and Scrutiny and agree recommendations for implementation.

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Appendix 3 - ACTION TRACKER
Westminster Scrutiny Commission

ROUND 2 20 July 2022		
Agenda Item	Action	Status/Follow Up
Item 4 Leader's Update	That an annual report would be presented to the Cabinet on the Council workforce which will, in turn, be presented to the Committee.	In progress
	That officers would confirm to the Chair that the recommendations from the Mound have been adequately responded to.	Complete
	That the new candy store near Marble Arch as mentioned by Cllr Scarborough would be investigated.	In progress
	That the timelines for regeneration schemes, like Ebury, would be checked and if the timelines had changed from what was initially stated then the Commission will be informed.	In progress
	That officers would look at what more the Council can do to expand access to out-of-borough residents to schemes they are entitled to.	In progress
	That the Future of Westminster Commission membership list would be kept under review to ensure representation across Westminster.	Complete – Leader agreed in Committee to keep under review
	That information on the remuneration of Future of Westminster Commission Chairs would be provided offline to Members of the Westminster Scrutiny Commission.	In progress
	That an update on the impact of COVID-19 on Council finances would be shared with the Finance, Planning and Economic Development Committee and a discussion would take place between Cllr Fisher and Cllr McAllister to agree how this topic could be managed between that committee and the Scrutiny Commission.	In progress
	That a discussion would take place, offline, between the Chair and the Head of Governance and Councillor Liaison regarding the minutes of previous Committees.	Complete
	That action would continue to be taken to resolve staffing issues in the Policy and Scrutiny team.	New staff have been recruited – onboarding and training ongoing

Item 5 Annual Policy and Scrutiny Work Programme	That the Policy and Scrutiny Coordinator role job description be given to the Chair.	Complete
Item 6 Westminster Scrutiny Commission Work Programme	N/A	N/A