



City of Westminster

Westminster Scrutiny Commission

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Classification:	General release
Title:	Better City Better Lives Projects and Activities - End of Year Update 2013/14
Cabinet Member Portfolio:	All
Wards Involved:	All
Policy Context:	Better City, Better Lives
Financial Summary:	N/A
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1. Executive Summary

There are a total of 120 Cabinet Member Priority Projects and Activities which are linked to the Better City, Better Lives ambitions, of these 55 (46%) have been completed and a further 58 (48%) are on track to be delivered in 2014/15 or as part of the Better City, Better Lives (BCBL) Year 2 programme. However, the remaining seven priority projects in 2013/14 have either missed deadlines or are on hold, these are outlined below.

A Safer, Healthier City –

- ✓ There were 57 projects and activities for this ambition, 28 (49%) of these have now been completed and 24 (42%) are on track to be delivered on time or fall under the BCBL year 2 programme.
- ✓ All of the council's sports and wellbeing activities are now complete or on track, this has included the delivery of a new flagship health and fitness facility at Porchester Hall.
- ✓ Planning consent to build a new library in Marylebone has now been secured.
- ⚠ Five projects and milestones missed their deadlines in 2013/14. Two of these projects involved Development Reviews for 2 year olds in Westminster, however these were difficult targets to meet as Westminster Council was not responsible for commissioning the delivery of these services.
- ⚠ The target to recruit 25 new foster carers was narrowly missed, with 20 recruited in 2013/14.

- ⌘ The target for 50% of families in the Troubled Families programme to have resolved their re-offending, Anti-Social Behaviour and poor school attendance was narrowly missed, Westminster City Council continues to perform well and is one of the 79 authorities whose performance is considered 'good' by DCLG and is only 1% away from being considered 'excellent'.
- ⌘ The target to reduce the number of children leaving care to Adoption and Special Guardianship Orders to 20% was not met in 2013/14, out of a total of 97 children in care a level of 16.4% was achieved.

An Enterprising City –

- ✓ There were 38 projects and activities for this ambition, 14 (37%) of these have now been completed and 22 (58%) are on track to be delivered on time or fall under the BCBL year 2 programme.
- ✓ All of the work to develop local benefits that incentivise and reward responsible behaviour have been completed or are on track. This includes a council tax freeze for the seventh successive year and the introduction of the Westminster City Save scheme which gives new special offers and discounts for Westminster residents.
- ✓ The second phase of the Piccadilly Two Way project has now been delivered, with the development due to be completed in the next 12 months.
- ⌘ Just one target has been missed this year; 70% of Westminster pupils achieved 5 grade A*-C grades at GCSE, against a target of 75%. However there were higher level of passes in the core subjects of English and mathematics.

A Connected City –

- ✓ There were 25 projects and activities for this ambition, 14 (56%) of these have now been completed and 10 (40%) are on track to be delivered on time or fall under the BCBL year 2 programme.
- ✓ The projects which encourage people to help themselves, rather than asking the council for help, are all on track or complete. This includes expanding the use of self-service facilities and the development of the customer service programme to provide a more accessible on-line presence for the council.
- ✓ There has been significant progress in ensuring that residents and businesses have opportunities to play a greater role in decision making. Westminster Council has supported the establishment of Queens Park Community Council and worked closely with Business Improvement Districts in the period.
- ⌘ Just one target has been missed this year; to recruit at least 100 new sports volunteers in Westminster, with a final position of 94 achieved. However Westminster Council will continue to work closely with Volunteer Centre Westminster to drive up these numbers.

A complete list of all BCBL priority projects and activities are set out in appendix 1.

Appendix 1 – 2013/14 Better City, Better Lives

The overall status for the BCBL key projects and activities are based on the collective assessments of business plan deliverables and measures that feed into each Cabinet Member project/activity. In total there are 120 Cabinet Member Priority Projects and activities linked to the Better City, Better Lives (BCBL) ambitions. The split across the 3 ambitions is shown in the table below.

Summary – Status of Cabinet Member projects and activities by BCBL ambitions at the end of the 2013/14 financial year:

	Complete	On Track	Missed	Overall Status description
Safer, Healthier City	27	25	5	Complete Project/activity completed by agreed date in 2013/14
Enterprising City	14	23	1	On Track Project/activity on track to be delivered in 2014/15 or as part of the Better City, Better Lives (BCBL) Year 2 programme
Connected City	14	10	1	Missed Slippage against project/activity delivery
Totals	55	58	7	

Our Priorities	Key Projects /Activities	Status
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A SAFER, HEALTHIER CITY

We want to ensure that everyone in Westminster feels healthy and safe.

Longer, healthier independent lives where everyone is empowered to play as full a role in society as possible	1	Health and Wellbeing Strategy – support the delivery of the emerging Joint Westminster Health and Wellbeing Strategy, which brings the council and GPs together to tackle the most critical health needs of our communities.	On Track
	2	Development reviews - we will ensure that 75% of 2 year olds in Westminster will receive a developmental review.	Missed
	3	Development reviews - we will target developmental reviews for 2 years old in Westminster's most deprived wards.	Missed
	The two projects involving Development Reviews for 2 year olds in Westminster did not reach target levels, however these were difficult to meet as Westminster Council was not responsible for commissioning the delivery of these services.		
	4	Parks and open spaces – increase opportunities for active recreation and develop an ActiveWestminster programme across parks and open spaces.	Complete
	5	Cycling and walking strategies – develop cycling and walking strategies for Westminster	On Track
	6	Recycling - continue to focus on reducing Westminster's impact on the environment by investing in recycling.	On Track
	7	Wellbeing/Big Society - we will continue to promote wellbeing and champion the Big Society by securing up to £70m of investment in improving access to psychological therapies, empowering social tenants to get more involved in decisions taken by their landlord, and drive forward the City Council's Green agenda	On Track
	8	Private rented housing sector grant – support the independent living of disabled and/or older residents through the effective and efficient delivery of the private rented housing sector grant.	Complete
	9	Collective energy purchasing scheme – join a collective energy purchasing scheme that could help local households save hundreds of pounds per year on their energy bills.	Complete
	10	Health and Wellbeing Hub – we will submit a planning application for a new Health and Wellbeing Hub at Church Street to help improve the health and wellbeing of the local population through cross service working.	Complete
	11	Workplace wellbeing – starting with Transport for London we will sign-up five of the biggest employers in the city to our Workplace Wellbeing Charter to address causes of ill health at work and reduce sickness levels.	On Track
	12	Oral health – promote oral health through our services for vulnerable people.	On Track
	13	Sexual health – review our HIV services in particular taking account of prevention and testing as well as care and support for those living with HIV.	On Track
	14	Substance misuse services – reduce the impact of parental and young people's substance misuse through the Community Budget family initiative.	On Track
	15	Specialist housing for older people – undertake a major redevelopment project to change the amount and mix of care home and specialist housing provision in Westminster.	On Track
	16	Health and community social care – establish an integrated health and community social care service across Westminster, Kensington & Chelsea and Hammersmith & Fulham that is easy to access, built around individual needs, and delivers the best possible care whilst providing the best value for public money.	Complete
	17	Rough sleeping – develop a rough sleeping strategy which creates more specialist roles for daycentres and outreach teams whilst working with the GLA and local authorities to provide pan London response to rough sleeping.	Complete
	18	Independent advice and support – provide a new advice service in Westminster from August 2013. The new service will be more effective and efficient targeting services at the most vulnerable and providing advice in priority areas.	Complete
	19	Neighbourhood Sport - we will invest at least £150,000 to help our young people be more active with at least 100 hours of free activities provided in our communities every week.	Complete
20	New Moberly sports centre – progress the redevelopment plans include a new £17m sports centre on the Moberly site, improvements to the outdoor games area at Queens Park and a new community sports facility on	On Track	

Our Priorities	Key Projects /Activities	Status
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A SAFER, HEALTHIER CITY

We want to ensure that everyone in Westminster feels healthy and safe.

49	Tackling fraud – introduce trading standards to support older/vulnerable residents who could be victims of mass marketing scams including local intervention and support for repeat victims.	Complete
50	Licensing protocol – we will develop a our licensing protocol, improving models for joint working on problem premises	Complete
51	Understanding the costs of the West End evening and night time economy – we will seek to better understand the costs of the evening and night time economy of the West End to local public services	On Track
52	Police presence – work in partnership to ensure greater public access to and visibility of local police including looking at options to co-locate police officers within council properties and other civic sites.	On Track
53	Professional Witness Service – subject to match-funding, develop a Professional Witness Service on a borough wide basis to investigate potential crime and disorder in our community.	On Track
54	Victimisation – we will develop a better understanding of victimization of crime and anti-social behaviour with a focus on repeat victimization and how we currently respond and our service models.	On Track
55	Domestic Abuse Strategy – focus on improved support for victims, in particular those at high risk; the early identification of domestic abuse and the conviction rates of perpetrators of abuse.	Complete
56	Adult re-offending – we will start a two year Adult Reducing Reoffending pilot that will work with the estimated 636 offenders a year across Tri B.	Complete
57	Shisha – we will tackle all public health issues surrounding shisha smoking in Edgware Road and other streets in Westminster.	On Track

Our Priorities	Key Projects /Activities	Status
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AN ENTERPRISING CITY

We want every young person in Westminster to have the skills and opportunities to have a successful career. We want businesses of every size to thrive and succeed.

School leavers and adults with barriers to work are better able to enter employment	58	Employability Passport – invest in a pilot Employability Passport scheme which will provide students at schools in Westminster with the opportunity to gain the vital work experience and education needed to prepare them for work.	Complete
	59	Workplace Co-ordinators – invest in at least two additional Workplace Co-ordinators to broker opportunities in the retail, hospitality and construction sectors with Westminster employers for local unemployed residents.	On Track
	60	Vocational training and education programmes – explore opportunities to develop more localised training and development programmes, promoted through the FE colleges with 200 participants to take part in 2013/14.	Complete
	61	Educational excellence - we will ensure that 75% of Westminster's pupils will achieve 5 grade A*-C at GCSE in 2013	Missed
		70% of Westminster pupils achieved 5 grade A*-C grades at GCSE, against a target of 75%. However there were higher level of passes in the core subjects of English and Mathematics	
	62	Educational excellence – we will ensure that every secondary school in Westminster will be rated as “Good” or “Outstanding” by OFSTED	Complete
	63	NEETs – we will halve the number of 16 to 18 year olds not in education, employment and training.	On Track
	64	Care leavers – we will achieve a 25% increase in the number of Care Leavers in Education, Employment and Training.	Complete
	65	NEETs – we will provide an opportunity in education, employment and training for every young person completing yr 1	On Track
	66	University Technical College – support the Sir Simon Milton Foundation to bid for a new UTC to provide young people with a world class educational facility that will offer vocational opportunities in partnership with a number of organisations.	Complete
67	Supported Employment – develop new more co-ordinated model of services making better links to DWP commissioned services and other opportunities like volunteering and training.	On Track	
68	Literacy skills – run programmes and workshops to develop the literacy skills of the public at a range of levels, including young people.	Complete	
69	Libraries – increase e-learning opportunities, provide more Business Information points and establish an ESOL (English as a Second Language) group.	Complete	
Conditions for start-ups and SMEs to be created and grow, particularly those owned by residents	70	Enterprise Spaces Strategy – launch an Enterprise Spaces Strategy setting out a 5 year framework to facilitate the generation of a new cluster of enterprise spaces (up to 50,000 sq ft).	On Track
	71	Civic Enterprise Fund – launch the third phase of the Civic Enterprise Fund for 2013 -17, injecting £2.1m over four years into innovative economic development projects and supporting 1,000 entrepreneurs and small business to access to a range of business coaching, mentoring, accelerator programmes and finance opportunities.	Complete
	72	Supporting Businesses and Delivering Economic Development: We will dedicate resources within the council to support our businesses in accessing advice and information and will work with them to sustain their growth and long term success in line with our adopted Economic Development Strategy	On Track

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AN ENTERPRISING CITY

We want every young person in Westminster to have the skills and opportunities to have a successful career. We want businesses of every size to thrive and succeed.

	73	Westminster Adult Education Service (WAES) – support local residents to set up their own businesses through the delivery of our bespoke Adult Enterprise programmes.	On Track
	74	Business hub – identify the location and commence work to establish a new enterprise hub in the north of the city to support start ups and micro businesses	On Track
	75	Make it easy for businesses to comply with the law – we will make sure that landlords and businesses based in Westminster only need to ask once for expert advice on complying with the law, reducing unnecessary inspection and paperwork	On Track
Local benefits that incentivise and reward responsible behaviour	76	Fraud - we will ensure value for money for Westminster's council tax payers by continuing to root out and crack down on all types of fraud affecting the council, including housing benefit fraud, blue badge disabled parking fraud, council tax fraud and the sub-letting of social housing	On Track
	77	Low council tax – freeze council tax for the seventh successive year.	Complete
	78	Council Tax Support – we will provide a Council tax support system that means that those eligible receive 100% council tax benefit	On Track
	79	Westminster City Save – introduce the Westminster City Save scheme to replace the ResCard scheme, offering new special offers and discounts for Westminster residents.	Complete
	80	Libraries – provide a full programme of activities for adults and children including Homework clubs and a Youth Network and submit an Arts Council bid to fund Books on Prescription.	Complete
	81	Universal Credit – ensure a visible role for libraries in the roll-out of Universal Credit.	Complete
Enterprising and sustainable local public services that make our funds go further	82	Westminster Community Homes – continue to support the growth of Westminster Community Homes as an independent charity providing more affordable housing in Westminster including the current programme to add a further 90 unit to the stock	On Track
	83	Support services – we will work with BT to implement a range of new shared support services in partnership with Kensington & Chelsea and Hammersmith & Fulham.	On Track
	84	Tri Borough partnership – pursue further savings, efficiencies and ways of joint working through our Tri Borough partnership with Kensington & Chelsea and Hammersmith & Fulham, including taking forward work on initiatives emerging through our Community Budget pilot.	On Track
	85	Community Budget pilot for health and social care - deliver targeted preventative measures that manage the health and social care needs of local people, reducing unplanned hospital admissions and care home placements.	On Track
A distinctive and sustainable destination of choice for international investments	86	Soho Create – make a commercial investment in the start-up of Soho Create, a new self-financing international event for the entertainment sectors	Complete
	87	Piccadilly 2 Way Phase 2 – deliver the £8.5m phase 2 of the Piccadilly 2 Way scheme	On Track
	88	Queensway /Westbourne Grove Civic Streets – develop and enhance Queensway's/Westbourne Grove's public realm, supporting businesses in partnership with the Bayswater Business Improvement District.	On Track
	89	West End - work with partners to pursue improved coordination of the way in which the West End is promoted and marketed.	On Track
	90	Thames Tideway Tunnel – agree a Statement of Common Ground with Thames Water, contribute to the public enquiry and ensure Westminster benefits from the long term investment in the super sewer whilst mitigating the impact along the Thames foreshore.	On Track
	91	Public realm funding – continue to investigate ways to secure investment in the public realm in advance of development, including continuation of our public realm credits system, subject to legislation.	On Track
	92	Planning Performance Agreements – continue and further develop the successful Planning Performance Agreements scheme, securing investment to ensure the timely determination of applications and investment in the City.	On Track
	93	Local Plan – develop and consult upon detailed policy options for the Local Plan and prepare evidence base for the forthcoming examination in public.	On Track
	94	Leicester Square – restore the Grade II listed Shakespeare Statue and Fountain, and implement the new design for the ticket booth	Complete
	95	Business Improvement Districts - Help BIDs to design and deliver public realm projects to meet their public realm aspirations and work with HOLBA and NVEC to establish property owners BIDs as soon as the legislation is published	On Track

Our Priorities	Key Projects /Activities	Status
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A CONNECTED CITY

We want everyone in Westminster to feel more involved in their local community. We want to make it easier for people to make connections, and to feel more connected to vital services and information

People help themselves and each other before asking the council for help	96	Easier and fairer parking rules – we will continue transforming our parking service by extending marshals, bay sensors and mobile apps, and launch a new Park Right Guide	Complete
	97	Online submission of applications and payments – enable on-line submission of applications and payments for temporary Structures, Cranes and Temporary Traffic Orders.	On Track
	98	Customer Service programme – provide a more accessible on-line presence including the expansion of webchat facilities and the introduction of mobile apps, potentially answering queries more easily and reducing office time.	Complete
	99	Self services – expand the use of Interactive Voice Response and identify further opportunities to provide customers with the ability to self serve.	Complete
	100	Transport and Travel Support Strategy – provide travel support which encompasses the full range of vehicles, support, badges and benefits available to people to enable them to get around in their communities.	On Track
People from different backgrounds get on well together	101	New resident welcome pack – create an on-line welcome pack for new residents which sets out the council's expectation of responsible citizenship and provides information that makes it easy and rewarding to make a positive contribution to your local community.	On Track
	102	Engaging with the voluntary and community sector – we will develop a new approach to engaging with local communities and voluntary partners.	Complete
	103	Small grants – provide grants of up to £2,000 for residents and community groups who want to run a project that will bring local people from different backgrounds together.	Complete
Increase in the number of people who volunteer	104	Westminster Community Homes – support volunteering opportunities in Westminster through Westminster Community Homes by providing funding to CityWest Homes to help run community programmes in the city.	On Track
	105	Volunteering brokerage – continue to support our core volunteering offer by funding a volunteering brokerage service delivered by Volunteer Centre Westminster. During 2013-14 the service expects to support 850 people into volunteering opportunities while improving employment prospects.	Complete
	106	Active Volunteers – recruit at least 100 new sports volunteers in 2013/14 by promoting clearer routes to volunteering opportunities locally and launching a new Active Volunteers programme. 94 new sports volunteers have been recruited, against a target of 100. In 2014/15 Westminster Council will continue to work closely with Volunteer Centre Westminster to drive up these numbers.	Missed
	107	City Guides – promote City Guides as the council's flagship volunteering programme. City Guides will support 40 events and recruit 75 active volunteers during 2013/14.	Complete
Residents and businesses have a greater role in decision making	108	Business Improvement Districts - We will continue to work with existing and emerging BIDs to foster a sense of collegiate responsibility for the public realm. We will seek to develop effective working partnerships which reflect the interests and responsibilities that both organisations have in keeping BID areas safe, clean and well maintained.	Complete
	109	Neighbourhood Forums – lead upon the designation of areas and Neighbourhood Forums, supporting engagement with their communities and, where appropriate, the development of Neighbourhood Plans.	On Track
	110	Queens Park Community Council – support and advise upon the establishment of the Queens Park Community Council as it starts work in shadow form.	Complete
	111	Devolution pilot – establish a devolution pilot on the Churchill Gardens estate to give local people more of a say in the way services are run and designed.	Complete
Low cost digital access	112	Internet protocol television – install a fibre-optic network into 1,000 council properties on and around the Grosvenor Estate. This network will be used to provide residents with television, telephone and internet services.	On Track
	113	Wi-Fi provision – support the roll out of Wi-Fi and Fibre Optic broadband across the City, seeking to ensure installations are sited sensitively and appropriately.	Complete
Sustainable investment in infrastructure	114	Victoria Interchange – manage and coordinate the renewal of the Victoria Opportunity Area securing investment in the public realm and improved access at a major international transport hub.	On Track
	115	Highways and Transportation Services – re-let highways and transportation service contracts which include highways maintenance, street lighting, gulleys maintenance, transport projects, bridges, audit and compliance.	Complete
	116	Clean streets – invest an extra £300k in additional cleansing services, including additional sweeping, during summer in our busiest areas as well installing an extra 50 bins and street sweepers throughout the borough to ensure that Westminster remains the cleanest borough in the capital after being awarded the only five-star rating in London.	Complete
	117	Electric vehicles – join Transport for London's Source London scheme which will deliver a pan-London electric vehicle recharging network for its members.	Complete
	118	Energy efficiency – deliver increased levels of energy efficiency in new and existing buildings, continue	On Track

		localised power generation project, and work with energy companies to increase the uptake of smarter, more efficient energy saving technologies.	
	119	Crossrail – implementation of Crossrail, ensuring Westminster benefits from TfLs £30m investment in public realm improvements once over site works are completed.	On Track
	120	Community Infrastructure Levy – develop a Community Infrastructure Levy for Westminster that ensures long term investment in strategic infrastructure without a significant impact upon the viability of development schemes.	On Track