



CITY OF WESTMINSTER

DRAFT MINUTES

Communities & Customer Services Policy & Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Communities & Customer Services Policy & Scrutiny Committee** held on **Wednesday 9th October 2019**, Room 18.04, 18th Floor, City Hall, 64 Victoria Street, London SW1E 6QP.

Members Present: Councillors Lorraine Dean, Murad Gassanly, David Harvey (Chairman), Lindsey Hall, Louise Hyams, Andrea Mann, Guthrie McKie and Hamza Taouzzale.

Also Present: Councillors Paul Swaddle and Karen Scarborough, David Pettitt (Senior Project Manager) and Artemis Kassi (Scrutiny Officer/Committee Officer), Mark Cridge (Chief Executive, mySociety).

Apologies: Councillor Richard Elcho

1. MEMBERSHIP

- 1.1 Councillor Richard Elcho gave apologies for his absence, with Councillor Lindsey Hall substituting. All Members were present.
- 1.2 As Councillor Tim Barnes had stepped down from the Committee, nominations for chairman were invited. Councillor David Harvey was nominated and elected as chairman.

RESOLVED: That Councillor David Harvey be elected as Chairman of the Communities and Customer Services Policy and Scrutiny Committee.

- 1.3 Councillor Guthrie McKie advised the committee that he would be stepping down from the Committee after the meeting.

2. DECLARATIONS OF INTEREST

- 2.1 No declarations were made.

3. MINUTES

- 3.1 **RESOLVED that:** the Minutes of the meeting held on 24th June 2019 be agreed and signed by the Chairman as a true and correct record.

4. WORK PROGRAMME AND ACTION TRACKER

- 4.1 Artemis Kassi (Scrutiny Officer/Committee Officer) presented the Committee's Work Programme for 2019-20.

- 4.2 The Committee discussed the Work Programme and Action Tracker from its June meeting and the agenda for its next meeting in December 2019. Councillor David Harvey suggested that the Committee undertake a task group examining Artificial Intelligence ethics in local government. Councillor Guthrie McKie referred to the Committee's June meeting, including the independent Libraries Advisory Report and its recommendations, and queried tracking implementation of and outcomes from those recommendations. The Committee agreed that there should be a process by which to work with the Cabinet member to support and monitor implementation. Councillor Hamza Taouzzale suggested that, given recent events in the city, it would be timely and apt to bring forward scrutiny of youth engagement and youth strategy to an earlier point in the work programme.

4.3 **RESOLVED that:**

1. the order of the Work Programme would be reconsidered to align with the members' discussions at the meeting.

5. CABINET MEMBER FOR CUSTOMER SERVICES & DIGITAL

- 5.1 Councillor Paul Swaddle, the Cabinet Member for Customer Services and Digital, updated the Committee on key issues in his portfolio and highlighted the Customer Service and Digital Strategy and Programme and the Digital Board; the re-design, overhaul and re-launch of the Westminster City Council website; the FamilyStory Pilot; the replacement in August 2019 of the Report It forms by the Fix My Street platform; the live streaming pilot for Planning Committees; the progress in roll out and improved connectivity in broadband since adopting a citywide wayleave approach for council stock; the Connect Westminster scheme; the Local Full Fibre Networks bid; and the 5G Small Cell Concession contract.

- 5.2 The Committee discussed the roll out of broadband. Councillor Hamza Taouzzale asked about the spread of broadband in Queen's Park and whether it would be pushed all the way. Councillor Paul Swaddle advised that the roll out of broadband installation is directed by the providers themselves, not by the Council, though the Council is working with a provider which targets the estates within Westminster. Councillor Swaddle advised the Committee that the aim is for inclusive digital, and with this roll out programme, all homes and business premises will have fast-fibre

broadband to the premises, unlike, for example, BT provision which ensures fibre provision to a box in the street.

- 5.3 Councillor Andrea Mann asked about the reach and timelines for this inclusive roll out, particularly with respect to harder to reach communities. Councillor Paul Swaddle advised that the discovery phase of what needs to be done has not yet been carried out and that currently the council website remains the biggest digital footprint. Councillor Swaddle mentioned that the aspiration is for a launch of the revised website in 2020 and that he would keep the Committee informed. Councillor Andrea Mann asked when the hard launch of the Fix My Street platform would take place. Councillor Swaddle advised that there are several services which are not yet integrated, particularly concerning licensing and noise issues and that the priority for now is to ensure that issues are being reported.
- 5.4 Councillor Murad Gassanly observed that residents often raise objections in planning committees on two grounds: loss of light and loss of privacy and that presentations from technical people do not always convince residents. Councillor Gassanly queried whether 3D technology could be used in planning applications and suggested that this would be more useful than percentages on a screen. Members discussed how this was beyond the remit of the Cabinet Member and not a requirement, though developers may be encouraged to do this.
- 5.5 Councillor Louise Hyams expressed concern for those who may be left behind and queried the alternatives to digital for communication or engagement with the council. Councillor Paul Swaddle reinforced that digital should be the channel of choice for communication with the council, not the only channel. Councillor Swaddle observed that there will be issues for residents where digital may not be appropriate and that there are digitally excluded in all age groups, for a variety of reasons
- 5.6 Councillor Lorraine Dean praised the FamilyStory Pilot and asked how quickly the programme would more widely rolled out. Councillor Paul Swaddle explained that this was being explored and that he would provide more information outside of the committee meeting. Councillor Swaddle advised that it is better to get the pilot programme right in one service before rolling out elsewhere.
- 5.7 Councillor Murad Gassanly referred to the livestreaming of planning committees and commented that the meeting on 8th October had been filmed. Councillor Paul Swaddle advised that, whilst he had not yet received the feedback from that meeting, he is committed the delivery of better services for residents through transformation of digital; the use of technology in social care; a whole council approach to the ownership of digital, with proper support for staff development; and digital exclusion. The Committee commented on how refurbished council laptops could be used to reduce digital exclusion, for example, by the Westminster Employment Service or in its role as corporate parent.

5.3 RESOLVED that:

1. the report be noted;
2. the Committee Members receive information on the roll out of the FamilyStory Pilot;
3. the Committee Members receive information about the broadband mapping service; and
4. the Committee Members receive information about the programme of refurbishment of old council computer stock and opportunities for leveraging contacts to assist residents, including Looked After Children or clients of Westminster Employment Service.

6. CABINET MEMBER UPDATE: SPORTS, CULTURE & COMMUNITY

6.1 Councillor David Harvey advised committee members that, other than in exceptional circumstances, he would usually expect alternate attendance from the Cabinet Members being scrutinised by the Communities and Customer Services Policy and Scrutiny Committee. The Committee received a written update on key priorities within the Cabinet Member portfolio, which included highlights of the ActiveWestminster Strategy; progress with the 'No Ball Games' signage; information about current usage of Westminster sports facilities; an update about the Westminster City Lions pilot programme; and the engagement process since the publication of Connecting Libraries, the independent Libraries Advisory Board report in April 2019.

6.2 RESOLVED that:

1. the report be noted; and
2. the Committee Members be invited to submit any comments or questions arising from the update to the Cabinet Member via the Scrutiny Officer.

7. DIGITAL SOLUTIONS: REPORT IT REPLACEMENT – FIX MY STREET

7.1 Councillor David Harvey welcomed Mark Cridge and David Pettit. David Pettit explained the approach taken, including how in January 2008 the MyWestminster account had been created. David Pettit outlined the benefits, including how reports that were made online went direct to operations, and the main negative, which was that the performance of the solution. He explained that this feedback came from all stakeholders, including Cabinet Members and residents and also via social media.

7.2 David Pettit then explained how in August 2019 the relationship with mySociety started. As a result of this, the authentication process was changed, allowing the council to have greater ownership of it. Mr Pettit also elaborated how the modifications have improved the resident experience so that a user can log in using a social media account, there is a core customer record, any reports pass through

the account direct into the line of business system and reports are location centric. Mr Pettit explained that, whilst not perfect and with some areas of improvement remaining, this has resulted in a better process.

- 7.3 David Pettit related that there had been 3,300 reports in under two months, which was as expected and allowed for seasonal change. Mr Pettit explained to the committee that 40% of reported complaints related to fly tipping, graffiti, street lights and abandoned bikes. He described the Report It system as having been “clunky” whereas this was not the case of Fix My Street. Mr Pettit further explained how as part of the modifications to the process, they had taken the opportunity to reduce the number of questions asked of the customer in the Fix My Street process, enable easier mobile usage and remove the log in mandate to facilitate reporting. Mr Pettit highlighted the two-factor authentication, the evolution of the old platform, the inclusion of certain report types as standard and the savings to be leveraged from the new system. Mr Pettit also mentioned that historically the council’s engagement with users of these services had not been good but that there would be sessions testing Fix My Street further before roll out to relevant services and a programme of continuous improvement.
- 7.4 Mark Cridge introduced himself as a former long-term Westminster resident and explained that mySociety was a Not For Profit organisation, unusual as a charity for its technology focus in addition to its focus on democracy and community, using Open Source data. Mark Cridge mentioned examples of mySociety’s work, including Write to Them, a Freedom of Information (FOI) portal, the success of which was illustrated by the fact that 25% of FOI requests were channelled through mySociety. Mr Cridge highlighted that mySociety worked in 40 countries around the world and that Fix My Street was one of their most important services. He explained that mySociety operated in public as much as possible and also how over the last two years, their commercial service had rolled out Fix My Street to 22 councils. He mentioned that on 9th December the Fix My Street service would be going live for Transport for London (TfL). Mark Cridge gave a further example of the Fix My Street application in the TfL context and outlined how any report concerning red routes, bus shelters and traffic lights across London, including for Westminster, would go straight to TfL, rather than to Westminster City Council. Mr Cridge emphasised how this required the knitting together of complex infrastructure. He then proceeded with a live demonstration of the Westminster Fix My Street system to committee members and invited questions.
- 7.5 Mark Cridge demonstrated how a user making a complaint can see the reports made by other users and that the advantage of this was the avoidance of duplication. Councillor Andrea Mann queried whether when reporting an issue it was possible to opt not to make it public. Mark Cridge responded that mySociety was taking instructions on how to deal with noise and other anti-social complaints. Mr Cridge mentioned that a solution might be an alert to the existence of multiple reports. Councillor Lindsey Hall also raised other circumstances, such as licensing reviews, where a complainant might need to complain without being singled out.

Councillor Paul Swaddle advised that all complaints could be anonymous and that the default was not to publish. David Pettit observed that given the high volumes of noise complaints, mapping the complaints might not be the optimum solution. Councillor Andrea Mann asked whether it was possible to see whether a particular block of flats was noisy. David Pettit replied that it would be possible to interrogate the data. Councillor Murad Gassanly queried whether the Licensing Service would have access to the data and Mr Pettit confirmed this. Councillor Lindsey Hall observed that this system had potential to be a “game changer” with information about how many other complaints had been made and the time of day. Councillor Paul Swaddle outlined the challenge around noise complaints, including the source of the noise, and explained how for example a pub might be an obvious noise source, but often the noise source was hard to determine and not obvious. Councillor Swaddle also highlighted a further advantage of the new system which could also act as a balance and check to show volume of complaints or a lack of such volume. Councillor Lindsey Hall observed that the system had potential as a way to deal with vexatious complaints.

- 7.6 Mark Cridge demonstrated how to lodge a new report, showing the map function, and explained how as new feeds of data became available, the system would be able to draw on those. Councillor Murad Gassanly praised the mobile functioning of the system. Councillor Guthrie McKie queried how the system dealt with multiple problems from the one same location. Councillor Paul Swaddle replied that the system treated these as separate issues because each problem went to a different workflow and explained the difficulty of making the system sensitive to free text. Councillor Andrea Mann suggested the solution of a tick for each issue but David Pettit observed that this system was easier than the previous one and explained that three reports would be required as there would be different information to capture for each issue. Councillor Mann queried whether this could be completed via one log in and David Pettit confirmed this. Councillor Paul Swaddle added that on the map function it would be possible for a user to report another issue at the same location as well as to see when an issue has been resolved and the job has closed down. Councillor Swaddle gave an example of having reported an issue on a Sunday and within hours it had been fixed as it had gone directly into the workflow and highlighted that this new system was much faster and more responsive than the previous system.
- 7.7 Mark Cridge demonstrated asset layers using street lights, which enabled users to identify and select individual street lights. Councillor Andrea Mann queried whether for litter and fly tipping there was an asset layer for bins. The committee was advised that this did not exist but that there was a separate project for mapping assets such as bins. Mark Cridge observed that it was not necessary to solve all issues at once but for the Westminster Fix My Street to evolve over time.
- 7.8 Councillor Mann queried whether as a user it would be possible to add information or include, for example, video evidence, which might be useful in a noise complaint, like drilling. Mark Cridge stated that this was not possible and Councillor Paul

Swaddle referred to privacy issues. Councillor Swaddle also mentioned that his objective was to solve lots of the easier problems and streamline the reporting process. He also observed that there were wider questions and it was not always clear cut whether because an issue was solvable, it should be solved. Mark Cridge added that, whilst technically possible to upload video content, this raised concerns as to how such content could be displayed to other people and that for the moment the workflow used photos and text. Councillor David Harvey mentioned the challenges around using video footage, for example, in the context of nuisance neighbour issues and also referred to the plans for asset mapping, including the microchipping of bins. Councillor Paul Swaddle observed that the focus for Fix My Street was intended to deal with reporting of high volume, standard issues and not as the way of communicating every issue to the council, especially where there were call centres or issues were emergency-related. Councillor Swaddle also referred to the prompts contained within the system for urgent issues.

- 7.9 Councillor Louise Hyams queried whether the system provided an “other” category for issues or complaints which did not fit into any of the Fix My Street listed categories. Mark Cridge replied that this was subject to instructions for Westminster City Council. Councillor Paul Swaddle advised the committee members that not all council services were currently being serviced by this product but that whilst more were being moved across to it there was still the option to send an email. Committee members discussed highways and waste in the context of Fix My Street as well as terminology and it was agreed that “fly tipping” is a relatively well understood term.
- 7.10 Mark Cridge described the log in procedure, including via the MyWestminster account, and how users, including members, could subscribe to email notifications for issues within a particular ward. Mr Cridge also explained that there were more opportunities to add information and that Fix My Street was also being updated by other councils, allowing Westminster City Council to benefit from those updates. Mr Cridge also mentioned that mySociety was in discussions with the Business Investment Districts (BIDs).
- 7.11 Councillor David Harvey invited further questions from the committee members once the demonstration was completed. Councillor Murad Gassanly queried whether there was potential for an app for the service. Councillor Paul Swaddle replied that part of the digital programme and officer research was to determine what Westminster City Council’s app strategy should be: a “Swiss Army penknife” app or separate apps. Councillor Swaddle explained that as part of the collaboration with Fix My Street, the digital programme was now deeply linked to Westminster’s services and that anything which was not within their workflows would come in as an email and dealt with on a daily basis. Councillor Swaddle highlighted an additional advantage of Fix My Street, which was that the user did not need to know the boundaries of their authority to make a complaint. Mark Cridge added that there would be new versions of the national Fix My Street app and that users would only receive reports that they had opted in to receive.

- 7.12 Committee members discussed usability of apps in various situations. Councillor Paul Swaddle advised members that this was being explored as part of the council's app strategy. Councillor David Harvey praised the system but raised the question of how resolution of the issues being reported was followed up. Councillor Harvey queried how it was ensured that after the report came through via the system the same issue had indeed been resolved. Councillor Paul Swaddle advised that his own remit as Cabinet Member was to ensure that digital and customer services work, and mentioned the issue of raising of raising expectations about resolution of issues within the remit of other Cabinet portfolios. Committee members discussed messaging around when problems would be dealt with, efficiency, triage of issues and managing workflows.
- 7.13 Councillor Hamza Taouzzale raised the issue of parking without permits. Councillor Paul Swaddle advised that there was a move towards digital permits, avoiding the need for display of a physical permit, and that enforcement officers would check number plates against the Westminster system. Councillor Swaddle advised that traders may or may not display a permit. Councillor Swaddle also discussed the interaction between the resident and the council, especially in the parking enforcement context, seasonal variations and the ability to check whether there was a parking infringement.
- 7.14 Councillor David Harvey thanked Councillor Paul Swaddle, Mark Cridge and David Pettit for their attendance and contributions. Councillor Harvey announced that there would be a short break in proceedings.

8. ACCESS TO CULTURE TASK GROUP DRAFT REPORT

- 8.1 Councillor David Harvey welcomed Councillor Karen Scarborough in her capacity as Chair of the Access to Culture Task Group.
- 8.2 Councillor Karen Scarborough introduced the work of the Access to Culture Task Group and provided some context to members concerning the changes in portfolio which required the task group to report to this Committee. Councillor Scarborough explained that the work of the Access to Culture task group had originally fallen within the remit of the Economic Development, Education and Place Shaping Policy and Scrutiny Committee. She outlined that the task group set out to investigate the barriers to access to culture and explained that, whilst the original scope had focused on Westminster families on low-incomes, this had widened to all residents. Councillor Scarborough reported that this had been an exciting subject to investigate with enthusiastic members, including committee members Councillors Andrea Mann and Guthrie McKie, and that task group members had received evidence from a variety of fantastic witnesses organised by the Policy and Scrutiny Officer. She also thanked Councillor Paul Swaddle for his help and contributions, mentioning that he had attended the task group's final meeting. Councillor Scarborough invited the committee to refer to the draft task group report recommendations.

- 8.3 Councillor Karen Scarborough explained that task group members had investigated work by other local authorities, such as Cambridge City Council or Bracknell Forest when examining barriers to culture or integration of services. Councillor Scarborough referred to the smart card schemes used by Bracknell Forest and proposed by Cambridge to unify access to council services such as libraries, leisure, Free School Meals (FSM) and Adult Social Care, and to the advantages for residents of one multi-purpose smart card. She observed that the task group did not recommend implementation of everything at once and that Westminster City Council was fortunate to be coming to this now as some of the work had already been done. Councillor Scarborough referred to the recommendation to improve the Westminster City Save card which, though not widely known, had potential and, as recommended in the task group's second recommendation, could also be integrated into a smart card.
- 8.4 Councillor Karen Scarborough mentioned the recommendation work to encourage support for and increase and improve access to culture in Westminster schools by wider roll-out of the Westminster's Children's University, currently involving nine schools. Councillor Scarborough mentioned aspects of the scheme, including the graduation ceremony at Westminster University and its popularity with current participants. She also mentioned closer co-operation between cultural institutions and schools highlighted other schemes from the draft report, such as the Rolls-Royce STEAM Evolution Programme, as an example of widening access to culture and science. Councillor Scarborough stated that she had met Paul Broadhead of Rolls-Royce earlier that day to discuss the programme in more detail. She also cited the work in widening access to culture of The Wallace Collection with its Young Curators Programme with St Vincent's RC Primary School, which had great benefits for participants' confidence as well as enabling them to list the experience on a CV. Councillor Scarborough emphasised the task group's finding that a major barrier to access to culture was communication of the offer to residents and how instigating and supporting cultural ambassadors within Westminster schools would be a way to disseminate information to younger residents.
- 8.5 Councillor Karen Scarborough referred to the Leader's City Lions programme and the task group's fifth recommendation that this programme should be embedded as the primary conduit by which to increase cultural experience for 13 to 16 year-olds in Westminster. Councillor Scarborough mentioned the recommendation to work more closely with cultural partners and stakeholders in Westminster to create more opportunities and experiences for Westminster families, school children, City Lions and older residents as part of a more holistic approach. She referred again to the task group's original focus on access to culture for families on low incomes and how this scope widened as the task group conducted its research. Councillor Scarborough then emphasised that the multi-purpose card approach had wider benefits for all residents and cited Councillor Christabel Flight's Silver Sunday where older residents would be able to tap into cultural offers all year. She mentioned the seventh recommendation of the automatic enrolment of every child born in Westminster for a library card to be followed by a further round of enrolment

at primary school entry. Councillor Scarborough stated how this acts as a gateway for families to services and described this as a “win-win” situation for the council, enabling early access to services and culture for residents whilst allowing the council to gather data which could be used to tailor services and target resources.

- 8.6 Councillor Karen Scarborough elaborated on the task group’s eighth and ninth recommendations, to bring culture to the community by use of community venues in wards such as Queen’s Park or Churchill, and a dedicated budget for culture. Councillor Scarborough concluded that there were a number of ways that this could be financed, including via ward budgets and referred to discussions with the Finance Department. Councillor David Harvey thanked Councillor Scarborough and invited Councillors Andrea Mann and Guthrie McKie to comment. Councillor Mann referred to a recent report of the Cultural Learning Alliance concerning the importance of culture and arts and the increasing evidence of this as being a national conversation and how timely the report felt. Councillor Scarborough agreed and pointed to the recent changes to the Ofsted inspection framework, which included cultural capital and the importance for Westminster schools of this. Councillor Mann also referred to the importance of culture and the arts for mental health and employment opportunities. She highlighted the vital importance of bringing culture into the community, especially in the Churchill ward which did not have a community arts venue (like Paddington Arts) and how the eighth recommendation sought to address that.
- 8.7 Committee members discussed the draft report, the cultural offer in Westminster and other opportunities to increase access to culture. Councillor Murad Gassanly queried whether the council had explored integrating cultural space as a requirement under section 106 or CIL. Councillor Gassanly mentioned that the council knew which five wards are the worst affected. Councillor Karen Scarborough mentioned that this may have been happening but needs to be re-emphasised. Councillor Lindsey Hall mentioned the number of private schools in Westminster and queried whether collaboration with them had been explored. Councillor Scarborough mentioned the barrier of residents not taking up the offer. Councillor Mann also referred to the opportunities for leverage.
- 8.8 Councillor David Harvey noted that there was wide agreement from the committee about the report and the task group’s work, and invited comment from Councillor Guthrie McKie. Councillor McKie shared two points: the work by Cambridge City Council for improved access to culture and social mobility using Free School Meals and the work of Queen’s Park Primary School via the Westminster Children’s University. Artemis Kassi referred the Rolls-Royce programme which used pupil premium as a measure of which schools to select for the programme and to comments by Councillors Scarborough and McKie, and mentioned how the evidence from Queen’s Park Primary School had demonstrated that part of the Westminster Children’s University work was to bring parents and carers along on the cultural journey so that the cultural experiences became part of the family’s culture. Councillor Andrea Mann agreed and referred to the library card enrolment.

Councillor Karen Scarborough mentioned that the task group recommended a card and a website as the mechanism for increasing access to culture. Councillor Louise Hyams also praised the task group's work and suggested making contact with Alex Beard and the Society of London Theatre as well as wider publicity for the Central Tickets scheme. Councillor Scarborough mentioned that this relationship building was for Councillor Iain Bott as the Cabinet Member.

- 8.9 Councillor Murad Gassanly mentioned that not all residents would share the same idea of culture and would not want to attend theatre or opera performances. Councillor Karen Scarborough pointed to this being recognised in the report, which had a diverse definition of culture. Councillor Gassanly stated that popular culture is rarely mentioned and noted that many of his ward residents would attend ComiCon. Councillor Scarborough mentioned that the report definition was broad. Councillor Mann referred to the necessity for the removal of barriers and for the person to see an opera or theatre performance and then decide that this was not what they wanted to do and the importance of equality of opportunities. Councillor Mann also described performers discussing going to their first performance, often with their school and the importance of for children of seeing diversity in representation in venues.
- 8.10 Councillor David Harvey commented that he had appreciated the reference to the work of the Black Tickets Matter. Councillor Harvey referred to the recommendation for a dedicated culture budget and suggested that the recommendation incorporate a reference to using the budget to improve cultural capital. In view of the resource situation of local government, Councillor Harvey suggested using social obligation with partners to obtain match funding to build the culture budget in stages. He noted the importance of arts and culture for mental health, particularly for older residents. Councillor Harvey also noted the endorsement of the report by the committee.
- 8.11 Councillor Lindsey Hall mentioned the importance of corporate sponsorship and the BIDs, referring to the Northbank BID's sponsorship of a musical play written by and produced for children and young people. Councillor Harvey suggested encouraging greater cultural capital work by the private schools in Westminster for Westminster schools. He also referred to Councillor Gassanly's comment concerning differing definitions of culture and recommended using the widest range of cultural venues. Councillor Hall suggested holding a networking event and Councillor Harvey recommended using the Lord Mayor's Parlour. Councillor Scarborough stated that this was already in place and that the report launch event would be held on 21st November in the Lord Mayor's Parlour. Councillor Gassanly cautioned on how to integrate section 106 if physical infrastructure was important.
- 8.12 Councillor Paul Swaddle supported the use of digital as a means to support the report's proposals, but there were challenges. Residents will not always want Council offers and facilities and digital approaches will not necessarily solve challenges of engagement. Councillor Scarborough referred to the successful work

of Councils with card-based schemes to drive up recycling rates via smart card schemes. Councillor David Harvey supported reasonable caution, digital did not provide universal answers, but committee members all supported exposing residents to new experiences via digital services. Councillor Swaddle agreed that digital could support the agenda but it also had to be remembered that it did not make sense to build different things for different parts of the council, also that external providers existed. That said, Councillor Swaddle stated that, he had already started work on exploring the recommendations and how this might work for Westminster. Councillor Andrea Mann mentioned the work done by other local authorities and the Smart User Group. Councillor Swaddle emphasised solutions that suited Westminster, although a pan-London solution might be piloted in Westminster. Councillor Mann mentioned the flexibility of the smart card scheme in the evidence received by the task group. Councillor Swaddle mentioned the single account approach already favoured at the council and referred to the team conducting the further investigations needed. All Committee members would be invited to the launch at 9:30 am on 21st November in the Lord Mayor's Parlour.

8.13 The Committee commended the work of the task group and approved its draft report and recommendations. Councillor David Harvey warmly thanked Councillors for their contributions.

8.14 **RESOLVED that**

1. Subject to the committee's comments, the report be approved and adopted and the recommendations communicated to the relevant Cabinet Members.

9. ANY OTHER BUSINESS

9.1 None.

The meeting ended at 9.33 pm.

NEXT MEETING: 11 December 2019

CHAIRMAN: _____

DATE: _____