



City of Westminster

# Committee Agenda

Title:

**Finance, Planning and Economic Development Policy and Scrutiny Committee**

Meeting Date:

**Tuesday 8th November, 2022**

Time:

**7.00 pm**

Venue:

**Rooms 18.01 & 18.03, 18th Floor, 64 Victoria Street, London, SW1E 6QP**

Members:

**Councillors:**

Concia Albert  
Paul Fisher (Chair)  
Sara Hassan  
Patrick Lilley

Ralu Oteh-Osoka  
Ian Rowley  
Paul Swaddle



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

**Admission to the public gallery is by ticket, issued from the ground floor reception. 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, Francis Dwan, Policy and Scrutiny Advisor.**

**Email: [fdwan@westminster.gov.uk](mailto:fdwan@westminster.gov.uk)  
Corporate Website: [www.westminster.gov.uk](http://www.westminster.gov.uk)**

**Note for Members:** Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to 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 Committee and Governance Services 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 Committee's previous meeting held on 22 September 2022.

**(Pages 3 - 10)**

**4. PORTFOLIO UPDATE - CABINET MEMBER FOR FINANCE AND COUNCIL REFORM**

To receive an update from the Cabinet Member for Finance and Council Reform, Councillor David Boothroyd.

**(Pages 11 - 20)**

**5. PORTFOLIO UPDATE - CABINET MEMBER FOR PLANNING AND ECONOMIC DEVELOPMENT**

To receive an update from the Cabinet Member for Planning and Economic Development, Councillor Geoff Barraclough.

**(Pages 21 - 26)**

**6. SMART CITY PROGRAMME OVERVIEW**

To receive an overview on the Smart City Programme.

**(Pages 27 - 56)**

**7. WORK PROGRAMME REPORT**

To discuss and shape the Committee's work programme for the municipal year 2022–2023.

**(Pages 57 - 66)**

**Stuart Love  
Chief Executive  
8<sup>th</sup> November 2022**



**CITY OF WESTMINSTER**

## **MINUTES**

**FINANCE, PLANNING AND ECONOMIC DEVELOPMENT  
POLICY & SCRUTINY COMMITTEE  
22 SEPTEMBER 2022  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Finance, Planning and Economic Development Policy & Scrutiny Committee** held on Thursday 22 September 2022 at 6.30pm at Westminster City Hall, Room 18.06, 18th Floor, 64 Victoria Street, London, SW1E 6QP.

**Members Present:** Councillors Concia Albert (Acting - Chair), Md Shamsed Chowdhury, Robert Eagleton, Ralu Oteh-Osoka, Ian Rowley, Judith Southern and Paul Swaddle OBE.

**Also present:** Councillor Geoff Barraclough (Cabinet Member for Planning and Economic Development), Councillor David Boothroyd (Cabinet Member for Finance and Council Reform), Artemis Kassi (Lead Policy and Scrutiny Advisor) and Francis Dwan (Policy and Scrutiny Advisor).

### **1. MEMBERSHIP**

- 1.1 The Committee noted that Councillor Concia Albert stood in as Chair for the meeting.
- 1.2 The Committee noted that Councillor Robert Eagleton was attending as substitute for Councillor Fisher.
- 1.3 The Committee noted that Councillor Judith Southern was attending as substitute for Councillor Patrick Lilley.
- 1.4 The Committee noted that Councillor Md Shamsed Chowdhury was attending as substitute for Councillor Sara Hassan.

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

- 2.1 There were no declarations of interest.

### **3. MINUTES**

3.1 The Committee approved the minutes of its meeting on 28<sup>th</sup> June 2022.

#### **3.2 RESOLVED:**

That the minutes of the meeting on 28<sup>th</sup> June 2022 be signed by the Chair as a correct record of proceedings.

### **4. PORTFOLIO UPDATE – CABINET MEMBER FOR FINANCE AND COUNCIL REFORM**

4.1 The Cabinet Member provided a brief overview of his portfolio including its service areas, priorities for the year ahead and key service updates/issues. The Cabinet Member responded to questions on the following topics:

- The Dirty Money Charter was referenced, highlighting the desire to tackle economic crime and by extension ‘dirty money’ in the city, which harms legitimate business. Cllr Boothroyd went on to say that Westminster had signed up to the ‘Fair Tax Pledge’.
- The Cabinet Member took a question on Compulsory Purchase Orders for non-payment of council tax. Cllr Boothroyd advised that this should form part of the Charter, once it is agreed. The charter is not finalised as of yet, so cannot be specified further at this time.
- The Cabinet Member took a question on financial reserves now compared to when the current administration took office. This was clarified to mean a reference to the General Fund Reserve. The Committee was advised that the reserve is near to the £57 million amount that was there at the handover, it was reported that around £100,000 has been allocated. The Cabinet Member, alongside the Executive Director of Finance and Resources, Gerald Almeroth, did inform the Committee that some public health reserves had been drawn on.
- A question was raised regarding the budget for the ‘Fairer Westminster Committee’ scheme particularly board members. The Committee were informed that the scheme would rely on volunteers, however, the Leader of the Council had taken the decision to remunerate three of the chairs and this was given a budget of £150,000 – including some other costs.
- A question was raised on the cost of the funeral of her majesty Queen Elizabeth II and the impact this might have on future budgets. The Cabinet Member accepted that an approach to have taken, money as no object, would be patriotic, but not economically sound. The Committee was advised that all additional costs (including staffing) are to be subsidised by central government.

- The Committee made reference to council tax income still being below pre-pandemic rates. The question was then that given the pledge to ethical collection, as is done by Hammersmith & Fulham Council (H&F), how would the Council deal with persistent non-payers. It was also asked, how H&F respond to this issue. In response the Committee was pointed to the improving overall collection rate and the support networks available were referenced. The Committee was advised that, a distinction needed to be clarified with regards to those that “cannot pay and those who choose not to pay”. For those who cannot pay, there is extensive support available, both internally and charities that the Council works with, the resident just needs to reach out to the council, in some circumstances up to 100% of the council tax owed can be written off if circumstances merit it. For those who chose not to pay, the Revenues and Benefits team, are able to better specify what actions can and are taken. The Committee understood that that ‘ethical collection’ which means no bailiffs, does not mean “no enforcement” and that legal action is still pursued in the courts when necessary. However, shy of tougher economic conditions resulting in less people being able to pay, it is not fully understood.

## **5. PORTFOLIO UPDATE – CABINET MEMBER FOR PLANNING AND ECONOMIC DEVELOPMENT**

5.1 The Cabinet Member provided an overview of his portfolio including its service areas, priorities for the year ahead and key service updates/issues. The Cabinet Member responded to questions on the following topics:

- The Committee asked whether WCC’s commitment to only working with employers that pay the London Living Wage (LLW) might mean that some contractors might drop off. In response, Haylea Asadi (Interim Director of Economy) told the Committee that the overwhelming majority of partners already paid at least the LLW, however a small number of legacy contractors pay the national minimum wage rather than the LLW. There is a hope that they will adapt the LLW, however she stressed that the vast majority already pay the LLW, even if not actually accredited as doing so (although most are). In follow-up Haylea was asked what would happen if a large national organisation was not paying the LLW universally across the organisation. In response, the definition for WCC will only be in relation to staff working in Westminster. The Committee then asked if ‘legacy partners’ who pay the NMW rather than the LLW were approved under conservative leadership to which the reply was that is correct, but they had done so with cross party concession.
- The Committee asked what the future plans were for Marble Arch, following the unsuccessful mound scheme. In response Cllr Barraclough, told the Committee that it is a challenging site. It is a traffic island which is difficult to cross. When the lights don’t work in your favour it can take a full five minutes just to get past. Cllr Barraclough suggested that it needed a Transport for London funded scheme, but

was frank in that this was not likely to be a priority for TfL not least of all as it could require upwards of £40 million in investment.

- The Committee asked whether the Oxford Street Paper could be looked at and how much of the remaining budget was left. In response the Committee was told that of the £150 million budget, £35 million had been spent – under the previous administration. The remaining £115 million is still to be allocated. Following this it was asked whether, given the fact that many small pop-up stores are currently making use of the oxford street scheme, small local businesses and pop-ups would ever be able to afford to operate sustainably on Oxford Street. In response the Committee heard how the pop-up programme had been successfully running for several years and it presents opportunities to different demographics both in terms of occupying the space but also in terms of visitors to Oxford Street. There is no intention to change the eligibility as it is currently which works well for many who otherwise would never have the opportunity. To this point, Debbie Jackson (Executive Director of Growth, Planning and Housing) added that the scheme can allow multiple vendors to occupy smaller spaces and that historically some have gone on to successfully buy up space. As an update, the Committee were told that the Ebury estate pop-up will be occupied by local residents soon. In supplement the Committee noted that the report suggests that after two years they would be taken over by a retailer. Cllr Barraclough informed the Committee that it was a fair comment and that the ultimate aim was to shift the type of businesses that the Council want to support and getting rid of the infamous candy stores.
- The Committee sought clarity on what constituted a ‘high street’ to be considered within the high streets programme. A member asked whether local councillors would be consulted throughout the process as they will be able to add local expertise. In response, the Committee was told that at this stage there is a benchmarking exercise underway at an early stage to determine where would benefit from attention. In addition, it was announced that there will be engagement with local councillors. Attention is aimed to be on genuine high streets as opposed to parade streets.
- The Committee asked whether the extension of medical practitioners was on the radar and what efforts will be made to prevent a surge in them on Oxford Street. In response, it was clarified that Oxford Street is predominantly retail based and as an authority we would like to see this continue, if not increase. The Cabinet Member revealed that he is not aware of any current planning application bids from medical practitioners on the high street at this time, so it is not a major concern at this time. Debbie Jackson followed up by saying that the introduction of the Business Improvement Districts strengthens the defence against this kind of takeover.
- The Committee enquired whether Looper Street, with its problem of empty premises would be included in the high streets programme. In response Ruchi Chakravarty (Interim Director of Place Shaping) confirmed that it is part of the

plans. After which Debbie Jackson added that the aim is to go beyond retail, they are not just about shops and should integrate with WCC's '15 minute city' programme.

## **5.2 Actions**

- High Streets Programme to consult with relevant ward councillors once the high streets that the programme will focus on have been identified.

## **6. COMMUNITY INFRASTRUCTURE LEVY REPORT**

6.1 The Committee was introduced to the paper by Ezra Wallace (Director of Policy and Projects), who clarified that the purpose of bringing this item to the Committee was to get a steer on guidance for future decisions on attracting and allocating funding. Alex Csicsek (Principal Policy Officer) gave a clearer description of policies and the development required to qualify for CIL funding. They clarified that the figures in the report identified currently available balances, not necessarily standard ratios.

- The Chair then welcomed the first of the guest speakers, Deborah Loades (Business Development Officer, St Marylebone C E School). Deborah has previously had successful applications for NCIL funding with WCC and so had a good understanding of how the system works and suggestions for how the Council might be able to develop and improve its approach.
- Deborah ran the Committee through five projects which she had applied for NCIL funding including a green roof terrace, two additional classrooms, replacement of windows in the sixth form centre, 2 air purifiers and structural improvements to the science lab. These projects ranged from £60,000 up to £330,000 for the air purifiers. Most of these projects were either fully, or mostly, covered by NCIL funding. Deborah stated that without NCIL funding, none of these projects would have been possible for the school.
- The Chair then welcomed the second guest speaker, Yael Saunders, Chair of the Marylebone Neighbourhood Forum (MNF). Through the MNF, Yael has helped a number of applicants get bids across including Deborah and St Marylebone C E School and the projects she had mentioned. Yael told the Committee that bids were made possible thanks to a number of 'professionals' within the MNF, to what is currently a "complicated" process.
- In the temporary absence of the third speaker due to a scheduling conflict, Ezra Wallace spoke about the idea of participatory budgeting and how it might better engage the local community.

- Committee asked what the problems were with the current model and expressed that these problems, if any should have been included in the report. The committee suggested that perhaps the report came too soon and questioned whether individual submissions would be big enough and expressed concern about the potential volume of applicants; commenting that there were 1000 applicants in St John's Wood alone.
- Deborah spoke to the current NCIL process being straightforward once worked in, although expressed that there is a financial burden for some and the process can be time consuming. Deborah also identified that there are a fair amount of hidden costs with the current system such as time and pricing up the projects. She told us that the MNF helped fund these to make their bids possible. She expressed fortune at being on Marylebone, who's neighbourhood forum is about 10 times bigger than Fitzrovia's for example. It would be difficult for a couple of volunteers to navigate the current system.
- The Committee enquired 'whether payments were paid up front or in arrears after construction. In response it was advised that while typically payments are scheduled to be paid after, it is done case by case. In fact about 50% of the time WCC pays as invoices come in. There is also currently help (financial and advisory) for those that apply.
- The Chair welcomed the third and final guest speaker, Lorna Hughes, Director of Communities, Strategy and Communications at Brent Council, to inform members about Participatory Budgeting (PB) in relation to NCIL spending. In setting the scene she highlighted that the traditional system allows grants allocated by officers in private with little to no clarity externally on what is approved and what is not. PB is an established method of getting residents involved in the process of deciding how public money is spent. It can occur in a number of forms.
- In describing Brent's adoption of PB. She described that their £2 million budget is split evenly across the five areas of Brent – so £400,000 each, allocated at 'you decide' events. The Committee was informed that officers do still need to vet applications to ensure they meet the basic criteria; assuming they are eligible then they go on to the relevant decision day event which are either on a Saturday or on an evening. On the door ID is required to ensure only local residents attend and are eligible to vote on prospective projects. Voting takes less than three minutes and at Brent they use electronic keypads to vote. For the first decision day an 'expert' facilitator was hired to ensure the occasion went smoothly, but officers felt confident after the first session that they were not required after this.
- The Committee noted that 139 different applications had been made through the PB process which is roughly equivalent to the number of applicants through the traditional NCIL process. 129 of these were valid and taken to the 5 events. Despite this process, officers still have final determination. The decision is made with the public vote effectively acting as consultation feeding into the decision. Whilst there

is no cap on bids, Brent's constitution does require any bid of over £100,000 to have cabinet approval underwritten by policy. Brent have found a significant increase in first time applicants and high engagement in the process.

- The Committee asked whether it would be appropriate for WCC to consider caps on applicants and was advised that caps on legitimate bids would not be considered. Asked what the costs associated with PB might be, Lorna explained that hiring the voting equipment, the facilitator, venue hire, incentivised participants, refreshments and staffing would all be cost considerations.
- It was then expressed that PB and 'decision days' can go beyond NCIL funding and be used to allocate other funding pots and community grants – as is done in Brent.
- Members asked what projects were currently ongoing. Yael pointed the Committee to appendix C, several of which were submitted by the MNF. She was not willing to divulge current ongoing applications
- The Committee asked three questions of Lorna Hughes about Brent's participatory budgeting and 'decision days'. Firstly, what it would cost to get PB started up? Secondly, given that decisions remain at the discretion of officers following the vote, what was the protocol for going against a public choice and how would this be communicated? Thirdly, he asked how, if at all, participants to 'decision days' were chosen? And whether attendants at previous events in Brent had been diverse and broadly representative of the areas?
- In response, Lorna said that the initial cost estimate was £30,000-£50,000 all told. Although this could be brought down with a successful pilot. With regards to going against recommendations, she told us that it had not happened to date. She reiterated that illegitimate or invalid applications are already screened out, so only viable options are put to the vote. She detailed one successful bid by a local body applicant (which is not the type of bid NCIL funding 'hopes' to attract). It received support from the public and so was passed through and has since been implemented. In response to participant selection, Lorna told us that participants are "self-selected". Whilst they kept an eye on demographics, they did not seek to control it. She detailed how demographic trends are not ever stable and, especially in Brent, swing over time. She could only hope that decision days reflect the community at that particular time. In terms of turnout, the Committee heard that one event had 259 residents and most others had over 100 residents in attendance.
- The Committee then heard Gael ask a question of Lorna. Gael asked whether there had ever been a particular agenda to voting; effectively lobbying from large groups to get projects over the line. In response, Lorna told the Committee that whilst some applicants did bring people along, there have been instances of individual applicants being successful and some groups who ended up being

unsuccessful. She also clarified that on decision days attendees are compelled to stay for the duration of the event, using the voting machine they can determine the number of votes cast. They have previously discounted the votes of attendees who did not participate in voting other than the project that they proposed themselves.

- The Committee expressed concern that Brent does not operate on the same scale as Westminster as their overall budget of £2 million is only roughly equal to Marylebone's entitlement.
- The Committee asked for clarity on the breakdown presented in the paper. Which worked out to show 'administrative expenses' as exceeding the regulatory maximum of 5%. Officers clarified that this was a retained amount after initial expenditure and that figures can include 'mayoral CIL'. The 5% is not exceeded overall.
- The Committee raised the point that the NCIL paper had perhaps been presented to the Committee prematurely and a callover meeting with the Chair of the Committee would have been useful. The Committee was advised that with the late change of the Chair, staffing pressures and the summer period no callover had taken place, but efforts are being made to ensure that standards are recovered.

## **6.2 Actions**

- Officers to ensure a callover occurs before the next Committee meeting on the 31<sup>st</sup> October

## **7. WORK PROGRAMME**

- 7.1 The Committee asked that agendas were flexible and adaptable going forward. If a report isn't ready, as some members felt of the CIL paper, then they should not be brought to Committee until such a time as they are.
- 7.2 The Committee was reminded of an earlier request for Oxford Street to come to a future Committee when it is ready.

## **8. TERMINATION OF MEETING**

- 8.1 There was no other business.

The meeting ended at 20.33.

CHAIR \_\_\_\_\_

DATE \_\_\_\_\_



City of Westminster

## Finance, Planning and Economic Development Policy and Scrutiny Committee

<b>Date:</b>	08 November 2022
<b>Portfolio:</b>	Finance and Council Reform
<b>The Report of:</b>	Councillor David Boothroyd
<b>Report Author and Contact Details:</b>	Maria Burton, Portfolio Advisor, <a href="mailto:mburton@westminster.gov.uk">mburton@westminster.gov.uk</a>

**1. Key decisions made in the preceding period since my last Policy & Scrutiny report dated 22 September 2022:**

- 21 September 2022 – NNDR Localism Relief to support meanwhile use activations as phase 3 of the Activations and Meanwhile Use Programme
- 22 September 2022 – Disposal of a vacant property in NW1
- 11 October 2022 – GLA Affordable Homes Programme 2021-26 – Grant Agreement (joint decision with the Cabinet Member for Climate Action, Regeneration and Renters)
- 24 October 2022 – Household Support Fund October 2022 – March 2023
- 24 October 2022 – The Passage, Bentley House (joint decision with the Cabinet Member for Climate Action, Regeneration and Renters)

**2. The following report includes my priorities and delivery progress to date of the new administration.**

### Cost of Living

The **Cost-of-Living Support Hub** was launched earlier this year on the website that gives an overview of the strategic approach, the offer from national and local government, and information and signposting to helpful organisations and information for residents over key areas such as energy, debt and mental health.

The **Cost-of-Living Strategy** follows three main pillars;

1. Targeting an initial £8m package of support to help households in Westminster that are struggling with the rising cost of living.
2. Working with our partners to ensure that we coordinate and maximise our impact.
3. Making sure our residents have the information they need to access all the support that is on offer to them.

The Winter in the City Programme is also listed on the Cost-of-Living Hub. Details of this scheme to be found below.

## Supporting Residents and Businesses

The **support for businesses** during the pandemic through the various Business Support Grant schemes and pandemic related NNDR reliefs has now concluded, as has the support for residents through the Test & Trace payments and pandemic related Benefit changes. All of the above were administered by the Revenues & Benefits service. Businesses that continue to experience financial difficulty can apply for NNDR Hardship relief (applications are considered by the Rating Advisory Panel).

During the pandemic central government confirmed that rateable value reductions would not be granted on business properties in respect of material change of circumstances relating directly to the pandemic. The government partially mitigated this decision, by asking local authorities to administer a discretionary Covid-19 Additional Relief Fund scheme (CARF) to assist businesses who were occupying properties not eligible for NNDR Retail relief. The City Council as the largest collector of business rates in the country received the largest funding allocation of £88.7m. At the time of closure of our scheme, the Council had allocated 98.4% of our allocation. The Council would have achieved 100% if several businesses had not subsequently refused to accept the relief. It is understood that a number of local authorities have ended up with significant underspends against their allocations.

**Support for residents** is currently via:

- The government's **£150 Council Tax Rebate scheme**. Local authorities have been asked to administer a mandatory scheme to pay out £150 to residents in Council Tax Bands A to D and also a discretionary scheme for residents that do not qualify for the mandatory scheme. The Council has successfully completed the mandatory scheme ahead of the 30 September government deadline, with 42,457 residents receiving the £150 payment, either through direct payment or credit to their Council Tax account. The majority of the £150 payments under the Council's discretionary scheme have also been paid, with the remainder on track to be paid before the government's deadline of 30 November.
- The government's **second Household Support Fund scheme**. The second scheme ran from 1 April 2022 to 30 September 2022. The Council fully utilised the £1.9M government funding by the scheme deadline of 30 September, as it did for the first Household Support Fund scheme. Indeed the Council provided a top-up to the government's funding to meet the demand generated by the CAB Local Hardship Fund element of the scheme. The scheme has provided support via:
  - Support for families eligible for free school meals during school holidays
  - Direct support via shopping vouchers for older residents identified as most in need
  - A Local Hardship Fund based on referrals from the CAB and their partner organisations
  - Grants to local food charities (Food banks and food pantries)

A **third Household Support Fund scheme** will be implemented for the period 1 October 2022 to 31 March 2023, delivering another £1.9m funding. This round of funding will focus on the following areas:

- Free school meals in the holiday period
- Direct support for those not eligible
- Local hardship
- Grants for food charities

Our own funded programmes are extended through:

- **Governance / analysis:** We have established structures to coordinate and communicate our response, such as regular meeting with members, a cross council strategy group and a Food and Energy Network with external partners, and a monthly Community Alliance that brings together all organisations interested in providing support to those most effected by the Cost of Living crisis and the winter. Some ideas on how to respond are generated through these groups. There is ongoing monitoring of impacts and we are working on a cost of living model to track the impacts on different groups, and around 32,000 households have been identified as most 'at risk'.
- The **Winter in the City Programme** was launched in September. This programme is aimed at providing a comprehensive and interactive overview of the free activities in Westminster this winter for residents to attend. The Programme focuses on Community, Cultural and Council venues. This has been accompanied with a survey on what residents and organisations would like to see the programme develop, and what would be most useful. In light of this, we are further developing the offer and changing the Website to include an interactive walking GIS map which people can use to see their closest areas and filter by institution and geographic area.

### **Revenues Collection**

The collection of Business rates (NNDR) and Council Tax at all local authorities was severely affected during the two years of the pandemic, primarily due to the long periods where recovery of debts was prohibited.

Business Rates collection has significantly improved in 2022/23 compared with collection during the two years of the pandemic and it is likely to meet our in-year target of 95% at year end, although the collection is still likely to be below the pre-pandemic collection levels of 97.6%.

Council Tax collection has unfortunately not recovered after the pandemic, although this is primarily due to resources being diverted to administer the government's £150 Council Tax Rebate scheme (as outlined above) and the associated cessation of recovery during the scheme's administration. However, collection has started to improve now that the mandatory element of the government's scheme has completed and since recovery has been re-instated for current year debt. It is hoped that the Council can improve collection during the remainder of this financial year in order to achieve the in-year collection target of 93%, but again this will be below the pre-pandemic collection performance of around 96.7%

Internal discussion of options for implementing the manifesto commitment to ethical enforcement of council tax debts have been ongoing and options are expected to be presented in the next few weeks.

### **Strategic Vision**

The Fairer Westminster Strategy launched on 4 October, with a second event scheduled for 9 November. This confirms the Council's commitment to transparency, working with communities and ethical governance. The Strategy team has developed a tracker to monitor delivery against the pledges.

## **Procurement & Commercial**

**Role of procurement in delivering Fairer Westminster** - As the biggest buyer in the borough, approximately £500m per annum of third party spend, there is significant opportunity to deliver the Fairer Westminster priorities. We can ensure maximum value and benefit is delivered to the borough and our residents, delivering a social return wherever possible on every pound we spend. Our focus will be ensuring our procurement is responsible, ensures ethical treatment of people and considers environmental impacts.

**Responsible Procurement Strategy** - Work is being finalised to refresh the Responsible Procurement Strategy which will be coming back to Cabinet in December, setting out our renewed focus aligned to Fairer Westminster. This will include the Supplier Charter, setting the standards for the businesses we want to work with. Alongside the strategy we will be releasing the Modern Slavery Statement setting out how we are tackling forced labour and steps we have taken so far to try and ensure that it forms no part of our supply chains.

**Developing a more diverse supply chain** – We, along with the City of London Corporation and Metropolitan Police, are collaborating with Minority Supplier Development UK (MSDUK) to support our work with integrating a higher proportion of ethnic minority led businesses into our direct and indirect supply chains. Working together we have organised an event on 14 November, which will bring together buyers from the three organisations with ethnic minority led businesses which are London based and working in Construction, Property and Housing professional services and consultancy, soft FM, Buildings/Facilities Services, and business/corporate services and ICT. The buyers will share information on upcoming business opportunities within the organisation and hear business pitches from potential suppliers who are London-based ethnic minority led businesses.

**Insourcing** - I have agreed a draft framework which provides a structured and consistent approach to consider insourcing and direct delivery of services as an option when contracts are approaching the point at which a decision needs to be taken about a new tendering process. The process will ensure the decision is looked at in good time and options are considered without any assumption about the outcome. It will involve a quick initial checklist without needing detailed reports, followed by more detailed options appraisal to give the business case for each option. Eventual decisions will be made based on fair analysis of all relevant factors: what meets the council's policy objectives, how the current service is performing, workforce considerations, risks, and with an overall value for money assessment.

## **Financial management**

Preparations are underway for developing the 2023/24 budget. Meetings with other departments to discuss capital and revenue budgets are ongoing and involve assessment of all budget lines and options.

## **Corporate Property**

### **Seymour Leisure Centre**

The latest round of public consultation and feedback has now closed before the planning application is submitted for this major project next month. Over the last two months the project has had focused community engagement, through the project microsite but also via four face to face consultation events at different locations, two online webinars, additional meetings with local residents' groups and user groups, c.9000 consultation flyers issued across the area (including every address in the Church Street ward) and dialogue with local schools. The team have taken onboard

feedback including the request to stop consulting and start delivering! A detailed design Stage 2 report has been produced which shows that the project can still be delivered within the budget and timeline agreed by council.

### **Huguenot House**

A full carbon assessment of options of development at this site has been commissioned and the output is currently being evaluated by officers. This is important given the desire for any development here to meet our net zero aspirations. Essential maintenance works are required at this site and a tender exercise has resulted in a selected contractor. There will be meetings with residents to discuss the detail of the planned works.

### **Decarbonisation**

The Public Sector Decarbonisation Scheme (PSDS) provides grants for public sector bodies to fund heat decarbonisation. The Department for Business, Energy and Industrial Strategy (BEIS) initiated the PSDS funding to help meet the UK Government's ambitious carbon emissions targets. The grant fund scheme is administered on behalf of BEIS by Salix Finance.

The latest round of funding is now open, Phase 3b. This allocates up to £635m of funding to public sector organisations, to be spent in financial years 2023/24 and 2024/25.

Phase 3b grant application conditions require applicants to match fund the like-for-like replacement costs of the fossil fuel heating system, however additionally the grant amount must produce a carbon threshold saving of £325/ tCO<sub>2</sub>e. This is much more challenging than the previous round where the carbon threshold was £500 / tCO<sub>2</sub>e.

Westminster have submitted a bid which seeks to replace end of life gas boilers in the following eight qualifying buildings (Seymour Centre, Barrow Hill Junior School, George Elliot Primary School, Stowe Centre, Maida Vale Library, Queens Park Library, Abbey Community Centre and Four Feathers Community Centre) with low carbon heating measures as well as implementing other energy conservation measures such as heating pipework insulation, roof insulation, glazing upgrades, LED Lighting and solar PV generation.

The total project cost of this submission is £7.4m which is made up of £3.8m/52% grant funding and £3.6m/48% match funding which will deliver an additional 582 tCO<sub>2</sub>e saving to the 1600 tCO<sub>2</sub>e achieved with the PSDS phase 1 £13m funding. The match funding will be sourced from the following capital programme budgets in Financial Year 23/24 - Community (CIL), Seymour Centre and Re:Fit Capital. Projected carbon emissions reduction of 582 tCO<sub>2</sub>e equates to approximately 6% of the Corporate 2018/19 baseline emissions.

The applications will be assessed on a first-come-first-served basis. We expect to be informed of the outcome of our application by the end of January 2023.

## Contact Centres Performance Update

The Council's Corporate Contact Centre has been outsourced since 2002. The current contract has been with Agilisys since 2014 on a cost per transaction basis plus a fixed cost. A decision was made to insource the daytime corporate contact centre to allow the council to have greater control over the customer experience and transformation, additional benefits of insourcing include:

- Reputational and customer service improvements through greater cultural alignment
- Greater control of strategic change and channel shift
- Support local economy through jobs, skills and local spend
- Greater service resilience through back-office support
- Better visibility and immediate action relating to performance issues
- Opportunities for shared management with Housing Services
- Increased retainment of subject matter expertise
- Improved conditions for staff leading to increased staff retention and fewer days lost to sickness
- Greater richness and ease of access to data to support user research and service design

A phased approach to insourcing the corporate contact centre was taken and the newly recruited team started taking calls from 29 April. During this period both Westminster and Agilisys staff used Agilisys's telephony platform. The transition was managed well over the last six months by the project team with the new contact centre team recruited, onboarded and trained in over 20 service lines and the new 8x8 telephony platform was successfully launched. The contract with Agilisys ends on 3 November with the final lines transitioning at the end of October.

The new inhouse contact centre have already been achieving excellent weekly performance levels as shown below:

Week No	Calls Offered	Calls Answered	Calls Answered %	Average Handling Time
Week 1	2,294	2,175	94.81%	05:10
Week 2	3,078	2,982	96.88%	05:34
Week 3	4,348	4,256	97.88%	05:05
Week 4	4,283	4,188	97.78%	05:02
Week 5	3,346	3,196	95.52%	04:59
<b>Grand Total</b>	<b>17,349</b>	<b>16,797</b>	<b>96.82%</b>	<b>05:10</b>

The out of hours contact centre is remaining with Agilisys for a further 12 months. Performance has been good for the last six months with no major issues. The usual peaks of call volumes have been seen for housing repairs for block issues and adverse weather conditions which can cause performance to dip on occasion. Options are currently being reviewed for the future of the out of hours service which include joining an existing framework, a full market tendering exercise and the feasibility of an inhouse service.

Below is a summary of performance for the Council's main contact centres for April – September 2022 with some additional commentary on each:

	Volume of Calls Answered	Percentage of Calls Answered	Target All Calls Answered	Average Wait Times	Wait Time Target	Average Handle Time
<b>In hours (Agilisys &amp; corporate)</b>	69,848	90.5%	95%	1 minute 7 seconds	66.5% achieved	6 minutes 23 seconds
<b>Out of hours (Agilisys)</b>	35,772	92.4%	95%	44 seconds	76% achieved	6 minutes 39 seconds
<b>Revenues &amp; benefits (Capita)</b>	139,031	93.5%	97%	4 minutes 49 seconds	N/A	12 minutes 29 seconds
<b>Housing (Westminster)</b>	98,784	94%	92%	41 Seconds	N/A	14 minutes 26 seconds
<b>Parking (NSL)</b>	47,937	94.81%	-	8 minute 23 seconds	80% in 30 seconds	5 minutes 48 seconds
<b>Housing Solutions (RMG)</b>	28,630	83%	85%	4 minutes 11 seconds	<15mins – 99% achieved	4 minutes 19 seconds

#### Revenues & Benefits (Capita)

The Council Tax Energy Rebate (£150) increased call volume considerably and therefore these volumes and performance are not comparable to previous periods. During April – September the number of calls answered was below the required SLA (Service Level Agreement) of 97%. Call centre performance continues to be closely monitored, although it is expected these figures to improve in Q3.

#### Parking (NSL)

Although overall, the deliverables have improved dramatically and stabilised since this point last year (calls answered up by 6% and average wait times more than halved) work is still ongoing towards KPIs being consistently achieved. Improvements have been delivered by the site moving away from home working, for the telephony element of the service and the service provider focussing on pay, recruitment and retention.

#### Housing (WCC)

A strong first six months of the financial year from the Housing contact centre via telephone and social media contact. Customer satisfaction has remained on target at 85% over the 6-month period and has continued to do so going into the winter months.

Since introducing web chat as part of the 8x8 system, the uptake continues to increase as residents choose this channel to interact with us and we have received positive feedback. The take up since go-live is increasing. We continue to monitor and review chats in order to improve the experience for our customers.

Since implementing the customer relationship management system (CRM) in November 2021, the Housing contact centre has improved service delivery and benefitted from the way data is stored and is able to maintain accurate records of all contacts with residents.

The 8x8 omni-channel solution continues to support the team managers to improve training and coaching for the contact centre advisors.

### Housing Solutions (RMG)

The team are continually working with advisors to improve call handling, so they are both efficient and effective. The Team Manager has increased call monitoring and feedback.

First time resolution of calls is 92% which is 7% over the main KPI. Achieving these impacts on calls answered (target 85%), so as above the team are working harder to achieve better call control which should impact positively on the number of calls answered.

A review of the rota is also in place to ensure that there are no gaps in Advisor resourcing during peak times.

### Report-it

Throughout 2020, work was undertaken to understand user needs and to map user journeys for a number of different issue types around the borough, e.g., fly tipping. There is also a parallel work stream focused on My Westminster and the technology landscape that underpins the systems that manage these user journeys.

By building on the previous work and improving 'Report it' the Council aims to create an exemplary service that helps us meet our ambitions of being the Digital Local Authority.

To create this exemplary an in-depth discovery is required. The Discovery phase of any project is the most important in terms of framing the problem that needs solving. This will be done by understanding how the Council currently operates this service and how the service works for our customers. This discovery aims to:

- Frame the Report It service in the context of the wider Council services
- Be outcome driven, identifying how success will be measured and defining targets
- Provide confidence for progression to alpha to test the new service design

The core part of the discovery phase will centre on user needs, which will be established through research with a variety of user groups. Contextual research will be planned, co-ordinated and undertaken by our website partner Zoocha.

This method will be used to understand the end-to-end service journey and the factors that impact the services and digital platforms users need. This phase will also ensure that service users, members and staff are involved throughout the development of the proposed solution.

The final phase of discovery will be the final Discovery report and planning of the Alpha phase, which will include considerations like how success will be measured, defining the team needed for Alpha and the progression to beta. This work will then be progressed by the new Westminster.gov.uk

product team (a new user centred, multi-disciplinary team), created as part of the new Digital and Innovation service.

### **Connectivity Cost of Living Support**

The whole of the UK is currently experiencing a cost-of-living crisis and throughout Winter, it is likely that budgets will get tighter for all our residents. In their September update, Ofcom showed that the number of households struggling to afford communications services doubled from 2021 to 8 million households; this is also a significant increase from their March research showing ~1.1 million households struggling to afford broadband.

The following support is available to households:

- Holistic Digital Inclusion Support Pilot – 10 x Refurbished Dell Laptops, 10 x 12-month 10Mbps Broadband with Community Fibre, 10 x Digital Skills Support Sessions across 12-months
  - Saving per Beneficiary = £325 (plus benefit of digital skills support)
  - Total Saving = £3,250
- National Data Bank SIM Cards - 90 x SIM cards available through the National Data Bank from O2, Vodafone, and Three.
  - Saving per Beneficiary = £48 (O2 SIM), £90 (Vodafone SIM), £34.99 (Three SIM)
  - Total Saving = £5,869.90
- Community Fibre Free Fixed Broadband Connections – 60 x 12-month fixed broadband connections provided by CFL (50Mbps).
  - Saving per Beneficiary = £240
  - Total Saving = £14,400
- Total Saving for Whole Package = £23,519.90

### **Fixed Broadband and Mobile Social Tariffs**

A full list of social tariffs is available from LOTI, and this can be found in our WCC Cost of Living Support Webpages this will be able to help any other resident who needs support in affording their connectivity.

### **Eligible Areas**

It is important that these offers should be targeted, to increase value for money, and hopefully the ability to successfully rollout and onboard residents at pace. Therefore, according to the levels of digital exclusion and deprivation across our wards, we should target this support in:

- Westbourne (12% digital exclusion)
- Church Street (11% digital exclusion)
- Abbey Road (9% digital exclusion)
- Harrow Road (7% digital exclusion)
- Queens Park (7% digital exclusion)
  - All of the above have a high concentration of areas within the 10% most deprived areas in the UK

- Pimlico South (7% digital exclusion – notable number of areas within the 50% most deprived areas in the UK, despite having a majority of areas within the 20% least deprived areas in the UK)

### **Council Reform**

Discussions about how to enable greater and more flexible public participation in council meetings, and making them more responsive to community concern, have moved on. The Governance and Councillor Liaison team, and the legal team who oversee the constitution including Standing Orders for council meetings, have met to exchange ideas and proposals, and weigh up the practical implications.

Although this is a change which is part of the Fairer Westminster programme of the council leadership, I want to be careful to ensure that any changes are based on broad support including opposition and backbench councillors of all parties.

### **Trade Unions**

Cordial discussions between the council leadership and our three recognised trade unions have continued, at which the 2022 pay gaps were discussed along with how the unions are able to represent their staff who are working on major council contracts but whose actual employer is the contractor.

As part of ongoing work we are planning to survey major contractors on the state of their union recognition.



City of Westminster

Finance, Planning and Economic Development  
Policy and Scrutiny Committee

**Date:** 08 November 2022

**Portfolio:** Planning and Economic Development

**The Report of:** Councillor Geoff Barraclough

**Report Author and Contact Details:** Maria Burton, Portfolio Advisor,  
mburton@westminster.gov.uk

**1. The following key decisions have been made in the period since my last Policy & Scrutiny report dated 22 September:**

- 21 September 2022 – NNDR Localism Relief to support meanwhile use activations as phase 3 of the Activations and Meanwhile Use Programme
- 07 October 2022 - Westminster City Plan Partial Review - Regulation 18 Notification and update to the Westminster Local Development Scheme
- 17 October 2022 – Amended Street Naming and Numbering Guidance

**2. The following report includes my priorities and delivery progress to date of the new administration.**

## Economy

### Award winning Meanwhile Activations Programme

At the Federation of Small Businesses' (FSB) Local Government Awards 2022, Westminster was awarded the title of Best Programme of Businesses Support in Greater London for the Meanwhile Activations Programme. The award recognises the work to date and future planned activity to enliven vacant and underutilised spaces and provide a unique opportunity for small businesses to trade in the West End. The council was also shortlisted for the 'Future Ready' category, for the Westminster Works hospitality and leisure recruitment scheme, and the 'All-round Business Friendly' category, for our inclusive and comprehensive business support.

### Westminster Investment Service

In October 2022, the council welcomed two international delegations exploring London as a potential investment location. Firstly, a 3-day international retail mission of 16 high-growth brands were welcomed to London through the West End Future Occupiers Programme and secondly, a group of German Cleantech companies. The Investment Service hosted an introductory session to highlight the council's support for incoming businesses, provide an overview of Smart City's Cleantech Strategy, our emerging Green Economy approach and build connections with potential investors aligned with our sector focus.

## **BIDs Engagement Framework**

In collaboration with Westminster's 17 Business Improvement Districts (BIDs), a new framework for engagement between the council and BIDs has been agreed. Refreshed forums now include:

- Quarterly Cabinet Member and BID CEO Roundtables – with a strategic focus on joint working and collaboration
- Quarterly BID Forum – allowing for more operational discussions at resolutions at senior WCC Officer and BID representative level
- Bi-annual Cabinet Member and BID CEO 121s.

## **Job Fair**

On 31 October the Westminster Employment Service will be holding a jobs fair at Lords Cricket Ground with employers confirmed including Tesla, Google, the NHS, Westminster City Council and many others. They will be promoting vacancies paying at least the London Living Wage.

Originally 900 tickets were made available for residents. This was increased to 1200 to accommodate demand.

## **Westminster Works (Hospitality & Leisure service)**

The Service to support the Hospitality and Leisure sectors to attract and retain talent, was launched at the Thistle Hotel, Marble Arch. Over 100 businesses have registered for support from the project which received widespread extensive broadcast and written media coverage including packages and interviews that ran on BBC One, BBC World, Sky News, LBC, the Daily Mirror. The launch video is available [here](#).

The focus for Q3 will be marketing the project to employers and residents.

## **Cost of Living Campaign with Businesses**

A bulletin promoting community projects and voluntary community sector organisations in need of urgent support has been shared with businesses with the aim of generating financial and in-kind support. A match making event on 29 November is being co-ordinated with One Westminster to promote connections and local giving. Other activity as part of this campaign will include social media and profiling of contributing businesses and focussing Social Value activity on this theme.

## **Westminster Employment Service - Coaching**

The HELP team within WES Coaching has been approached to pilot an initiative to pre-empt Ukrainian families approaching Housing Solutions at risk of homelessness as their host accommodation comes to an end. The pilot will work initially with 20 families providing training and employment support for six months.

WES Coaching is continuing its outreach activities to engage more residents with the service, the Church Street based employment coaches have extended their remit to cover Queens Park and Westbourne. The HELP café which normally operates from Alfie's Antiques Café, Church Street will transform into a portable model, appearing at a Northwest Westminster café from January 2023.

In conjunction with Public Health the Coaching service is delivering financial capability training to 20 Community Champions – the aim being to help Community Champions feel more comfortable talking to residents about financial issues – the Community Champions will then signpost residents

who would benefit from a one-to-one tailored assessment (typically 6-8 hours) with trained WES coaches to help residents reduce debt, maximise income and effectively budget.

## **Markets**

We have procured Rebel Business School to run two programmes of digital skills training. The first is a series of two-week courses focused on business and digital skills. Over the last year we have run four of these two weeks courses. The second programme is support tailored for our market traders which begin at the start of October. Two-hour sessions are being run every Monday evening and will continue to run through to the end of March 2023.

In partnership with Public Health, Westminster Markets have launched “Healthy Start Initiative” which enables people on low incomes to use their healthy start card to buy fresh produce at our markets. This allows people to buy fresh produce locally rather than relying on supermarkets which often have more limited choice can be more expensive. The scheme also supports new and expectant mums to have access to milk products.

## **Place-shaping**

### **High Streets**

#### **Harrow Road**

The Harrow Road Place Plan project programme has been developed and was submitted in October for Cabinet Member review. This includes projects at Harrow Road Open Space, Maida Hill market and Westbourne Green.

An inception meeting with Flamboyant is taking place on 22 October as part of the Levelling Up Fund Round 2 Bid which will seek investment to bring forward the complete refurbishment and reactivation of Flamboyant Carnival Arts.

## **West End and Central Activities Zone**

### **Strand Aldwych**

The construction works at Strand Aldwych are in the final stages and due for completion in November 2022 with a launch planned for Tuesday 6 December. Detailed plans for the launch event are in development. A Cabinet Member decision on the management model is being prepared for later in the autumn.

### **Soho**

WCC has confirmed it will fund the waste education/enforcement post requested in the recent ‘Soho Comes Clean’ report produced by the Soho Neighbourhood Forum. This will be a crucial first step to taking forward the report’s main recommendations.

Proposed monitoring work will begin soon after the review with Ward Councillors and key stakeholders is completed. Once results from the monitoring work have been analysed, specific decisions will be made around the suitable next steps for future investment in Soho backing the Soho Neighbourhood Plan. The monitoring work will be completed using the WCC Soho Capital Programme.

## **Town Planning and Planning Policy**

### **City Plan Review**

We launched the first formal stage of consultation (known as Regulation 18 consultation) on our proposed partial review of the City Plan on 7 October. The consultation closes on 18 November.

To better align the City Plan with the recently published Fairer Westminster Strategy, the consultation sets out our intentions to amend policies on affordable housing to secure more genuinely affordable housing, and introduce a stronger preference for the retrofit and refurbishment of existing buildings rather than demolition and redevelopment. It also sets out the intention to incorporate Site Allocations into the City Plan, which was previously addressed through a separate document.

Site Allocations will set out site-specific guidance on key named development sites that can help meet our housing and commercial growth targets, and need for supporting infrastructure, should be developed. They will likely include guidance on what types of land use are supported, how much new floorspace we think a site can reasonably accommodate, and design considerations such as how the development should respond to the townscape and heritage value of the surrounding area.

Once the consultation has closed, the responses will be used to form or revise policy wording, based on any necessary evidence base which will be commissioned. The Council will use the period between Regulation 18 consultation and the formal Regulation 19 consultation (expected towards the end of 2023) for on-going informal engagement with stakeholders as policies evolve. This will likely take a range of formats including questionnaires, meetings, and workshops. This will help build consensus as the plan is progressed and before the next round of formal consultation.

### **Article 4 Direction**

Our proposed Article 4 Direction to remove permitted development rights for changes of use from Class E (commercial uses such as shops, restaurants and offices) residential in the Central Activities Zone (CAZ) was modified with immediate effect by the Secretary of State on 22 July 2022. The Direction (which means planning permission is required for such change of use proposals) now covers a smaller geographical area than we originally proposed, although covering key areas of the borough.

Our separate Article 4 Direction proposing similar protections for the core areas of high streets outside of the CAZ – e.g. areas such as Harrow Road and St Johns Wood, is intended to formally be ‘confirmed’ i.e. brought into force in December 2022 – 12 months after it was originally proposed. To date the Secretary of State has not indicated any intention to modify what we originally proposed for this Direction.

### **Pimlico Neighbourhood Plan**

Pimlico Neighbourhood Plan was supported at referendum on Thursday 22 September 2022. Over 90% of residents that voted were in favour of using the plan to help decide planning applications in the neighbourhood area.

As the referendum was successful, an ‘Adoption Statement’ to formally ‘make’ (i.e. adopt) the plan in accordance with regulations is now being prepared and will be published shortly. This will set out that the plan now has development plan status, meaning it will be used alongside the council’s own planning documents and the Mayor’s London Plan in determining planning applications in the Pimlico Neighbourhood Area.

### **Retrofit and Retrofit Task Force**

As noted above, the City Plan review has now been launched and will consider the need for a new retrofit policy which will seek to ensure that the retrofit and refurbishment of existing buildings is prioritised to help meet our net zero goals. Also within this work area, we have now established a Historic Buildings Retrofit Task force, focused on the specific challenges of retrofitting Westminster's exceptional historic built environment. The first workshop with the task force took place on 10 October and included a range of external stakeholder representatives. Initial outcomes of the workshop are to be produced and published later this month with a detailed plan of future work areas to follow. In addition, we have published the first of our Retrofit How to guides on windows and a series of simple guides for householders on other retrofit measures will follow.

### **Design Review Panel**

We have begun to scope work on establishment of a Westminster Design Review Panel, as set out in the manifesto. We are currently undertaking background research and scoping to ensure any such panel will follow best practice and promote the highest possible standards of sustainable high quality design which is suited to Westminster's special context.

### **Community Infrastructure Levy**

At the 17 October Cabinet meeting, we agreed our report 'Priorities for the Community Infrastructure Levy (CIL) and update to the CIL Spending Policy Statement and governance arrangements', which updates policies and governance to set a new, more flexible and inclusive direction for the Community Infrastructure Levy (CIL) in Westminster.

The Council has formally adopted a new CIL Spending Policy Statement, which sets local policies and priorities to inform funding decisions. The document identified five priorities for CIL spending, in line with the Fairer Westminster Strategy: affordable housing (enabling); the green transition; sustainable and active travel; community facilities; and accessible and inclusive public spaces. It introduces new policies, notably one to allow CIL funding to support operation and maintenance of infrastructure; we are no longer limited to building a community centre but can now provide the staff needed to run it.

The new governance processes abolishes the Cabinet CIL Committee. Strategic CIL funding decisions will be taken by the CRG and cabinet/council, and Neighbourhood CIL applications will be decided by the Cabinet Member or the cabinet. These changes are part of a broader audit and review of CIL processes to inform potential changes to optimise efficiency, effectiveness, and transparency.

### **Asset of Community Value**

The Curzon Mayfair was designated an Asset of Community Value (ACV) in August and the landowners right to request a review of the decision expired in late September, cementing the protections given to the cinema by ACV status. Local campaigners including the Mayfair Neighbourhood Forum welcomed the decision, driven by their concern that the landlord is intent on forcing the Curzon out of the property.

ACVs are buildings or land with a use that furthers the social wellbeing or social interest of the local community. With evidence that most cinema-goers are local, the council found that the Curzon

provides a distinct cultural use and is an important community asset for the area. ACV status prevents landowners from selling the building prior to a six-month moratorium intended to provide the local community an opportunity to raise funds to purchase it themselves.

## **Smart City**

### **Air Quality Data Platform**

An application programme interface (API) will be made available for third parties such as universities, citizens, and businesses to freely access the data and create their own value from it. The progress to date has comprised the development of a prototype on which we sought user feedback from our communities, including residents and businesses. Using this feedback, we have refined our requirements for a platform and are currently procuring a development team to build the minimum viable product.

### **Connect Westminster**

The latest Connect Nations report was released at the end of September. Full Fibre availability in Westminster is currently 63.7% which equates to 104,846 premises. Westminster currently sits as the 34<sup>th</sup> most connected Local Authority in regard to Full Fibre availability.

The Connect Westminster Business voucher scheme was launched in August 2017 with a funding pot of £2m. Businesses with a connection that has speeds less than 30Mbps are eligible for a grant of £2,000 to upgrade to a gigabit capable connection. Vouchers have made large areas of the borough commercially viable for broadband providers to invest, accelerating their rollout plans. There has been a significant improvement in broadband speeds for voucher recipients with a 2,000% average increase in download speeds and a 9,900% increase in upload speeds.

#### *Delivery to date*

Total vouchers paid: 864

Funding distributed to SMEs: £1.7m

Active providers: 40

### **Small Cell Concession**

Westminster already has extensive 3G coverage but due to increasing demands on the network connectivity can be very slow and based on both anecdotal and tangible evidence is having an increasing impact on residents, businesses and visitors. Increased 4G and 5G coverage can be achieved through the deployment of Small Cells.

In 2017 the Council ran an open tender process to establish a concessionaire for street assets in relation to the deployment of small cell technologies (4G, 5G and Wi-Fi). It gave access to all of the Council's non-cherished street lighting assets and street signage assets. Ontix were successful in securing the contract, and this has now been operating since June 2018. In this time, they have built 116 small cells and deployed 100 wi-fi access points.



## Finance, Planning and Economic Development Policy and Scrutiny Committee

<b>Date:</b>	27 October 2022
<b>Portfolio:</b>	Planning and Economic Development
<b>Title:</b>	Smart City Programme Overview
<b>The Report of:</b>	Aruj Haider, Chief Digital and Innovation Officer
<b>Report Author and Contact Details:</b>	David Wilkins, Head of Smart City Delivery  dwilkins@westminster.gov.uk

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### 1.0 Overview

For Westminster, a Smart City is a city that works for its residents, its businesses, and its visitors. As a council, it is our role to shape the transition to a Smart City to make life better for our communities.

The Smart City programme emerged from a recognition that the challenges and opportunities facing our residents, businesses, visitors, and workers in Westminster could be more effectively addressed using innovation, technology, and partnerships. The ambition of the programme is to take an inclusive, participatory, and problem-led approach to delivering quality services and world-leading experiences for our communities.

Becoming a Smart City is a journey, not technology-led but collaborative seeking to find new and imaginative ways of making Westminster a better place to live, work and visit. For the Council, a Smart City will enable the delivery of a *Fairer Westminster*. We will proactively pilot innovative solutions to drive value and efficiency whilst simultaneously delivering the foundations required to prepare Westminster for the future and empower our communities. A timeline of key milestones for the programme can be seen in Appendix 1.

Our Smart City programme is defined by the foundation, pillars, and principles set out in the Smart City framework (see Figure 1).

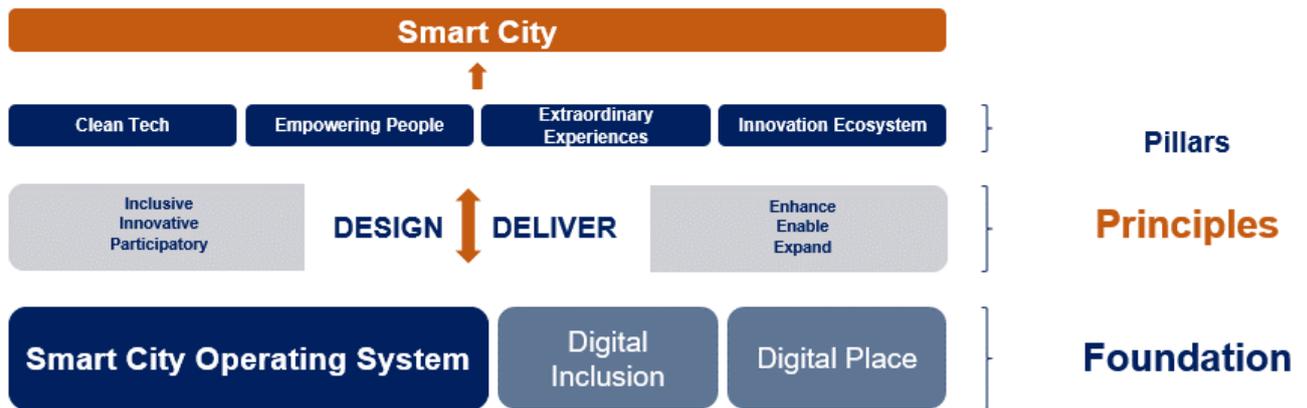


Figure 1 - Smart City Framework

The definition of Smart City is different depending on the context of each city. Below are some examples of what Smart City means to other cities across the globe.

- Barcelona:** Support entrepreneurship and promote inclusion in the digital economy. Support the use of digital technology to address social challenges and promote circular economy models. Invest in research and development, as well as empowering sharing economy alternatives such as platform cooperatives and the maker movement.
- Singapore:** A Singapore where people are more empowered to live meaningful and fulfilled lives, enabled seamlessly by technology, offering exciting opportunities for all. Lead the development of a Smart Nation by working with the public, private and people sectors.
- Amsterdam:** Amsterdam Smart City is the innovation platform of the Amsterdam Metropolitan Area. It challenges companies, citizens, the municipality, and knowledge institutions to submit and apply innovative ideas and sustainable solutions to urban challenges.

### 1.1 Foundation

The foundation within the Smart City framework encompasses our Digital Inclusion and Digital Place programmes as well as our Smart City Operating System. It is this foundation that will enable us to become a Smart City and a *Fairer* Westminster by providing us with the critical data and analytics capacity, as well as the physical assets foundations for all further solutions and innovations, as well as the improving access and skills of our communities to digital.

### 1.2 Smart City Operating System

To inform the development of the Smart City Operating System we carried out two proof of concepts, these were focused on aggregation of air quality data and footfall prediction.

## *Air Quality*

For our air quality proof of concept, we were interested in understanding the value of aggregating the disparate air quality data sets within Westminster and explore how this data could be shared with residents, businesses, universities, and internal policy makers. The purpose of the proof of concept was to have a prototype to talk with these user groups and validate whether we should proceed to creating an industrialised product. We purposefully kept the proof of concept simple and did not ingest the real time data which would have added cost and complexity and instead used batch upload of comma-separated values (CSV) files to test the value of this product with users.

We received the following feedback with the user groups that gave us the confidence to proceed with selecting air quality as the minimum viable product for the Smart City Operating System:

- |                         |   |
|-------------------------|---|
| Residents:              | The residents and neighbourhood forums welcomed the sharing of air quality data within Westminster. Some groups had already started their own monitoring and had intended to create their own data platform. By having a shared dataset on air quality reduced the need for residents to carry out their own monitoring and if they chose to, they could better target the locations for additional monitors. Residents felt that it was important that alongside the sharing of data, the Council share interventions and practical actions that residents can take to reduce the negative effects of bad quality air. |
| Universities:           | Our engagement with universities highlighted that by sharing the Council's air quality data it would enhance research projects being carried out within the university. One example was around using this air quality data to optimise cycling routes based on air quality and the breathing rates of cyclists thus reducing the negative effects associated with cycling within the city.  |
| Businesses:             | By engaging businesses with the data there is the potential for them to use this data to create innovative products. One business has used this data to create a prototype Clean Air Walking Route which optimises routes based on air quality in near real time. This will help reduce people's exposure to bad quality air.   |
| Internal Policy Makers: | Within Westminster City Council there are several departments that collect air quality data but there is no place where this is centrally stored. By creating   |

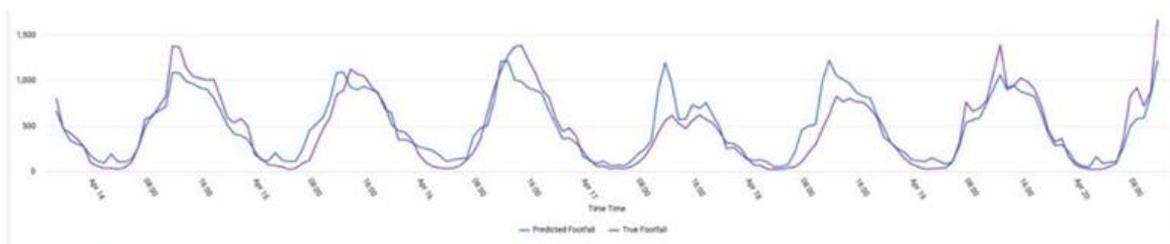
an aggregation of this data, we will have a baseline that will inform decisions on where and if additional air quality monitoring is needed.

This feedback and validation were essential when developing our approach to delivering the Smart City Operating System.

### Footfall

The second example, footfall prediction, used more advanced capability and incorporated machine learning into the project. We wanted to understand if we could predict footfall based on the number of traders on a market, the weather and temporal data around time of day, day of week and seasonality. The data we used for this project was footfall data from our Wi-Fi access points as part of the Digital Street Markets project.

The model we created, as part of the proof of concept, was 73% accurate at predicting footfall (see Figure 2). We felt the model could be improved by having a larger training data set that incorporated footfall data over a longer period so seasonality could be considered. Given the lack of data relating to footfall and due to the likely public health benefits associated with air quality data, we felt that the minimum viable product for the Smart City Operating System should focus on the air quality aggregation use case.



Actual Footfall —  
Predicted Footfall —

*Predicted Vs Actual Footfall Data (April 2022)*



Predicted Footfall —  
Actual Footfall —

Figure 2 Footfall Machine Learning

As a result of these two proof of concepts we became much clearer about what the Smart City Operating System is, and we have shared our thoughts below.

Our Smart City Operating System manages the data ecosystem that aggregates, processes and enables data sharing within the Council and with partners to improve economic and social value.

The outcomes we will measure our success against are:

- Openness and transparency: These are core values in how we will deliver a *Fairer Westminster*. The Smart City Operating System will provide a delivery route to share the raw data and insights we hold and provide a platform for others to share data. By sharing our data, we will enable analysis, understanding and innovation.
- Public Service Improvement: The Smart City Operating System will provide citizens with data that gives citizens the raw materials they need to engage the Council and contribute to the improvement of public services.
- Innovation and Economic Value: Public data, and their re-use, are key resources for social innovation and economic growth. Data provides new opportunities for governments to collaborate with citizens and evaluate public services by giving citizens access to data about those services. Businesses and entrepreneurs are using data to better understand potential markets and build new data-driven products.
- Effectiveness/Efficiency: The Smart City Operating System makes it easier and less costly for the Council to discover and access their own data or data from other sources, which reduces acquisition costs, redundancy and overhead. Open Data can also empower citizens with the ability to alert governments to gaps in public datasets and to provide more accurate information.

The initial focus of the Smart City Operating System will be the aggregation of our and third-party air quality datasets. The datasets will be shared via dashboards but also in their rawest form to enable universities to carry out research, businesses to develop innovative products, policy makers to help make better recommendations

and finally responds to our residents' requests to have a greater understanding of the air quality in their areas.

Our approach to incorporating new datasets to the Smart City Operating System will be user led and value driven. Other datasets on the horizon for inclusion are building emissions, footfall, vehicle counts, and environmental justice measure.

The operating system will manage five different data capabilities. Each capability is at a different maturity level and will require different data components. These are:

Descriptive:	This is about our ability to accurately describe an asset and its location. It is typically static data that is held on geographical information system (GIS) systems and could provide details such as an asset's location, and materials.
Informative:	This now incorporates variable data that changes over time. As this data is constantly evolving and changes it requires new capabilities to effectively manage the large data volume. This could include data like our air quality which varies over time.
Predictive:	The predictive element uses this historic data alongside other datasets to bring some forecasting capabilities. This will enable the Council to be more proactive in relation to how it responds to situations. An example of how we are testing this capability is footfall prediction within our street markets and how if we can forecast footfall, how can that influence stock purchasing decisions.
Comprehensive:	This capability explores how you can use the predictive elements to run scenarios prior to major decisions. This will enable the Council to make optimal decisions.
Autonomous:	This level of maturity is not an immediate priority but is something that is on the horizon. All previous maturities the models have been developed by people. This level of maturity embraces artificial intelligence where the system will continually learn and ensure that an optimum outcome is achieved.

In order to develop our maturity, we will run proof of concepts that gradually build our capabilities. Once new capabilities are developed, we will apply these tools to solve other council challenges.

The technology is only one area that we are exploring as part of the Smart City Operating System. Arguably the most important enablers that we need to get right are people, culture, organisational and external factors. For the programme to succeed we need to:

- develop in collaboration with our citizens a set of data principles that govern how we manage citizen data;

- bring in new skills to the Council like data scientists, data architects and data engineers;
- embrace an openness to share data both internally and externally with citizens and partners; and
- develop an understanding of the value of our data across the organisation to ensure it is reliable and accurate.

The key next steps are:

1. Conclude our procurement of a partner to build the minimum viable product. We anticipate the initial build will take 16 weeks and as part of this we will have the capability to ingest data from a variety of different sources, can visualise and share insights online via PowerBI dashboards and make application programming interface (APIs) publicly available to enable other to access this data and use it to create innovative new products.
2. Engage our users to ensure the anticipated value is delivered amongst the four identified stakeholder groups.
3. In parallel to this activity, we will build a pipeline of datasets we wish to add to the Smart City Operating System with a citizen-led approach. We will prioritise data where we anticipate there to be value linked to the outcomes outlined above.
4. Explore new capabilities with a particular focus on how we can link this new capability with our existing architecture with a particular focus on how we can act on the insights generated through this data.

### **1.3 Digital Place**

The focus of our Digital Place programme is to encourage and support the development of a robust digital infrastructure in Westminster that will enable the creation of a truly Smart City by working closely with connectivity providers, as well as our residents and businesses, to make Westminster an attractive place to build fibre connectivity and ensure effective utilisation.

In 2016 when Westminster was languishing near the bottom of the connectivity league tables in the United Kingdom (UK) and since, thanks to our hard work and effective solutions, we have assisted the borough in becoming the London borough with some of the best fibre availability, as well as being the fastest London borough to rollout fibre in 2020.

The goals of our Digital Place programme are:

- Create the right conditions for the market to invest in infrastructure across Westminster;
- Oversee the deployment of full fibre networks across the city and reach 100% full fibre availability (currently at 63.7%);

- Work to accelerate the rollout of 5G and Wi-Fi connectivity across the city to support future Smart City innovations; and
- Raise awareness of connectivity not-spots with operators to accelerate connectivity rollout.

Key delivery to date:

- 97% of Westminster City Council stock connected with fibre;
- 864 businesses connected to fibre;
- 6 street markets with free wi-fi connectivity to support traders;
- 183 businesses at digital skills training sessions;
- 13 market traders at the bespoke market trader sessions; and
- 116 small cells deployed to address 4G mobile not-spots.

The key next steps are:

1. Continue to find barriers associated with fibre deployment and work with industry to address them. We are aware barriers remain in relation to wayleaves, connecting cobbled mews and locations where there is directly buried cables.
2. Deliver the residential voucher scheme addressing not-spots that are not commercially viable.
3. Shift our focus to accelerating the roll out of mobile connectivity. This will include mapping capacity issues faced by the four mobile network operators.
4. Explore how we can leverage existing Wi-Fi networks across Westminster to create a seamless experience for users.

## **1.4 Digital Inclusion**

As we deliver new digital services it is important that we ensure that residents can benefit from the transition to digital. When we started on our journey 8%<sup>1</sup> of residents within Westminster were digitally excluded, as per the City Survey results, and now due to a combination of COVID-19 increasing the importance of being online and the introduction of initiatives to address digital inclusion this figure now sits at 4%<sup>2</sup>.

Our Digital Inclusion programme works across council services, and across sectors with our external partners to tailor support to our residents and businesses according to their needs to drive digital inclusion in Westminster.

The tailored support offered can be in the form of digital access, skills support, as well as confidence building to ensure adopting digital is by choice and to enable residents and businesses to make the most of opportunities through digital skills, connectivity, and access.

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<sup>1</sup> Westminster City Council – City Survey 2020

<sup>2</sup> Westminster City Council – City Survey 2021

The goals of our Digital Inclusion programme are:

- Support digitally excluded residents across three pillars – connectivity, devices, and skills and confidence;
- Increase the community awareness of digital inclusion initiatives;
- Develop a social prescription way of working with resident-facing partners, allowing referrals to be triaged by the Digital Inclusion team and signposted to relevant support;
- Develop community collaboration through focus groups and listening sessions; and
- Develop impact evaluation to ensure support is fit for purpose and having a positive impact on residents and businesses.

Key delivery to date:

- 121 digital ambassador sessions delivered;
- 8 laptops distributed to residents in need from ad/hoc resident donations;
- 23 out of 37 identified community spaces connected to free public Wi-Fi from Community Fibre – this connectivity is available for these spaces indefinitely;
- £23,500 worth of connectivity Cost of Living support made available to help 170 residents. This is funded via private sector contributions; and
- Digital Connectivity Toolkit funded by LGA Digital Connectivity Fund 2020/21 for other local authorities to replicate our success in improving full fibre rollout – over 200 visits to the toolkit.

They key next steps are:

1. Developing community engagement to raise awareness of the Digital Inclusion programme, and to continue developing the social prescription model with partners – creating a holistic support offer for residents to ensure we enable all digitally excluded residents to engage more effectively with the digital world.
2. Continuing to boost connectivity across Westminster through economic development and barrier busting to reach 100% full fibre availability, improving mobile and public realm connectivity, promoting uptake of full fibre and social tariffs, preparing residents and businesses for the digital switchover, and lobbying for further cost of living support to reduce data poverty.
3. Development of a long-term device strategy to ensure we're recycling and donating as many devices as possible internally and from our external business partners too. As well as working with Children's Services colleagues to deliver on the manifesto pledge to provide all Westminster children with suitable devices.

4. Further development of our own skills and confidence support for residents and businesses, as well as mapping of external support available to avoid duplication of effort and efficient social prescription/referrals. This will range from basic support for the most digitally excluded, to advanced support to help close the digital skills employment gap.
5. Further segmentation of the 'Not for Me' and 'Reliant on Others' segments of the digitally excluded population (50%) to ensure we're engaging with the most difficult to reach residents, leaving no one behind. This further segmentation analysis will lead to pilot projects partnered with other London boroughs to understand the most effective behaviour change interventions to engage these residents meaningfully.
6. Continue to utilise and lobby for further social value support around digital inclusion, across connectivity, devices, and skills and confidence to ensure we're creating the best possible value for money service for residents.
7. Working with internal and external partners to ensure the Council, businesses, and residents are prepared for the copper switch off at the end of 2025, and the ongoing digital switchover to full fibre and the challenges this brings, especially around emergency lines, alarms, and other public switched telephone networks (PSTN)/copper-based systems.

### **1.5 Pillars**

To date our activity has been focused on building a strong foundation to enable Smart City use cases. Without this strong foundation of the right digital infrastructure, digital literacy amongst residents and a data platform we would not have the right ingredients to make Smart City projects work. As the foundation has developed significantly since we have started on this journey, we will now increase our focus on how we use this foundation to ensure we deliver against the goals set out in the four pillars within Smart City: Extraordinary Experiences, Innovation Ecosystem, Empowering People and Clean Tech. Further information on each of these pillars is detailed in Appendix 2.

### **2.0 Approach to Delivery**

In order to deliver our Smart City vision, we stand by a series of design and delivery principles that has shaped our overall approach. These principles will ensure our vision remains rooted in the needs and aspirations of our people (problem/user-focused) and that smart solutions and technology is not being delivered for technology's sake. The design and delivery principles are set out in Appendix 3.

### **3.0 Aims of the Programme**

The main aim of the programme is to build a Smart City that enables the delivery of a *Fairer Westminster*.

### **3.1 Smarter for Residents**

We want to offer the best services we can for our residents, using technology to promote wellbeing and independence. We will employ digital channels to reach, enable and empower citizens to drive the change they want to see.

Smart technology can improve how we serve our residents, from the city's social care and education to its arts and culture. Connectivity means opportunity and we plan to support digital inclusion and talent, so everyone has the choice and opportunities that being online affords.

With the right technology, we can make sure every citizen of Westminster can make their voice heard, to shape the city's future.

### **3.2 Smarter for Businesses**

We are home to some of the most creative and competitive businesses in the world. Now we're exploring how smart technology can make our city an even better base for budding entrepreneurs and big corporates.

We already have an Innovation Hub based at City Hall, now we want to bring people together and encourage fresh thinking. We are pulling together funding, direct investment, training, and new partnerships to take your business to the next level.

### **3.3 Smarter for Visitors**

We welcome millions of visitors every year: commuters, shoppers, and tourists from the UK and around the world. Now, we are using smart technology to make every visit extraordinary.

We will be working with the community to make Westminster an even more attractive, exciting, and unique destination, as we trial fresh ideas like interactive street furniture.

### **3.4 Smarter for Partners**

Our ambition is to make Westminster the smartest city in the world – but we are not doing it alone. We are on the search for the right partners for our journey – it is only if we pull together the right partners can we shape the future we want.

We are going to become a leading urban technology test bed so we can take advantage of the latest ideas, then pilot and scale up innovation within the council and across the borough.

We are looking for academic institutions and think tanks, commercial organisations and charities, as well as boroughs across London to work with us.

## **4.0 Projects Spotlight**

There are a variety of projects being delivered as part of the Smart City programme. A selection of projects from across the programme have been provided to place a spotlight on delivery. These have been included in Appendix 4.

## 5.0 Smart City Budget

The Smart City budget is made up of a combination of external funding, capital programme, income generation and staffing costs (see Table 1).

*Table 1 - Overview of Smart City budget*

External Funding	£3.36 million
Income Generation	£14.72 million
Capital Programme	£3.67 million
Staffing Costs	£1.2 million

A full breakdown of funding is detailed in Appendix 5.

## 6.0 Questions for the Committee

- Do the committee agree with our vision of a Smart City and our approach to delivery?
- Are there any areas you would like officer to focus more/less of our attention on?
- Our Smart City is problem led: are there any problems we could explore solving with our Smart City approach?
- The Smart City Operating System will be a way of delivering transparency. Are there are data sets we should prioritise making available?

## Appendix 1: Smart City Timeline

The timeline in Figure 3 below sets out key dates and milestones for the Smart City team. This includes the date the team was formed and the dates the Digital Place programme and the Digital Inclusion programme joined the Smart City team. The highlighted milestones in the timeline are a significant indication of the work the team has produced and where benefits can be seen to the other services in the Council.

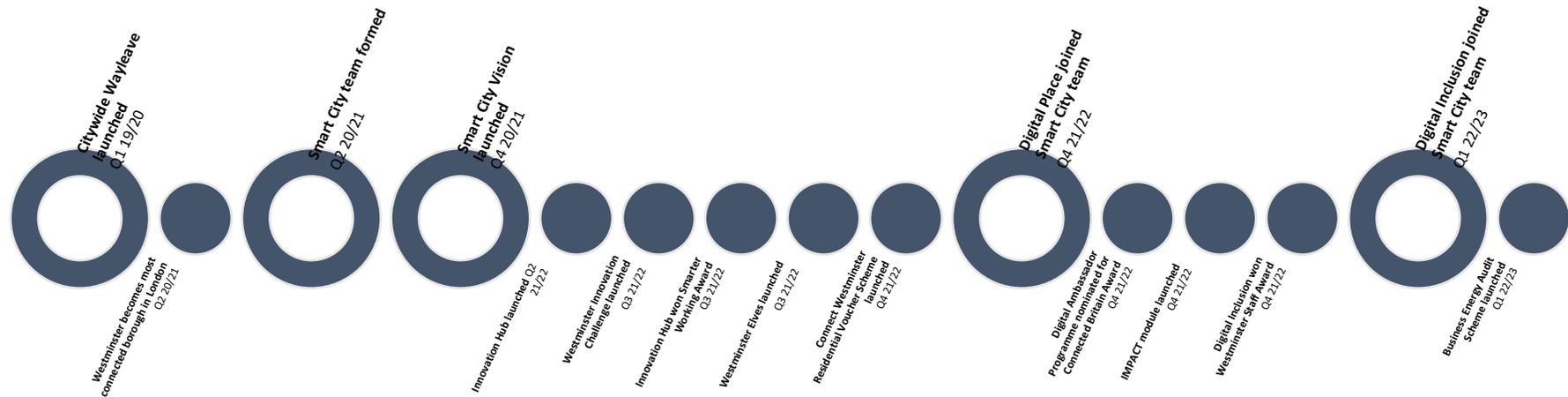


Figure 3 - Smart City Timeline

## Appendix 2: Pillars

Pillar	Goals of pillar	Deliverables to date	Going forward	Next Steps
<p><b>Extraordinary Experience</b></p> <p>The Extraordinary Experiences pillar seeks to improve the lives of every resident, worker and visitor in Westminster and make their experience extraordinary by getting the basics right, making things easy and working with our communities to celebrate Westminster as an attractive, exciting, and unique destination.</p> <p>The pillar is focused on enabling, showcasing, and attracting – not only to our city through digital innovation in the public realm, but through the Council services offered too.</p> <p>There is a focus on championing our communities and our city’s unique offer, as well as ensuring interactions with our services enable those</p>	<p>Enabling inclusive interactions with residents, businesses and visitors by creating exciting experiences and adding a digital lens to existing products and services;</p> <p>Showcasing Westminster’s diverse communities and extensive and fascinating arts, culture, talent and history;</p> <p>Attracting people to the city through dynamic and enjoyable installations and activations by remaining ahead of the curve;</p> <p>Offer a seamless user experience and efficient interactions when engaging with the Council; and</p>	<p>Westminster Elves – in 2021 over the festive period, an augmented reality experience was offered at four locations across Westminster. This was the Council’s first augmented reality (AR) experience offered. Throughout the five-week period the experience was live there were over 7,000 views of the web-based experience despite there being reduced footfall in the West End.</p>	<p>Learn from the Christmas AR experience and apply learnings on the following future projects:</p> <ul style="list-style-type: none"> <li>▪ Smart Murals: a project to support the creative industries in the Harrow Road as part of the Creative Enterprise Zone submission.</li> <li>▪ Explore how digital can help drive footfall to the high streets in a similar way to the BBC’s Green Planet AR experience on Regent Street.</li> </ul> <p>Explore proposals from the Westminster Innovation Challenge to pilot, such as:</p>	<p>Develop the Smart Mural concept to support local creatives and our communities to showcase their culture. Beyond a physical installation that lures passers-by to access the digital elements, this may look like a platform that can be displayed across digital advertising boards across Westminster to improve outreach.</p> <p>Implement the Memory Lab project in collaboration with Libraries and Archives that provides a route for residents to preserve precious memories whilst also increasing the diversity of our archives. As this project develops, we will also see how technology can</p>

<p>we serve and are accessed with ease.</p>	<p>Mark Westminster as an incredible, inclusive, and easy destination.</p>		<ul style="list-style-type: none"> <li>• Memory Lab: a project to enable residents to preserve memories into a digital format.</li> </ul>	<p>bring to life these memories for residents.</p> <p>Identify locations across Westminster that could benefit from Wi-Fi provision to support innovations in the public realm, such as the Smart Mural project.</p>
<p><b>Innovation Ecosystem</b></p> <p>The Innovation Ecosystem pillar is focused on wanting to see businesses and communities thrive and champion creativity from all sectors.</p> <p>We are looking to partner on our Smart journey: to promote good growth, build resilience using digital, and create new opportunities by adopting innovation that benefits our residents, local businesses, visitors, and our staff.</p>	<p>Forge key partnerships and connections to continuously innovate and foster impactful opportunities;</p> <p>Trial and scale cross-cutting projects that benefit and involve a range of actors;</p> <p>Integrate ‘smart’ ways of working into our organisational culture; and</p> <p>Lead on creating exciting and inclusive spaces and events that foster innovation.</p>	<p>Events/Workshops delivered in the Innovation Hub:</p> <ul style="list-style-type: none"> <li>▪ Innovation Day by 02</li> <li>▪ MyWestminster Digital Card Launch</li> <li>▪ Mixed Reality in a Day by Microsoft</li> <li>▪ Westminster Innovation Day</li> <li>▪ Westminster Team Away Days</li> <li>▪ Communications team’s daily stand up</li> <li>▪ Staff Conference</li> <li>▪ Westminster ABLE Network – Disability Awareness Day</li> <li>▪ Housing Team – Changing Futures programme</li> </ul>	<p>Learn from the delivery of the Innovation Hub and expand collaborative space in our offices.</p> <p>Working with Wayra, a local start-up accelerator, to find game-changing solutions that positively improve the quality of life for people and businesses.</p> <p>Develop a procurement process for innovation.</p> <p>Working with Innovate UK to identify useful grants and form partnerships.</p>	<p>Identify other potential spaces within the Council that need to be adapted for collaboration and future ways of working.</p> <p>Work with City Lions to gain more footfall to their young person programmes. We will be looking at different wards and depending on the outreach we will be moving our advertisement around the borough.</p> <p>Mobility Map- a Website/App which allows people with disabilities to know what</p>

		<ul style="list-style-type: none"> <li>▪ Strategy and Intelligence Team – Academic Symposium</li> <li>▪ Resident Focus Groups</li> <li>▪ Economy team 0 ‘Kickstart Westminster’</li> <li>▪ Youth Ideathon with Google – 6 Youth Groups; Care leavers, Youth Council, Tech Lions, City Lions, Graduates and Apprentices</li> <li>▪ Women’s Co-production group</li> <li>▪ Singaporean Delegation of Smart City Workshop</li> </ul> <p>Successfully completing Innovation Design and Engineering Masters module with Imperial College London and Royal College of Art.</p>	<p>Develop proposals with Imperial College London and Royal College of Art Masters students as part of their Impact module:</p> <ul style="list-style-type: none"> <li>▪ Community engagement</li> <li>▪ Bringing visitors to the West End</li> <li>▪ Low entry points for new businesses and local entrepreneurs.</li> </ul>	<p>is accessible within their ward.</p> <p>Strawberry Energy – interactive street furniture running on renewable energy to create ‘pause’ spaces in the borough.</p>
<p><b>Empowering People</b></p> <p>The Empowering People pillar places people at the heart of everything we do, guided by their opportunities, and needs.</p> <p>There is a focus in this theme on promoting wellbeing and independence to ensure our</p>	<p>Be driven by the opportunities and challenges of our customers;</p> <p>Encourage our businesses, communities, and visitors to take an active role in shaping</p>	<p>Westminster Innovation Challenge (WIC) – in 2021 the WIC was launched to give everyone who works in, lives in, or visits Westminster the chance to suggest their own improvements as to how the city runs. The ideas were reviewed by a panel of experts before deciding the winning</p>	<p>Implement the winning idea from the WIC.</p> <p>Work with other themes on projects that have arisen out of the WIC.</p> <p>Ensure that ideas are shared with other departments and that</p>	<p>Work with residents to identify suitable funding streams to support the delivery of Space Hive projects.</p> <p>Support residents to deliver the ideas developed as part of the Space Hive project.</p>

<p>people-services provide good quality, high value and futuristic care.</p> <p>Digital channels will help to reach, enable, and empower our citizens to drive the change they want to see.</p>	<p>Smart Westminster; and</p> <p>Use technology and innovation to support our residents to live independently and healthily.</p>	<p>idea to progress as a pilot. Over 219 ideas were submitted over the 4-week period. Internally 14 Westminster groups were engaged with as well as weekly drop ins. Externally 8 Westminster Schools were engaged with as well as 13 community groups.</p> <p>Space Hive – this is a community-based funding platform for ideas that bring local places to life. Applicants can create a page for their project idea, and the ones that receive the most community interest and support can be matched to funds. The aim is to provide a powerful springboard for ideas that make communities happy, proud, and prosperous.</p>	<p>actions being taken are shared with those who took part in the WIC.</p> <p>Work with residents to source funding and deliver the citizen led innovations identified via the Space Hive Platform.</p> <p>Test an open-source platform for health sensors in collaboration with Adult Social Care. Set strong criteria for wider adoption of the sensors based on the following criteria:</p> <ul style="list-style-type: none"> <li>▪ Improved care outcomes and independence.</li> <li>▪ Reduction in care hours required.</li> </ul>	<p>Rollout the initial health sensors and test to see effectiveness.</p>
<p><b>Clean Tech</b></p> <p>The Clean Tech pillar seeks to work in partnership with a variety of internal and external partners, including the third sector, businesses, and communities, to contribute through the use</p>	<p>Facilitate reduction of harmful emissions across the city (such as CO<sub>2</sub> and NO<sub>2</sub>);</p> <p>Raise awareness and inform opportunity for</p>	<p>Business Energy Audit scheme – this project commenced in April 2022 and is in delivery phase, delivering up to 1,000 audits of baseline building emissions to small and medium-sized enterprises</p>	<p>Explore the potential of solar windows with colleagues in Housing and examine potential to complement existing solar infrastructure (such as using machine</p>	<p>Conclude the procurement of the supplier to build the Air Quality Data Platform; and then commence the build of the platform. Once built, we will work</p>

<p>of technology and innovation the achievement of the Council's targets of a net zero council by 2030 and a net zero city by 2040 and matching World Health Organisation guidelines to limit exposure to air pollution.</p> <p>The delivery of the Clean Tech strategy is a delivery action within the Council's Climate Action Plan.</p> <p>It is focused on where technology and innovation can reduce emissions, encourage behaviour change and provide actionable insights from quality environmental data to drive impact.</p>	<p>behaviour change – ensure it is easier to for Westminster's residents, businesses, and visitors to make cleaner choices; and</p> <p>Improve ease of access to quality environmental data, to improve knowledge and help to make the best decisions for the environment and communities.</p>	<p>(SMEs), encouraging the uptake of Clean Tech as a means of reducing emissions.</p> <p>Schools air quality pilot project – this project commenced in the summer term 2021 and is in the delivery phase, delivering sensor technology at schools as a means of providing and sharing data on air quality to assist parents, pupils, and teachers to consider their travel habits to and from school and promoting more sustainable travel choices. Over 400 children have been engaged in this project.</p> <p>Air Quality Data Platform prototype and footfall data machine learning challenge proof of concept – these were delivered in early 2022. Community engagement on the air quality data platform prototype has provided positive feedback on the concept, procurement is now underway to build the first phase of the data platform, which is expected to be delivered in Spring 2023.</p>	<p>learning applications to better predict when to export power to the grid in the most cost-effective way with the potential to generate income).</p> <p>Build the air quality data platform the minimum viable product for the Smart City Operating System and work with stakeholders to ensure value is delivered.</p> <p>Provide specialist advice for an audit of the Business Energy Audit scheme to determine any additional barriers businesses are facing in relation to implementing actions identified in their plans.</p> <p>Expand the schools air quality pilot to more schools and adding traffic sensors, and ensure the data is integrated with the</p>	<p>with stakeholders to test the Air Quality Data Platform to ensure it meets users' needs and delivers anticipated value.</p> <p>Build the data capture process for the Sustainable City Charter so we can capture building level data on emissions. Once built, review outcomes of emissions data provided as part of the Sustainable City Charter.</p> <p>Identify schools who wish to participate in next round of the schools' air quality project and expand project to include traffic sensors.</p> <p>Develop and deliver indoor air quality monitoring pilot.</p> <p>Develop pilot of solar windows and machine learning applications associated with solar</p>
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		<p>Climate change and air quality awareness raising events - the innovative 'Carbon Bubble' was showcased during 2021 and the 'Smogmobile' mobile air pollution lab was showcased during 2021 for Clean Air Day and again in 2022 during London Climate Action Week. These events engaged our communities in climate and air quality issues and were reported in the media, including Twitter, Instagram and this year the Smogmobile event was showcased in the London Climate Action Week Showreel.</p>	<p>Smart City Operating System.</p> <p>Create a mechanism to ingest building emissions data provided by signatories of the Sustainable City Charter into the data platform, in a transparent way which can create value.</p> <p>Develop pilot for indoor air quality monitoring in collaboration with services, to raise awareness of indoor air pollution through community engagement and 'citizen science' and develop actionable insights.</p>	<p>panels in collaboration with Council services, such as Housing and Corporate Property.</p> <p>Provide specialist advice into the audit for the Business Energy Audit scheme.</p>
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### Appendix 3: Design Principles

- Inclusive:** This approach seeks to capitalise on the diversity of Westminster’s communities, helping to reimagine our smart future. Here, smart means improving access to a quality public service and improved public realm through innovative uses of technology, with both physical and digital platforms and outreach programmes.
- Innovative:** Westminster recognises innovation-for-good as a guiding unifying concept, and specifically the need to both act innovatively, as well as deliver innovative technological solutions. Innovation itself will be built into the culture and practice of the Council, be encouraged from its business community. We must be willing to do no harm but experiment, fail fast, learn, and adapt through proactive pilots.
- Participatory:** The Council cannot, and should not, deliver a Smart City alone. Smart solutions require creativity, collaboration, openness, co-delivery, and new business models. These extend to creative participation of local SMEs, communities, academic institutions, pan-London institutions leading businesses, other boroughs, individuals, and peers. In order to achieve our mission, we rely upon a range of global and local actors across government and industry all operating within the same innovation ecosystem (see Figure 4), with Westminster's ambition driving it at the heart.

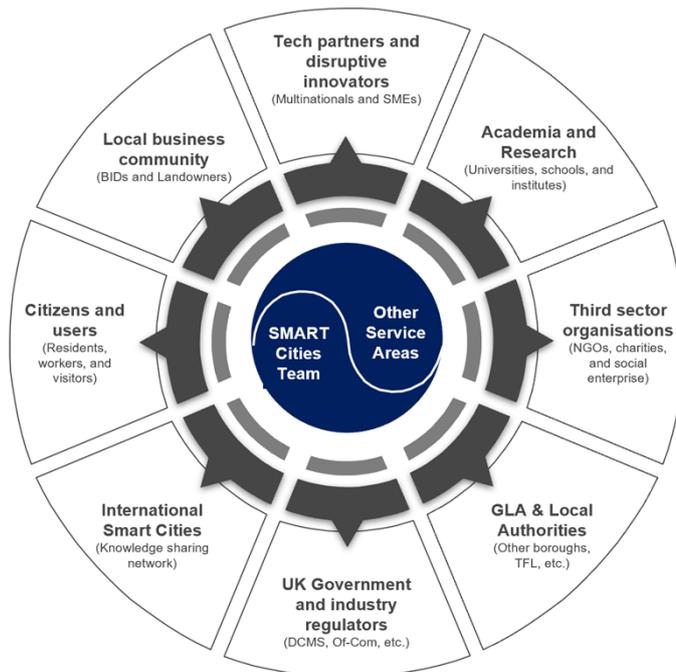


Figure 4 - Our Innovation Ecosystem

### ***Delivery Principles***

- Enhance: The Smart City programme will look at the Council's functionalities and services and add features that rely on smart solutions to deliver.
- Enable: The Smart City programme will provide the enabling foundation of data, infrastructure, and partnerships to build on existing and planned projects and initiatives.
- Expand: The Smart City programme can increase the Council's national and international reach to extend impact beyond the city and bring the best of the world to Westminster.

## **Appendix 4: Spotlight Projects**

We have included some sample projects from different themes across the Smart City programme below:

### ***Air Quality Data Platform (Clean Tech and Smart City Operating System)***

The data platform – air quality use case project is part of the wider Smart City Operating System. Air quality was selected as an initial use case due to air pollution being a key public health and wellbeing issue.

Currently the Council collects a variety of air quality monitoring data across the borough which is stored in various locations including the London Air, the Department for Environment, Food and Rural Affairs, and Breathe London websites, internal spreadsheets are held on SharePoint and the Earthsense portal. Additionally, other organisations across the borough collect data which in some instances is stored separately, such as the St John's Wood Residents' Association.

The data represents three different monitoring techniques including continuous monitoring stations, sensors, and diffusion tubes. It is noted that there is sole location in which all this data is accessed, thus meaning that should residents, workers or visitors in the city require the air quality data for their area of interest, they are likely to need to search and request this data from many different locations. This runs the risk of incomplete data sets being utilised to make decisions. It is considered that there are opportunities to generate further insights from the air quality data collected, such as strengthening the availability of real time clean air walking routes, but these actionable insights cannot be accurately or comprehensively delivered until the air quality data is aggregated and stored centrally.

The coroner in his report to prevent future deaths following the inquest into the death of Ella Adoo Kissi-Debrah, for which exposure to air pollution was cited as a factor, noted that greater awareness of air pollution would help individuals reduce their exposure to air pollution. Furthermore, the Tackling Local Breaches of Air Quality (National Audit Office report published 17 June 2022), concluded that Government publishes a lot of air quality data, but not in a way that gives the public accessible information about air quality problems and action in their area. There has been little public engagement at a national level about the purpose and progress of the NO<sub>2</sub> programme and the choices government has made to tackle breaches. This creates a lack of transparency which risks undermining value for money because positive public engagement is important for success across the NO<sub>2</sub> programme and government's wider work on air quality.

The Council aims to collate, aggregate, publish and visualise air quality data sets from across the city into one user friendly, publicly accessible place. An application programming interface (API) will be made available for third parties such as universities, citizens, and businesses to freely access the data and create their own value from it. The progress to date has comprised the development of a prototype on

which we sought user feedback from our communities, including residents and businesses. Using this feedback, we have refined our requirements for a platform and are currently procuring a development team to build the minimum viable product. At the time of writing, we have received three quotations, from which we have identified a preferred supplier.

The expected outcomes of this project are:

- Improved transparency and ease of access to air quality data, improving public knowledge about air pollution impacts, thus informing decision making around actions to improve air quality and/or reduce exposure to poor air quality;
- Improved targeting of air quality monitoring across the city, to ensure no duplication and/or 'non' spots of air quality monitoring; and
- Ability for third parties to innovate and create their own value from an aggregated data set using a freely accessible API.

### ***Open-Source Platform for Health Sensors (Empowering People/Smart City Operating System)***

Alongside the Adult Social Care service, we are looking at open-source platforms for health sensors to support care packages so that clients can remain in the comfort of their homes for longer giving peace of mind to their families.

Health sensors allow organisations to provide a digital service in support of an existing plan to ensure the customer is in the best health possible. The sensors will alert to abnormal behaviour to the care giver that could be an indication of a decline in overall health of the person. Rather than focusing on approaches to deliver care that intervene during a crisis, care and support services could intervene early to support individuals, helping people retain or regain their skills and confidence, and preventing needs from developing.

Face-to-face care can be delivered when needed, not on a fixed schedule. As a result, carers will be better informed, enabling better health, safety and well-being decisions, an affordable alternative to face-to-face care.

The expected outcomes of this project are:

- Smart City would look at having 20-30 users initially and then scaling up to work on building programmes for pilots that touch on similar areas;
- Health sensors can give information about risk behaviours and whether an accident is likely to happen;
- Adult Social Care colleagues currently have solutions for all the many issues that arise in care areas, but they are siloed and disjointed. We are looking for a platform that has the potential to be the central organising board for the multiple siloed solutions; and
- Reduce the need for costly 24-hour monitoring to evaluate patient health and less intrusive for the client.

### ***Single-Sign On Wi-Fi (Extraordinary Experience/Digital Inclusion/Digital Place)***

The Single-Sign On Wi-Fi project is underway to provide our communities with a seamless, secure and free Wi-Fi network in public spaces in support of digital inclusion commitment. This network will be mapped so users can identify access points across the city.

The technical aspects are being scoped but the vision is to offer a seamless service across the city that does not require users to repeatedly sign into the network as they roam. It will be a secure network so residents that may not have mobile data coverage can connect online without risk of data compromise.

The expected outcomes of this project are:

- A reliable, secure and free Wi-Fi service for residents (along with a map of coverage);
- Identify not-spots in terms of Wi-Fi coverage to address;
- Support residents and businesses to thrive through improved access to a secure network; and
- Seamless Wi-Fi coverage in the public realm to support innovations.

### ***Digital Street Markets (Digital Inclusion/Digital Place)***

As a part of the 2018 market consultation there was significant interest from market traders for access to their own Wi-Fi network. Following this we applied for and secured £1.2 million to deliver our digital street markets project and deploy networks across each of the Councils markets. Wi-Fi has now been running at our six street markets since December 2021.

The Wi-Fi will enable the following benefits for traders:

- Enable use of card payment machines;
- Allow for more effective use of social media during trading time;
- Online promotion of daily deals and menus so visitors can see what is available; and
- Easy access to the Council's online services, such as Report It.

Alongside the deployment of the Wi-Fi we have procured Rebel Business School to run a two-year programme of digital skills training. We have two different training programmes being run.

The first is a series of two-week courses focused on business and digital skills that everyone should have. Over the last year we have run four of these two weeks courses.

The second programme is support tailored for our market traders which started delivery at the start of October 2022. Two-hour sessions are being run every Monday evening with the content including:

- How to setup card payment machines and take contactless payments;
- Building a website for free;
- Making the best use of social media to find customers;
- Search engine optimisation and getting yourself noticed; and
- How to retain customers.

These training sessions for market traders will continue to run through to the end of March 2023.

### ***Digital Inclusion Persona Research (Digital Inclusion)***

In 2021, Westminster City Council undertook a needs assessment to understand the extent of digital exclusion in the borough. The Council built a digital inclusion map using national and local data sets. The map provided an understanding of which groups of residents most vulnerable to digital exclusion and where they are in the borough. To further understand how people are affected and how they can be supported in their journey towards digital inclusion, the Council then undertook persona research and conducted a series of persona interviews.

Desk research was undertaken comparing national, regional, and local digital exclusion data from which, 20 personas were developed to convey the personas that were most likely to be digitally excluded in Westminster. 20 interviews were then conducted with residents who would fit within those personas to develop them further and ascertain from their lived experience the actual issues they face, and what support is required.

From this work, it was cemented that digital inclusion is multi-faceted and dependent on several factors, such as motivation, trust, and physical barriers. Other findings were:

- Multiple barriers often faced simultaneously;
- Timing matters for people to be receptive to upskilling digitally;
- Understanding the positive role that digital can bring is key to changing behaviour;
- Digital exclusion is often part of social exclusion;
- Accessibility and ease of use is essential from the outset;
- Digital inclusion can create a new sense of community; and
- People need ongoing help.

Using these findings, we have tried to ensure that our Digital Inclusion programme is aware and considerate of all these aspects to deliver the most effective, value for money services to digitally excluded residents. For instance, implementing behaviour change theory into our communications and promotions for interventions, offering as holistic a service as possible to cover multiple resident needs, focussing on digital by choice and peer-to-peer support to develop digitally resilient communities, and ensuring we follow up with users so that they get the right ongoing support.

We will continue to use these findings, and the personas, to help improve the efficiency of the programme, and ensure we're targeting interventions at the right people, at the right time.

### ***Innovation Hub (Innovation Ecosystem)***

During the pandemic a pulse survey was sent out to all staff asking them what changes they would like to see to the council buildings in the future. The vast majority of staff wanted more of a range of spaces at City Hall with 'collaboration' being the most popular ask.

In response to the survey, we decided to design a space in Westminster for staff, guests, and the Council's partners to use for workshops, showcases and events to co-create ideas and explore technology, with the aim of creating a culture of innovation and collaboration within the Council. We wanted the hub to be completely different from the rest of City Hall (which was designed for pre-pandemic ways of working and not collaboration).

We chose to build the space on the 17th floor of the building where our Executive Leadership Team are based to make the floor more accessible and welcoming to all members of staff and to encourage frequent interaction between our leaders and the officers (or residents) using the space.

It was important for the hub to be multipurpose, flexible, and futureproof so that staff and guests can take ownership of it when they are hosting their events and move the furniture around to make it suit their needs and for the hub to be easily adaptable to suit the needs of the council. We worked closely with the Council's Staff ABLE Network to make sure staff of all abilities would feel comfortable in the space. This was reflected in our choice of furniture, colour schemes and overall layout.

As this was the first space like this in City Hall, getting thorough feedback has been essential and we wanted to have a fun but effective way to do this. Therefore, we have been working with the company 'Hello Lamp Post', who work with councils across the UK. Hello Lamp Post is an innovative engagement tool that encourages people to reflect on the space they are in and empowers them to take ownership and influence its future development. There are a few posters around the hub titled 'Hello Innovation Hub!' with quick response (QR) codes that staff can scan and enter a text conversation with the Innovation Hub itself. They will be able to ask how to book the Innovation Hub, give feedback on the space and let us know what may still be needed, while also having fun and interesting conversations with some sophisticated technology. All this information is fed back to us on a comprehensive dashboard so we can see what people are asking for in real time and what the overall sentiment is. So far, people have loved the space and its usage grows every day.

Another positive result of the Innovation Hub has been how it is supporting Unity Kitchen, the company that works in our City Hall canteen. Unity Kitchen is a social enterprise set up by the Camden Society, it takes on apprentices with a range of disabilities and supplies training and support to enable them to become qualified

members of the catering workforce. All their profit goes back into the enterprise, creating more apprentices and helping more people. Due to lockdown, they have had to close for long periods of time and their income has been low even when re-opening. We have been actively encouraging people to book breakfast, refreshments, lunch and afternoon tea with Unity Kitchen for their events in the Innovation Hub to help them get back on track.

## Appendix 5: Budgets and Funding

The breakdown of the budgets are included below.

### External funding

The Smart City team has secured the following external funding to support with the delivery of activities (see Table 2 below).

Table 2 - Secured External Funding

Project Name	External Funding Source	Value
Connect Westminster	European Regional Development Fund (ERDF)/Capital programme	£2.8 million (50% ERDF)
Digital Street Markets	ERDF/Capital programme	£1.2 million (50% ERDF)
Business Energy Audit	Additional Restrictions Grant	£500,000 (100% ARG)
Secure Connected Places	Department for Digital, Culture, Media and Sport	£6,000 (100% DCMS)
Digital Inclusion Mapping	London Office of Technology and Innovation	£22,800
Digital Connectivity Toolkit	LGA	£20,000
Memory Lab	Department of Health and Social Care	£15,000

The team will continue to explore external funding to support the delivery of Smart City projects.

We also have the following funding applications within the pipeline (see Table 3 below).

Table 3 - Active External Funding Applications

Project Name	External Funding Source	Value
Clean Air Walking Route	Department for Environment, Food and Rural Affairs	£72,521
Health Sensors	Innovate UK	£45,000
Media Literacy – Digital Inclusion	Department for Digital, Culture, Media and Sport	TBC
Digitally Engaging Hard to Reach Segments	Local Government Digital Fund	£100,000 (possibly £180,000 if we include an Alpha element)

As well as securing external funding we are also collaborating with our partners' funding applications with the intention being that they pilot their projects within Westminster (see Table 4 below).

Table 4 - Active Partner External Funding Applications

<b>Project Name</b>	<b>Partner</b>	<b>Value</b>
Clean/Safe Walking Routes	Imperial College London	£40,000
Data Springboard	King's College London	TBC

### **Income Generation**

The Smart City team manage the Small Cell Concession contract for the Council. This contract makes lamp columns available for the deployment of Small Cells to address mobile connectivity not-spots in the borough whilst also recovering costs. The Small Cell Concession will generate £15 million over the life of the contract.

### **Capital programme**

To support the Smart City programme and to provide match funding for external funding applications, the team has access to funding from the Capital programme (see Table 5 below).

Table 5 - Smart City programme's Capital Budget

<b>Theme</b>	<b>Total</b>	<b>2022/23</b>	<b>2023/24</b>
Smart City Operating System	£750,000	£200,000	£550,000
Clean Tech	£225,000	£100,000	£125,000
Empowering People	£830,000	£405,000	£425,000
Extraordinary Experience	£190,000	£100,000	£90,000
Innovation Ecosystem	£250,000	£250,000	-
Digital Place	£1,425,456	£625,456	£800,000
<b>Total</b>	<b>£3,670,456</b>	<b>£1,680,456</b>	<b>£1,990,000</b>

\* Indications of how these budgets are used are included within Appendix 2.

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## Finance, Planning and Economic Development Policy & Scrutiny Committee

<b>Date:</b>	08 November 2022
<b>Classification:</b>	General Release
<b>Title:</b>	<b>2022/2023 Work Programme</b>
<b>Report of:</b>	Head of Governance and Councillor Liaison
<b>Cabinet Member Portfolios:</b>	Cabinet Member for Finance and Council Reform Cabinet Member for Planning and Economic Development
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Francis Dwan</b> <a href="mailto:fdwan@westminster.gov.uk">fdwan@westminster.gov.uk</a>

### 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:
  - 15 December 2022;
  - 9 March 2023; and
  - 26 April 2023.

### 3. Suggested topics

- 3.1 The Committee's agenda for the meeting on 15 December 2022 includes a review of the Corporate Property Portfolio and potentially an update on the Oxford Street District Programme. This follows suggestions by officers at the Committee's meeting in September on the draft work programme.

- 3.2 The Committee is also asked to discuss and suggest potential topics for remainder of the year.
- 3.3 The Committee is reminded that a scrutiny task group under this Committee's auspices will investigate the Council's budget. This task group will conduct its work in January and February 2023.

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

**Francis Dwan**

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

Appendix 1: Terms of Reference

Appendix 2: Work Programme

Appendix 3: Action Tracker

## **FINANCE, PLANNING AND ECONOMIC DEVELOPMENT POLICY AND SCRUTINY COMMITTEE**

### **COMPOSITION**

Seven (7) Members of the Council (four (4) Majority Party Members and three (3) Opposition Party Members).

### **TERMS OF REFERENCE**

(a) To carry out the Policy and Scrutiny functions, as set out in Chapter 4 of the Constitution in respect of matters relating to all those duties within the terms of reference of the Cabinet Member for Planning and Economic Development and the Cabinet Member for Finance and Council Reform.

(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 paragraphs 18.2 and 18.3 as well as section 19 of Chapter 4 of the Constitution.

(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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## Finance, Planning and Economic Development Policy and Scrutiny Committee Work Programme

<b>ROUND 3 8 November</b>		
<b>Agenda item</b>	<b>Purpose</b>	<b>Responsible Cabinet Member and Executive Director</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Geoff Barraclough, Cabinet Member for Planning and Economic Development Debbie Jackson, Executive Director for Growth, Planning and Housing
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor David Boothroyd, Cabinet Member for Finance and Council Reform Gerald Almeroth, Executive Director for Finance and Resources
Smart City Programme	To review the programme	Councillor David Boothroyd, Cabinet Member for Finance and Council Reform Councillor Geoff Barraclough, Cabinet Member for Planning and Economic Development  Gerald Almeroth, Executive Director for Finance and Resources
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

<b>ROUND 4 15 December</b>		
<b>Agenda item</b>	<b>Purpose</b>	<b>Responsible Cabinet Member and Executive Director</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Geoff Barraclough, Cabinet Member for Planning and Economic Development Debbie Jackson, Executive Director for Growth, Planning and Housing
Cabinet Member Q&A	To update the committee on key areas of work within its	Councillor David Boothroyd, Cabinet Member for Finance and Council Reform

	remit and the Cabinet Member's priorities	Gerald Almeroth, Executive Director for Finance and Resources
Corporate Property Portfolio Review	The Chair is receiving a paper with latest ongoing projects. A focused discussion will then be identified for December	Councillor David Boothroyd, Cabinet Member for Finance and Council Reform  Gerald Almeroth, Executive Director for Finance and Resources
Oxford Street District Programme*	Conversations ongoing – as to what would be appropriate and meaningful for discussion.  Potentially looking at the street furniture, lighting and landscaping strategies proposed.	CLlr Geoff Barraclough, Cabinet Member for Planning and Economic Development  Bernie Flaherty, Deputy 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

#### Budget Task Group gap – January/February

<b>ROUND 4 22 March</b>		
<b>Agenda item</b>	<b>Purpose</b>	<b>Responsible Cabinet Member and Executive Director</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Geoff Barraclough, Cabinet Member for Planning and Economic Development Debbie Jackson, Executive Director for Growth, Planning and Housing
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor David Boothroyd, Cabinet Member for Finance and Council Reform Gerald Almeroth, Executive Director for Finance and Resources
Oxford Street programme update	To consider the latest on the Oxford Street programme – if not covered on 15.12.22	CLlr Geoff Barraclough, Cabinet Member for Planning and Economic Development Bernie Flaherty, Deputy Chief Executive

Future of Westminster Commission - Economy and employment review update	To consider the work undertaken and recommendations emerging as part of the economy and employment workstream 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

<b>UNALLOCATED ITEMS</b>
Review of Westminster Investment Service
Enterprise Spaces and Meanwhile Activations
Westminster Employment Service
Evening and Night-Time Economy
Economic Development Strategy
Local Town Centres and High Streets
Responsible Procurement Strategy
City Plan (previously scheduled for Round 2)
Corporate Property Portfolio Review
Oxford Street District Programme

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### Appendix 3 - ACTION TRACKER

#### Finance, Planning and Economic Development Policy and Scrutiny Committee

ROUND 1 28 June 2022		
Agenda Item	Action	Status/Follow Up
Item 4 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Planning and Economic Development	For Councillor Barraclough to present the economic development strategy to Committee, when formed	In progress
	To provide the Committee with an answer as to the economic boost that Pride gives to the Westminster economy	In progress
	For Councillor Barraclough to present to the Committee any changes to policy on social housing and affordable housing	In progress
	For an update from the Executive Director of Finance Resources on the steps taken to address the remaining 3% of "notspot" areas for broadband	In progress
Item 5 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Finance and Council Reform)	To update the Committee on the ongoing work of the "Lost Londoners" scheme	In progress
	To inform the Committee if a decision is taken by Councillor Boothroyd on the report for 100% non-domestic rates for new retailers in the West End area	In progress
	To inform the Committee if the percentage of social value on the Councils procurement strategy is changed	In progress
Item 6 Work Programme	To schedule all upcoming meetings at the earliest availability and to inform all Members of the dates.	In progress

<b>ROUND 2 22 September 2022</b>		
Agenda Item	Action	Status/Follow Up
Item 4  Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Planning and Economic Development	High Streets Programme to consult with relevant ward councillors once the high streets that the programme will focus on have been identified.	In progress
Item 6 Work Programme	Officers to ensure a callover occurs before the next Committee meeting on the 31 <sup>st</sup> October	Complete