

Westminster City Council Business Plan 2017/18

Global city, strong neighbourhoods, thriving community

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Leader's Preface

By Cllr Nickie Aiken

I am proud to call Westminster my home. We are the UK's cultural and entertainment centre. A local economy with national clout, contributing over £55bn to the country's economic output, our shops alone generate £13.3bn of revenue.



Westminster is the unrivalled destination for over 5m visitors a week. At the heart of our city lies the West End, the shop window to the nation, home to world renowned theatre, restaurants, hotels, entertainment and a growing sharing economy. We are the custodian of our country's national heritage with over 11,000 listed buildings, the home of government and the Royal Family.

Yet, most importantly we are also home to just under a quarter of a million people, with thousands of families raising 42,600 children who live, learn and grow up here. We are lucky enough to have 28,400 older people who bring their wisdom and care to our city. We are home to entrepreneurs who stake their future here and bring not just economic vitality, but new ideas and opportunity. Last year Westminster had 8,250 start-ups.

But we also have 75 households register as homeless per month, there are 1,000 applications per year for social housing, 4,000 people on the waiting list for affordable housing and 10,500 people claiming long term unemployment benefits.

I lead a council that is committed to encouraging everyone, who can, to play their part to create a city that is confident and

inclusive. A city in which all our residents, businesses and partners have a shared stake in our future. The council's core offer remains our guarantee of clean streets, low council tax, excellent value for money local services and support for the most vulnerable.

The distinctive and well known neighbourhoods that make up our city, from Pimlico to Maida Vale, Soho to Queen's Park, are places full of local character that people are proud to call home. This mix of global reach, national importance and local character presents the city council with a unique set of opportunities and challenges.

I want a city with global standards and the exceptional services that our residents deserve, our one million daily visitors expect, our vulnerable people need and that support our 47,000 businesses to succeed. Not only are we the proud custodians of this unique place, we also take immense pride in providing opportunities for our residents, as well as encouraging aspiration and responsibility within our community. This is the essence of our vision of a *City for All*.

This means realising the benefits of being at the heart of the nation's capital, whilst at the same time being effective civic leaders in the

face of some of the challenges. Our job is to deliver that civic leadership to maintain our global standing and support our diverse community and distinctive neighbourhoods to thrive and succeed.

Building a *City for All* means just that – a place where every single person has the opportunity to realise their potential, where providing affordable housing gives the best possible prospects for people to thrive and where enabling businesses to flourish creates economic prosperity that everyone can benefit from.

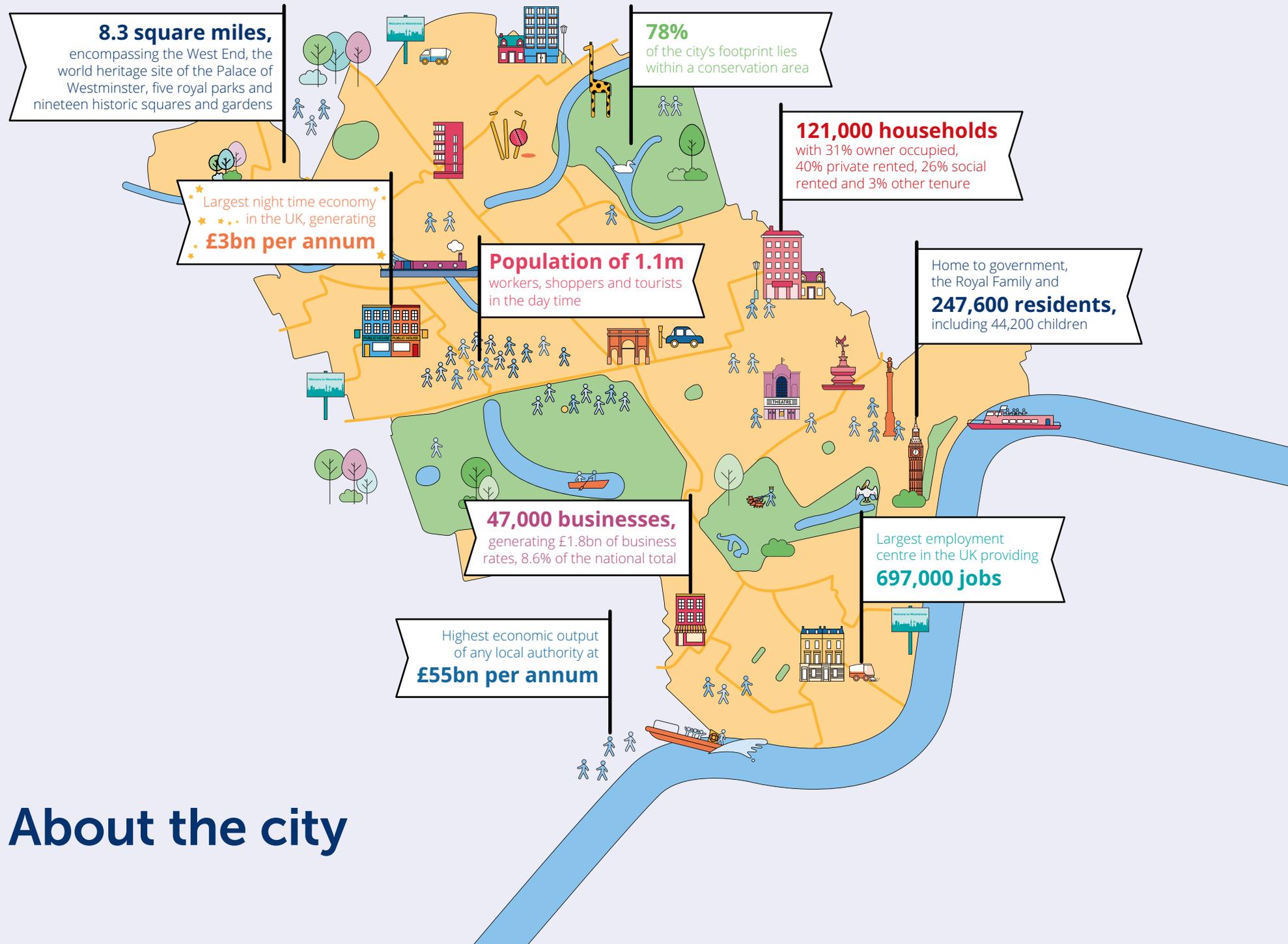
I have three clear priorities for the year ahead that I hope you will help me deliver in whatever way you can. We will put civic leadership and responsibility at the heart of all we do. We will promote opportunity and fairness across the city. We will set the standards for a world class city. My priorities will be underpinned by an open, working partnership between our residents,

businesses and stakeholders. It is only by working together across our community that we will build an even fairer, stronger and more cohesive Westminster.



Cllr Nickie Aiken
Leader of Westminster City Council





About the city

About the council



Delivering over **250 public services**, from planning, licensing and street cleansing to safeguarding vulnerable children and helping older people retain their independence



Named **"best performing area"** in the UK for social mobility by the Social Mobility and Child Poverty Commission in 2016



Overall resident satisfaction with the council at a record high of **87%**



73% of residents think the council is efficient and well run



The lowest Band D council tax in London at **£408.12**



Children's Services judged **"outstanding"** by Ofsted, one of only two in the country



97% of the city's schools judged **"good"** or **"outstanding"** by Ofsted



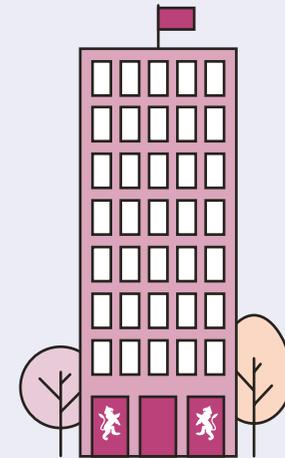
The busiest planning authority in the UK with applications in 2016/17 reaching **11,900**



4,500 new homes built in the city over the last five years



£2bn worth of public realm and infrastructure improvements being delivered over the next five years



Meet the Cabinet

The Leader and Cabinet are formed by the majority party, following local elections every four years.

The Leader appoints the other members of the Cabinet. Decisions are either taken by the Cabinet as a whole or delegated to individual members. These decisions may be scrutinised by other councillors sitting on Scrutiny Committees.



**Councillor
Tim Mitchell**
Cabinet Member for
Finance, Property and
Corporate Services



**Councillor
David Harvey**
Cabinet Member for
Environment, Sports
and Community



**Councillor
Heather Acton**
Cabinet Member for
Adult Social Services
and Public Health



**Councillor
Rachael Robathan**
Cabinet Member
for Housing



**Councillor
Nickie Aiken**
Leader of the Council



**Councillor
Danny Chalkley**
Cabinet Member
for City Highways



**Councillor
Daniel Astaire**
Cabinet Member
for Planning and
Public Realm



**Councillor Robert
Davis MBE DL**
Deputy Leader and
Cabinet Member for
Business, Culture
and Heritage



**Councillor
Richard Holloway**
Cabinet Member
for Children, Families
and Young People



**Councillor
Antonia Cox**
Cabinet Member
for Public Protection
and Licensing

Introducing your ward councillors

Westminster is made up of 20 individual wards, each represented by three elected members.

There are 45 Conservative and 15 Labour councillors overall. Their role is to work with their constituents and external organisations such as GPs, schools, police, local businesses and voluntary organisations to ensure residents can and do make the most of all the opportunities available to them.



ABBEY ROAD



Peter Freeman



Lindsey Hall



Judith Warner

BAYSWATER



Brian Connell



Richard Holloway



Suhail Rahuja

BRYANSTON AND DORSET SQ.



Richard Beddoe



Julia Alexander



Adnan Mohammed

CHURCH STREET



Barbara Grahame



Aicha Less



Aziz Tokia

CHURCHILL



Murad Gassanly



Shamim Talukder



Jason Williams

HARROW ROAD



Ruth Bush



Guthrie McKie



Tim Roca

HYDE PARK



Heather Acton



Antonia Cox



Jean-Paul Floru

KNIGHTSBRIDGE AND BELGRAVIA



Anthony Devenish



Rachael Robathan



Philippa Couttie

LANCASTER GATE



Susie Burbridge



Robert Davis



Andrew Smith

LITTLE VENICE



Ian Adams



Barbara Arzymanow



Melvyn Caplan

MAIDA VALE



Rita Begum



Thomas Crockett



Jan Prendergast

MARYLEBONE HIGH STREET



Iain Bott



Ian Rowley



Karen Scarborough

QUEEN'S PARK



Paul Dimoldenberg



Patricia McAllister



Barrie Taylor

REGENT'S PARK



Daniel Astaire



Gotz Mohindra



Robert Rigby

ST. JAMES'S



Louise Hyams



Tim Mitchell



Cameron Thomson

TACHBROOK



Peter Cuthbertson



Nick Evans



Angela Harvey

VINCENT SQUARE



Danny Chalkley



David Harvey



Steve Summers

WARWICK



Nickie Aiken



Christabel Flight



Jacqui Wilkinson

WEST END



Paul Church



Jonathan Glanz



Glenys Roberts

WESTBOURNE



David Boothroyd



Adam Hug



Pappya Qureshi

Meet the Executive Management Team

The Executive Management Team is made up of eight executive directors, including the Chief Executive, who are responsible for the overall management of the council, for setting and monitoring overall direction, ensuring high performance and for overall risk and reputation management.



Bernie Flaherty
Bi-borough Executive Director for Adults



John Quinn
Executive Bi-borough Director of Corporate Services and RBKC and WCC



Melissa Caslake
Bi-borough Executive Director of Children's Services



Barbara Brownlee
Executive Director for Growth, Planning and Housing



Charlie Parker
Chief Executive



Stuart Love
Executive Director for City Management and Communities



Julia Corkey
Director of Policy, Performance and Communications



Siobhan Coldwell
Chief of Staff



Steven Mair
City Treasurer



Ed Watson
Director of West End Partnership (WEP)

The Westminster Way

the way we work with residents, businesses and partners

As a local authority, we are on a continual journey of modernisation and improvement that we call our route map to success.

Every year, we become a leaner and more agile organisation, flexible and responsive to change. Under constant review, break down the institutional barriers that can get in the way of resolving difficult issues, and leverage local economic growth and physical regeneration for the benefit of all our residents.

What this means for the future is a council that...

...ensures that every contact counts, getting things right first time, designing services around the customer and eliminating duplication between services

Every contact counts

...has a confident, capable workforce, well equipped for the job and highly valued

Modern, more effective workforce

...networks with better connected communities, where residents and businesses play active roles in civic life and share in the opportunities that Westminster provides

Better connected communities

...is digital by default, with ease of access for customers and business intelligence driving better decision making by the council

Digital by default



The Westminster Way (continued)

...is a trusted partner, collaborating effectively with other organisations and integrating services with partners where appropriate

Trusted partner

...is financially disciplined and commercially savvy, delivering capital projects on time and budget, spending with care and taking a sophisticated approach to income generation

Commercially savvy

...has fewer and better used buildings, costing less to maintain, providing more suitable accommodation for staff and customers, with co-location with others where practicable

Smaller and better used estates

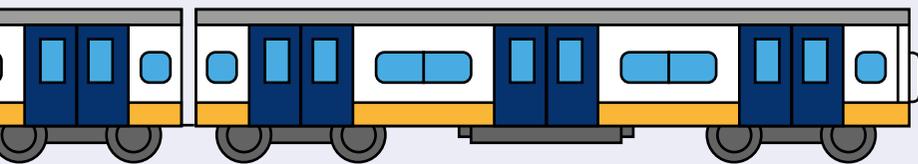
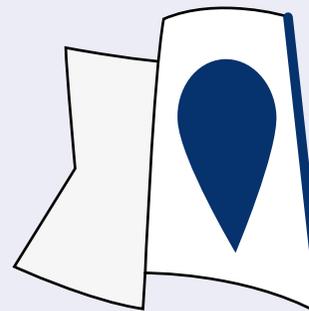
In order to achieve this vision, our staff need to embrace the right values and behaviours and set the PACE for the organisation to move forward by being:

P **Productive**, showing initiative, drive and determination, and taking accountability for our actions and decisions

A **Ambitious**, challenging ourselves to be the best we can, being innovative, taking pride in our services and working as a team

C **Collaborative**, providing local leadership, working jointly with partners, fostering mutual respect and resolving issues together

E **Enterprising**, reducing costs, pursuing income and maximising commercial potential, taking balanced and considered risks



SUCCESS

Operating context

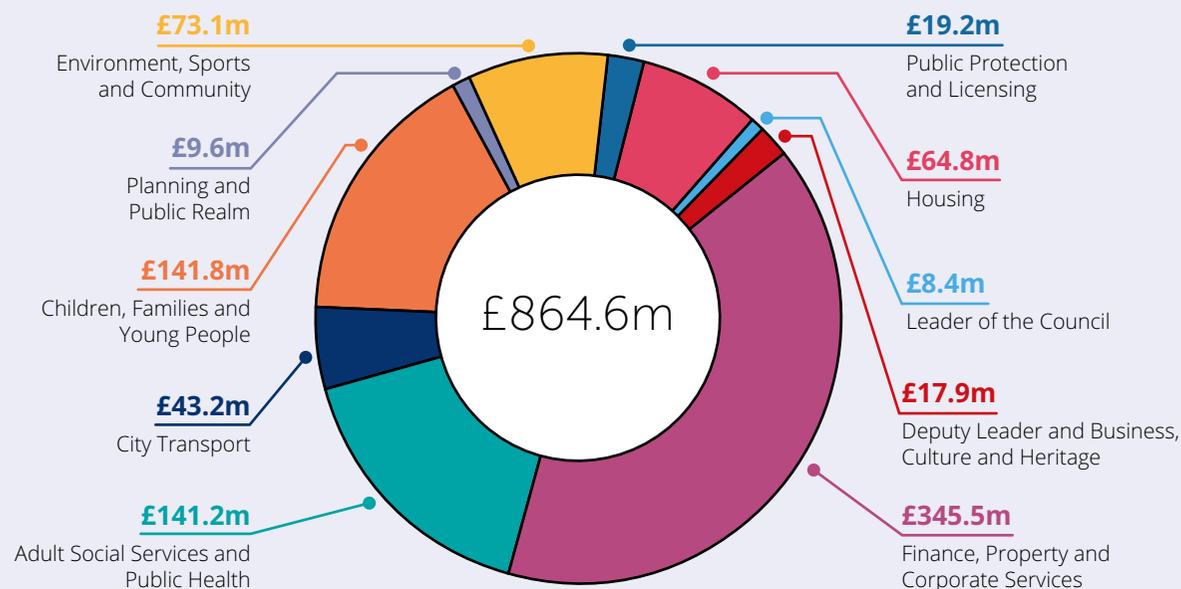
As well as dealing with funding reductions caused by the national austerity measures, the council has had to respond to ever growing demands on its services.

Consequently, we have examined every area of operation to identify opportunities to reduce costs and generate additional income. This climate of austerity and increasing demands will continue for the foreseeable future. In 2017/18 alone, the council will have to find net savings of £35m.

To meet the current and future funding challenges, the council will have to make total savings of £92.5m by 2020.

Challenges in the current environment

- uncertainty around the nature and impact of Brexit
- uncertainty around the future funding model for local government
- an acute shortage of affordable housing anywhere in the city
- increasing levels of antisocial behaviour in some parts of the city
- demographic changes increasing demand on Social Care services
- the threat level for terrorism is severe, after multiple attacks in London
- increasing visitor numbers as a result of the night tube and Crossrail



A City for All

The council's vision for Westminster is a city for all: **an even fairer, stronger and more cohesive city, underpinned by an open, working partnership between the council, residents, businesses and stakeholders.**

Our priorities for 2017/18 are to put **civic leadership and responsibility at the heart of all we do**, promote **opportunity and fairness across the city**, and **set the standards for a world class city**.

Our core offer remains our guarantee of clean streets, low council tax, excellent value for money local services and support for the most vulnerable.

Civic leadership and responsibility at the heart of all we do

We will place a renewed focus on how the council acts as a custodian of the city and advocates for resident interests whilst also recognising the very important role the city's businesses play in creating economic prosperity. At the heart of this will be a commitment from the council to be even more transparent about the decisions we take, whilst also providing our community with the tools needed to get involved in decision-making and take pride in the distinct neighbourhoods that make up the city.



Opportunity and fairness across the city

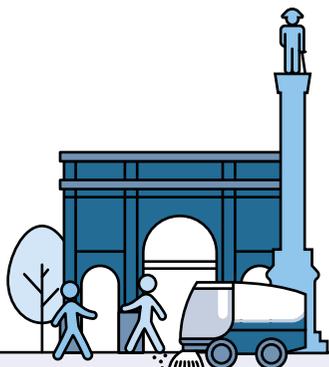
Providing more homes of all types and tenures, will be at the forefront of our priority to create opportunities for people to do the best for themselves and their families. Our extensive housing renewal programme includes providing more social and affordable homes so we can all take continued and genuine pride in our mixed community. Our Westminster Employment Service will help get people in to work.

We will continue our commitment to outstanding schools and take a positive approach to adult social care in the face of increasing demand and despite the on-going financial reality for UK public services. We will do this by providing quality services that give people the support they may need at key moments in life. We will work closely with partners including the NHS to encourage individuals and families to enjoy active, fulfilling, healthy and happy lives, whilst we quite rightly focus our increasingly scarce resources on the support needed for the most vulnerable in our city.



Setting the standards for a world class city

Westminster is a global city at the forefront of entertainment and culture, boasting one of the most popular night time economies in the world. That round the clock vibrancy places particular pressures on our residents and businesses. It is the role of the council to lead by example, setting the standards and working closely with partners to deliver a world class city. We will do more to highlight the benefits and good practice of businesses that operate responsibly, as well as directly tackling the negative impacts of the sharing economy and anti-social behaviour on residents and business. This will be supported through more proactive and transparent communications and relationships that hold the police, businesses and other partners to account in the best interests of our city.



Our core offer

We run local services as efficiently and cost-effectively as we can, ensuring our council tax represents value for money and our residents get a fair deal, especially those who are only just about managing. Everyone feels the benefit of our high quality universal services like cleaning and maintaining the streets and collecting household refuse and recyclables, and the whole community is able to take advantage of our network of libraries, parks and sports facilities. At the same time, the council has a particular responsibility towards our most vulnerable residents. That means helping families with complex needs, safeguarding children at risk of harm, supporting people with disabilities to realise their potential and enabling older people to age well. The council also has an important regulatory role, administering the licensing and planning regimes for the city and taking enforcement action when people break the rules or cause a serious nuisance.



Achieving our vision

Priority Programmes 2017/18

The council has specified five new programmes of activity to deliver our priorities in 2017/18, with contributions from all our services, in partnership with residents, businesses and stakeholders. These priority programmes are described overleaf.

Changing with the times

At the same time, we are transforming the way we do business as a council, to meet the challenges set out above and the rising expectations that accompany a modern, digitally enabled society. Our *One Front Door* corporate transformation programme is described in more detail on page 22.

Delivering our services

Finally, every department of the council is striving continuously to improve the efficiency and effectiveness of our services for residents and businesses. Our departmental business plans are briefly summarised on pages 23-29. The full version of the plans can be found on our website.



Priority Programmes 2017/18

The council has created five new programmes, to enable us to deliver our three priorities for the city.

CIVIC LEADERSHIP

Our community relies upon the civic pride and leadership shown by individuals and businesses every single day. We will make sure that nobody feels left behind and that we give everybody a stake in the future of our great city.



BUILDING HOMES AND CELEBRATING NEIGHBOURHOODS

We will lead the housing debate, providing good quality and truly affordable housing, proving that this is possible even in the centre of London. Having a secure home gives people the opportunity to take decisions that are right for them and their families, can help improve health and contribute to shaping neighbourhoods where people look out for one another and are proud to live.



GREENER CITY

Westminster's location in the heart of a major world capital provides the opportunity for our greener city plan to inspire change and lead the way. We will make Westminster an example to all, with cleaner air and widely prized open spaces that are the envy of the world.



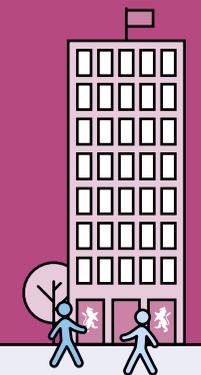
WORLD CLASS WESTMINSTER

We will give everyone in our community a stake in making Westminster a world class city. Westminster belongs to its residents and businesses, but it also belongs to the millions of people who visit it every week. We will make sure that businesses that play their part are rewarded and use our powers to protect residents and visitors from those that do not have a positive impact.



SMART COUNCIL

We want to provide the best customer experience for our residents, making it as easy as possible to access local services. We will take responsibility for dealing with problems in full the first time and working with people and families to prevent more complex issues developing.



Our One Front Door

Corporate transformation programme

The council is on a journey to become a council that thinks like a resident or business, rather than a bureaucratic institution.

Our goal is to have a single front door, where all our services come together seamlessly for our customers whether online, over the phone or in person.

The programme will be underpinned by new strategies for demand management and commercialisation, supporting the development of better connected communities and more choice for residents.

Outcomes

When we have completed our transformation, we will...

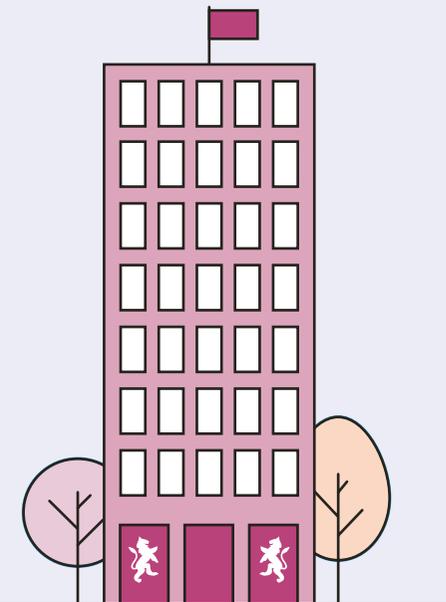
...be delivering the right service in the right place at the right time for our customers and community...



...have a multi-skilled workforce who take responsibility for dealing with issues first time no matter what they are...



...be working in our neighbourhoods, sharing information and using technology to give the best possible experience to our customers.



Departmental business plans

Each of the Council's seven directorates has produced a business plan to outline how they will take forward the City Council's priorities.

The plans provide an overview of the key objectives, priorities and actions which the directorate expects to achieve over the year and will be used to monitor its performance and track progress against key outcomes.



Adult Social Care and Public Health

Departmental business plan



We are here to

Promote health and wellbeing for the population as a whole, targeting activity on the communities and individuals who are most at risk

Support eligible residents to recover and retain their independence when a life event has left them needing support and care



This year, we will

Improve services for people with learning disabilities, giving them more choice and control

Simplify our system for safeguarding case management, providing a more proportionate and personalised approach

Complete an assessment of the feasibility of establishing a Multi-Agency Safeguarding Hub for adults and decide whether to pilot one

Launch an online Sexually Transmitted Infections screening service and a new Genitourinary Medicine service model

Improve dementia day services to give better quality, choice and value for money

Continue working on the integration of health and social care

Commission a more responsive and flexible support service for carers

Eliminate missed calls and improve customer satisfaction with our home care service

Launch a new School Health Service

Children's Services

Departmental business plan



We are here to

Improve the lives and life chances of our children and young people, intervening early to give the best start in life and promote wellbeing

Ensure children and young people are protected from harm

Ensure children have access to an excellent education and achieve their potential



This year, we will

Create a coherent, more effective model for services for children with special educational needs and disabilities

Improve the effectiveness of speech and language therapy in schools

Continue the expansion of four secondary schools

Redesign our local approaches to travel assistance

Develop an enhanced in-house foster care model

Enhance our accommodation and support services for care leavers

Roll out the offer of 30 hours of childcare, supporting providers to plan for the additional 15 hours and deliver sufficient places for two, three and four year olds

Develop the business case for a new, integrated model for health visiting

City Management and Communities

Departmental business plan



We are here to

Help make Westminster the best city in the world, promoting the interests of residents, businesses and visitors



This year, we will

Support the introduction of a new plan for our night time economy and pilot a new Licensing Charter in Leicester Square and Piccadilly Circus to set clear standards

Design and develop a new model for more effective working in our neighbourhoods, with services delivered locally and tailored to the needs of the community

Launch a clean air strategy and take action to help improve air quality in the city

Take firm and direct action against antisocial behaviour, with a focus on activity relating to the gig and sharing economy

Open the new Moberley Leisure Centre

Develop a new community safety strategy and strategic assessment and implement a revised governance and accountability framework for community safety priorities

Train all our customer-facing staff to spot where vulnerable people may need additional support and take proactive action

Start work on the Baker Street Two Way and Bond Street public realm improvements

Support the development of a new biodiversity and open spaces strategy

Launch an independent libraries advisory board to build a positive case for the future of our public libraries

With Transport for London, begin to shape the future of the Oxford Street district in conversation with residents, businesses and visitors

Conduct a citywide review of the regulation of privately rented housing and proactively use our powers to tackle rogue landlords and safeguard the interests of private tenants

City Treasurer

Departmental business plan



We are here to

Provide sound, professional financial advice, directly supporting and contributing to service delivery



This year, we will

Deliver a systematic programme of training in budget management

Create a ten year medium term financial plan, incorporating a three year budget

Provide the necessary financial support to ensure that all capital projects costing over £5m have an approved business case

Contribute to lobbying for local government, with a focus on future funding models, such as the devolution of business rates

Implement any revisions to the Business Rate Retention Scheme for the benefit of the council

Conduct a holistic review of the budget monitoring process

Deliver the 2017/18 accounts in one day

Corporate Services

Departmental business plan



We are here to

Provide a range of high quality support services, including human resources, payroll, legal, procurement and information services, to enable service delivery



This year, we will

Establish and embed the new IT service and develop technical platforms to support delivery of digital transformation

Secure PSN compliance to preserve access to critical Government services, while preserving as much local flexibility as possible

Develop a comprehensive people strategy and plans, including talent management, leadership development, staff volunteering and health and wellbeing

Improve people management information for the whole council and streamline people policies to reduce the burden on service managers

Resolve outstanding issues with the managed services provider and agree a re-procurement route

Embed a category management approach, review procurement standards, develop our supplier base and improve and standardise contract management

Deliver a best in class legal case management system, including digitisation of legal files



Growth, Planning and Housing

Departmental business plan



We are here to

Develop great places for the benefit of our residents, businesses and visitors

Encourage enterprise and support employment

Provide a place shaping service to drive activity and investment in the area and create development opportunities to meet local needs and aspirations



This year, we will

Enhance the efficiency of the Westminster Adult Education Service

Open the Sir Simon Milton and Ebury Centre University Technology College

Put a new housing options service in place, with a strong focus on preventing homelessness and a pilot for joint working with Children's Services

Open a new assessment centre to help people off the streets quickly and provide targeted support for any drug, alcohol and mental health issues

Enhancing our offer for unemployed residents and local employers looking to recruit locally through the new Westminster Employment service

Stabilise the use of temporary accommodation, moving to a position of immediate discharge of our homeless duty into the private sector whenever possible

Diversify the existing property investment portfolio to maximise returns and rationalise the operational estate to reduce costs.

Deliver new affordable homes and begin the regeneration of five of our housing estates

Develop a detailed plan for Hanover Square and design a new dedicated public space for Chinatown

Complete the decant of City Hall and commence refurbishment of the building



Policy, Performance and Communications

Departmental business plan



We are here to

- Build Westminster's reputation as an innovative flagship authority, which has low tax, clean streets, efficient services and offers real value for money
- Drive up trust ratings, leading to greater resident and stakeholder advocacy
- Support the leadership of the council to deliver their agenda through high quality policy advice, insight, evidence and analysis, and portfolio and performance management
- Provide the strategic planning function for housing and planning in the City



This year, we will

- Deliver a full programme of high quality communications campaigns, events and promotions
- Develop policies and promote opportunities for residents in terms of fair access to housing and employment
- Provide a strong and highly visible on-street presence to reflect the council brand and ensure that our contribution to improving neighbourhoods is clearly visible
- Deliver a public affairs strategy that ensures Westminster remains renowned as the leading local authority in the UK
- Create a new focus on community engagement and participation to build social capital, manage future demand and support residents through major change
- Fully specify and professionally manage delivery of the One Front Door corporate transformation programme
- Review and improve our approach to corporate business planning and performance management
- Develop Westminster's City Plan so that it encourages growth for the benefit of the whole community
- Deliver a new housing strategy that will help deliver more homes in Westminster and support the most vulnerable.

Partnership working

To fulfill our civic leadership role, promote the interests of Westminster and provide all the services our residents and businesses need, we work in partnership with a wide range of other organisations from the public, private voluntary and community sectors.

HM Government
The Mayor of London
The Greater London Authority

Supply chain partners from both private and voluntary sectors, delivering services with us

Business Improvement Districts

Neighbouring boroughs
Central London Forward
Cross River Partnership

Queens Park Community Council
Area based steering groups
MyWestminster Forums
Neighbourhood Forums

West End Partnership

National Health Service
Metropolitan Police Service
Jobcentre Plus

One Westminster and the Westminster Community Network of local voluntary and charitable organisations

Sub-regional Housing Partnership

Measuring our performance to deliver a City for All

The **Leader** and **Cabinet** oversee the performance management of council services and major projects on an ongoing basis.



The **Chief Executive** and **Executive Management Team** are accountable for delivery on the ground. They actively monitor **key performance indicators** for different services and progress against project **milestones** to deliver a *City for All*.



Performance is formally reported to **The Audit and Performance Committee** every quarter, providing a forum for elected members to challenge officers. In line with our commitment to transparency, these meetings are held in public, with papers freely available on the council website.



Detailed performance schedules are set out by Cabinet portfolio on our website.

