



Westminster Scrutiny Commission

| | |
|---|---|
| Date: | Monday 22 November 2021 |
| Classification: | General Release |
| Title: | Update on City for All 2021/22 |
| Report of: | Mohibur Rahman , Head of Strategy and Performance (Strategy & Intelligence team) |
| Cabinet Member Portfolio | Councillor Rachael Robathan |
| Wards Involved: | All |
| Policy Context: | City for All |
| Report Author and Contact Details: | Nic Wells , Strategy Manager nwells@westminster.gov.uk |

1. Executive Summary

- 1.1 This paper provides an update on City for All to the Westminster Scrutiny Commission, and the process for updating the strategy document for 2022/23.
- 1.2 Since the last update to the Scrutiny Commission, the Leader and Cabinet have agreed to publish annual updates to the City for All strategy document.
- 1.3 We have also agreed improvements to the document development and design, aimed at improving resident and wider community engagement with our City for All Strategy. These include: proactively seeking resident and businesses' views on council priorities; ensuring that the document is more readable and accessible to residents; and incorporating discussion of how the impacts of the strategy will be evaluated.
- 1.4 We will ensure the 2022/23 strategy is easier for residents to engage with, specific on what is being delivered by the Council, and more relatable to residents and businesses (by showing that the Council is addressing their needs).

2. Key Matters for the Commission's Consideration

Commission members are asked to note the approach being taken to develop the City for All strategy and provide feedback on the application of the strategy this year.

3. Background

3.1 In June 2021, Westminster Scrutiny Commission received a report on the most recent version of the Council's corporate strategy, City for All 21/22. That report discussed how the Council had adapted City for All to incorporate priorities related to economic recovery and tackling health inequalities. As a result, there are now four pillars of work supporting City for All: Thriving Economy, Greener & Cleaner, Vibrant Communities and Smart City.

3.2 The report also outlined how officers are creating an evaluation framework to measure the strategy's impact and to facilitate collaborative working across the Council through the use of shared outcomes.

3.3 More recently, officers have been planning for the next annual City for All publication. With very clear strategic priorities set out last year, the update will focus on updating the Council's progress against previous pledges, and ensuring there are no major gaps in the Council's plans for delivering on its ambitions. This year we will also place a greater focus on incorporating community feedback and insights through the update process, and on improving engagement with the document itself. In September, the Leader and Cabinet Members agreed the following changes to this year's strategy development process:

- Using surveys and in-person activities to collect feedback on resident and business priorities.
- Producing a more succinct and accessible document.
- Clarifying that we will be publish annual updates and why.
- Incorporating information into the public strategy document on how we are going to measure impact and progress.

4. Updating the CFA strategy document and increasing engagement

4.1 City for All is the Council's visionary response to challenging and changing times, with a focus on the Council enabling its communities and local economy to thrive. City for All 21/22 set out how the Council seeks to work in partnership with the public and other stakeholders to improve outcomes and establish Westminster City Council as a leading local authority. As the Council emerges from the worst of the pandemic, the Council has an opportunity to create even greater levels of resident and business engagement with City for All development and delivery, ensuring they help shape the future of the City. As we move forward with this ambition, we have two angles to increasing community engagement with City for All: collecting insight on resident and

businesses' priorities directly; and ensuring the document is accessible to the public in its language, length, and content.

- 4.2 Annual updates thus far have incorporated resident and business perspectives through elected Cabinet Members and front-line officers' knowledge. Moving forward we will enhance this insight through direct, targeted engagement with local residents and businesses. This will include: the annual resident survey; discussions via a new Resident Panel; regular business surveys; and conversations with Business Improvement Districts. Insight from all of these sources of engagement will be considered as part of the process for updating City for All each year and incorporated into the strategy document appropriately.
- 4.3 Reinvigorating engagement with the public will help unlock valuable local insights, and the annual strategy development process allows the Council to be agile and respond to new resident and business needs or priorities. Doing this will also demonstrate that the Council is listening to its stakeholders, and through our resident and business surveys, we can check awareness of City for All and perceptions of how the Council is delivering it.
- 4.4 The updated City for All document will be specific on what is being delivered by the Council and more relatable to residents and businesses by showing that the Council is addressing their needs. It will also provide updates on work we have previously pledged to deliver, how it addresses resident or business needs, and how it supports delivery of our strategic outcomes.
- 4.5 As well as including more specific timelines for delivery, data will be used to show progress and impact more transparently. We will include measures and targets alongside a shorter list of well-defined pledges. The resulting document will clearly and concisely communicate key activities and plans.

5. Evaluating City for All's impact and its delivery progress

- 5.1 In June 2021, the Commission was advised on the steps being taken to enhance assurance around City for All delivery: a City for All evaluation framework. The framework will allow the Council to determine how effectively it has delivered City for All and estimate its overall impact over the medium to longer term and is based on a set of outcomes.
- 5.2 These outcomes are drawn from existing City for All narrative, and make the Council's ambitions more tangible and specific to all staff. They will allow them to link individual, team or service plans to City for All, and enable staff to work more collaboratively to achieve the same goal(s). Championed by senior leaders, these strategic outcomes will also serve to ensure the Council's City for All strategy is fully embedded across the organisation. [Work on the evaluation framework is ongoing, and we are looking to finalise and sign off the approach early in the new year.]
- 5.3 As we commence work to refresh the City for All strategy document, steps will be taken to ensure that any new pledges are wherever possible SMART. That

is: specific and unambiguous, measurable, achievable and realistic, with a timescale for delivery. It will also be important to make sure that cross-cutting outcomes are known and understood by Members and staff alike and that ownership for delivery is also clearly assigned. It is important we take steps to ensure these parameters are identified before a new pledge is accepted and signed off.

- 5.3 Each outcome will have accompanying measures to track progress against it. These measures will form part of the evaluation framework and will be comprised of internal and external datasets. These will be reviewed periodically to scrutinise and assure City for All's impact, and provide a single view of progress as a result.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact
Nic Wells nwells@westminster.gov.uk or Mohibur Rahman
mrahman@westminster.gov.uk

APPENDICES

None

BACKGROUND PAPERS

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

- [City for All Vision and Strategy 2020-21](#)
- [City for All Vision and Strategy 2021-22](#)