



City of Westminster

Financial Report to Audit and Performance Committee - Period 9

Summary

This paper outlines the Council's financial position as at Period 9 (December 2011). Following is an outline of the report:

- Section 1 - Overview of the Revenue position.
- Section 2 – Balance Sheet (covering Debt and Capital expenditure).
- Section 3 – 11/12 and 12/13 Savings Programme.
- Section 4 – Projected Closing Reserves position.

Recommendations

1. That Committee notes the content of the report.

8TH February 2012

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Financial Report as at Period 9 (December) 2011
Audit & Performance Committee Meeting 8 February

Key Messages for Period 9:

- **Revenue-**
 - The Council's projected full year position is a £6.5M underspend. This is an improvement of £1.7M compared to Period 8.
 - Parking has improved by £1M and is now £1M adverse to Budget.
- **Capital** – At Period 9, the Capital Programme is forecasting full-year net expenditure of £34.8M, which is £4.7M below Budget, and £2M below Period 8 projections.
- **Debt Analysis** – The Council's outstanding debt position has increased by £3.5M from £84.6M in Period 8 to £88.1M (£76.5M of Service specific debt and £11.6M of Sundry debt) in Period 9. Corporate Finance is actively working with Finance Lead Business Partners to carry out an extensive review the overall debt position including aged debt, provisions and write-offs. The outcome of this review will be reported to Cabinet and SEB early in the new financial year.
- **Savings** – The savings programme continues to improve month-on month. In Period 9, 94% of the £60.7M 11/12 Savings Programme is categorised as either "Completed" (£54.9M) or "Green" (£2.3M) with only £1M (2%) categorised as "Red." Since Period 8, the "Red" risk rated savings have reduced by £0.5M and the "Amber" rated risks by £0.7M.
- **"Finance Foundations"** – The implementation continues to embed. Period 9 financial reporting processes have gone well and improved on Period 8. Several improvements were made to systems and fewer issues were reported. We will be undertaking a Post Implementation Review as part of the Period 10 reporting

Introduction

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- Section 1 - Overview of the Revenue position.
- Section 2 – Balance Sheet (covering Debt and Capital expenditure).
- Section 3 – 11/12 and 12/13 Savings Programme.
- Section 4 – Projected Closing Reserves position.

SECTION 1 Revenue Expenditure

At Period 2, we introduced the Cabinet/SEB "Core Forecast", at which time a further savings target of £3.5M was set to protect the Council's Operating Budget in the light of the situation in Parking. On this basis the Cabinet/SEB "Core Forecast" was set at a projected break-even position. In Period 6 (September) the Budget "Stock-take" revealed larger than anticipated underspends across Service Areas and also trailed the possibility of further underspends to year-end, as a result the Cabinet/SEB "Core Forecast" has been revised to a c£6M underspend.

1.1 Period 9 Revenue Position

Operating Budget

At Period 9, the overall Council financial position is a projected underspend on the Operating Budget of £6.5M (£5.5M at Service Area level and £1M from Corporate Financing). This is an improvement of £1.7M against Period 8. Service Areas have indicated that there is likely to be further improvement in their financial position over the coming months (excluding Parking).

Redundancy and Change Costs

Our forecasts for change and redundancy remain at c£10M, unchanged from Period 8.

These consist of:

- Redundancy costs of c£8M;
- Change costs of £1.2M;
- Use of £2.2M of the £5.7M allowable capitalisation with the balance being at risk of clawback; and
- There also exist a number of uncertainties regarding the extent of internal capitalisation and the potential impacts on Revenue and increasing Tri-Borough costs.

1.2 Period 9 Service Area variance

The Period 9 variance of £6.5M (£5.5M from Service Areas and £1M from Corporate financing) is comprised of the following:

- Favourable variances (under spends) – Finance & Operations (£0.1M), Commissioners (£0.1M), Adults Social Care (£3.1M), Children’s Services (£0.7M), Housing (£1.1M), Property (£0.7M), Built Environment (£0.5M) and City Management (£0.6M);
- Unfavourable variances (over spends/income shortfalls) – SEB & Strategic Support (£0.4M), Parking adverse to Budget (£1M); and
- Broadly on Budget – Libraries and Leisure Services.

Although separate from Service Area spend, Finance manages some important financial costs – interest earnings, debt and pension costs – through Corporate Financing. Corporate Financing has contributed £1M as a result of updated forecasts reflective of policy changes on the treatment of pension costs.

1.3 Projected Closing Reserves

Service Areas are projecting a £5.5M underspend as at Period 6. Overall, the Council is projecting a £6.5M underspend including £1M from Corporate Items. Based on a number of assumptions and risks, we are forecasting Closing Reserves to be c£17M-£19M. A number of operational and technical issues over the final quarter of the financial closing period will determine this figure.

SECTION 2 Balance Sheet

2.1 Debt Analysis

Overall the Councils' debt position at Period 9 is £88.1M (Service Area specific debt (£76.5M) and Sundry debt (£11.6M)). This is an increase of £3.5M from Period 8 of which £0.8M is Sundry Debt and £2.7M Service Specific Debt. Overall, debt is heavily provisioned at c83% (£73.1M) and therefore not likely to have any significant impact on Revenue should it be written-off.

Major movements in the period:

- £3M in City Management compared to £2M for Period 8, an increase of £1M. Of this £0.4M is older than 365 days (no change from Period 8);
- £1.1M in SEB & Strategic Support compared to £2.9M for Period 8, a reduction of £1.8M. Of this £0.3M is older than 365 days (no change from Period 8);
- £1.4M in Finance & Operations compared to £0.1M for Period 8, an increase of £1.3M. Of this £0.1M is older than 365 days (no change from Period 8);

As at Period 9, Service specific debt (£76.5M) is comprised largely of the following:

- £50M (56.8% of total debt) in Parking of which £37M is older than 365 days (an increase of £0.1M from Period 8);
- £16M (18%) of total debt in Housing Benefit Overpayments, of which £11M is older than 365 days (an increase of £0.1M from Period 8).

Table 1 – Service Area Aged Debt Profile (Service specific and Sundry debt)

Service Area - Sundry Debt (SSC - Order to Cash Team)	Days	Days	Days	Days	Days	Days	Total	Provision
	0-30	31-60	61-90	91-180	181-365	>365		
	£000	£000	£000	£000	£000	£000	£000	£000
SEB & Strategic Support	28	155	64	12	2	29	290	57
Commissioners	0	0	1	3	2	30	36	31
Finance & Operations	1,277	8	3	25	9	107	1,427	125
Adults Social Care	764	235	103	257	256	775	2,390	1,127
Children's Services	66	593	236	303	85	56	1,338	386
Housing	46	-	0	0	28	22	97	22
Property	0	0	0	0	0	3	4	4
Libraries & Leisure Services	110	34	10	7	8	24	194	37
Built Environment	906	977	17	55	30	144	2,129	293
City Management	1,618	382	174	255	187	437	3,052	758
Parking	-	-	-	20	-	-	20	10
Westminster Community Homes	142	29	-	-	-	-	170	3
WAES	1	1	1	0	7	4	14	10
City West Homes	172	59	-	2	182	5	421	149
Total (Current Period)	5,129	2,471	609	939	797	1,638	11,583	3,013
% of Total Debt	44%	14%	4%	5%	5%	21%		
Total Period 8	4,783	1,239	1,419	1,105	635	1,632	10,813	2,881
% of Total Debt	44%	11%	13%	10%	6%	15%		
Variance to Period 8	(346)	(1,232)	810	166	(162)	(6)	(770)	(132)
Service Specific Debt								
Property	1,322	97	13	576	1,117	1,972	5,097	1,420
Housing Benefit Overpayment	657	585	718	1,427	1,738	10,757	15,881	14,827
Housing TA Arrears	437	-	-	-	-	4,687	5,124	4,999
Commercial Waste	267	90	15	2	-	-	374	-
Parking	1,683	1,367	1,300	3,395	5,501	36,855	50,102	48,900
Total (Current Period)	4,366	2,139	2,046	5,400	8,356	54,271	76,578	70,145
% of Total Debt	6%	3%	3%	7%	11%	71%		
Total Period 8	2,884	2,242	1,780	5,253	8,288	53,396	73,843	67,396
% of Total Debt	4%	3%	2%	7%	11%	72%		
Variance to Period 8	(1,482)	103	(266)	(147)	(68)	(875)	(2,735)	(2,749)
Grand Total Period 9	9,495	4,610	2,655	6,339	9,153	55,909	88,161	73,158
Grand Total Period 8	7,667	3,481	3,199	6,358	8,923	55,028	84,656	70,277
% of Total Debt	9%	4%	4%	8%	11%	65%		
Variance to Period 8	(1,828)	(1,129)	544	19	(230)	(881)	(3,505)	(2,881)

Corporate Finance is actively working with Finance Lead Business Partners to carry out an extensive review the overall debt position including aged debt, provisions and write-offs. The outcome of this review will be a report in early 12/13. In order to strengthen and enhance our financial control we will also be producing reconciled monthly Balance Sheets from 12/13.

2.2 Capital Expenditure

Service Areas are projecting net Capital spend of £34.8M compared to Budget of £39.4M. This is an underspend of c£4.7M, of which £3.6M is slippage. This represents a movement of £2M compared to Period 8.

The variance of £4.7M is largely due to the following:

- Adults Social Care £0.1M underspend. The approved capital programme can be met fully by government grant.
- Built Environment £0.1M underspend
- Housing £0.2M underspend – This is due to an underspend in the Regeneration Master Planning Programme.
- Finance & Operations £0.3M underspend.
- Children’s Services £3M slippage – due to £2.1M in BSF schemes and £0.9M of Schools Summer works.
- Libraries, Sports and Leisure £0.9M underspend – £0.3M underspend (projected savings) and £0.6M slippage across 3 schemes attributable to the Olympics.

SECTION 3 – Savings Programme as at Period 9

3.1 Savings Programme for 11/12

Table 2 below shows that of the £60.7M 11/12 Savings Programme 94% (£57.3M) was categorised either “Completed” (£54.9M) or “Green” (£2.3M) and £1.0M (2%) was categorised as “Red.”

In Period 9, the “Red” risk rated savings have reduced by £0.5M through staunching expenditure in Cleansing within City Management (£0.3M) and Policy & Performance within SEB & Strategic Support (£0.2M). “Amber” savings have reduced from £4.8M to £4.2M (a reduction of £0.6M) due to the delivery of savings initiatives across all Service Areas, including the completion of Phase 6 & 7 post reductions. The “Green” category has reduced from £3.2M to £2.3M (a fall of £0.8M) and the “Completed” savings have increased by £2M (from £52.9M to £54.9M). The £1M of remaining “Red” risks are confined largely to City Management £0.4M and SEB £0.6M.

Table 2 – 11/12 Savings Programme

Service	2011/12 SAVINGS ANALYSIS									
	FY Budget Saving £000	Complete £000	Green £000	Amber £000	Red £000	On Hold £000	Over Achieved £000	Projected FY £000	Projected FY Variance £000	Projected as % of FY Budget
SEB & Strategic Support	(4,325)	(3,155)	(306)	(705)	(570)	0	0	(4,736)	411	110%
Commissioning	(1,655)	(2,319)	0	0	0	0	0	(2,319)	664	140%
Finance & Operations	(7,551)	(5,478)	(300)	0	0	0	0	(5,778)	(1,773)	77%
Adults Services	(9,295)	(9,174)	(361)	(1,208)	(100)	0	1,498	(9,345)	50	101%
Childrens Services	(8,779)	(8,524)	(455)	0	0	0	0	(8,979)	200	102%
Housing	(6,560)	(6,560)	0	0	0	0	0	(6,560)	0	100%
Property	(7,096)	(5,052)	(875)	(1,910)	0	0	741	(7,096)	0	100%
Libraries & Leisure	(758)	(708)	(50)	0	0	0	0	(758)	0	100%
Built Environment	(3,159)	(3,159)	0	0	0	0	0	(3,159)	0	100%
City Management	(10,487)	(9,792)	0	(337)	(358)	0	0	(10,487)	0	100%
Corporate	(1,000)	(1,000)	0	0	0	0	0	(1,000)	0	100%
Total	(60,665)	(54,921)	(2,347)	(4,160)	(1,028)	0	2,239	(60,217)	(448)	99%
Total %		91%	4%	7%	2%	0%		99%		100%

3.2 Savings Programme for 12/13

A number of one-off savings initiatives in 11/12 increase the savings pressure on 12/13. In Period 9, the 2012/13 “Red” risk rated savings have reduced by £2M to £9M. The key components of the £9M “Red” category include: £5M in City Management (associated with reduced street cleaning, waste collections and public convenience costs), £2.1M across Adult’s Social Care Services and £1.6M Corporate Property.

SECTION 4 – Reserves Position

At its meeting on 12 December 2007, the Committee approved a new Reserves Policy as follows:

“The Reserves policy assumes that the medium term financial plan generates a broadly balanced budget on a sustainable basis by the end of the three year business planning period. Reserves should reflect the agreed financial strategy and should represent the quantified impact of risks and opportunities over the current three year business planning period, weighted to allow probability.”

As at Period 9 we are forecasting an 11/12 Closing Reserves position of £17M-£19M to around £19M-£22M for 12/13. This provides us with an increase to Reserves of c£5M over 2 years.

The Council has been vigilant in ensuring that it delivers 11/12 savings and establishes an early plan and processes to deliver the 12/13 Budget savings. The council’s £84M savings programme for 11/12 and 12/13 is seen as a comprehensive two year savings programme.

The Council estimates that it is likely to generate a modest increase in Reserves through 12/13 an 13/14. The aim in the medium-term is to restore Reserves to £30-£40M.

INCOME MAXIMISATION

Background

The Council is always keen to explore opportunities to generate income. As part of the Budget setting process, Service Areas have been exploring tactical opportunities to maximise returns on current activities and possible implementation of new income generating activities.

Summary of Progress

Service Areas have continued to consider potential opportunities however these are likely to be subject to a number of policy decisions being agreed for progression and Tri-Borough working arrangements. An example of a possible income generating activity is charging for advisory services to local partners and regional or national bodies within various Service Areas.

Some Service Areas have begun to progress several areas and continue to identify new opportunities to increase income of which some will have a substantial positive impact on the Council's Budget. Areas which have been most proactive include Adult Social Care, Libraries, Sports and Leisure Services and Built Environment.

Adult Social Care continues to consider many opportunities, such as charging for appointeeship support and offering support services in light of the introduction of GP commissioning although this needs to be directly aligned with Tri-Borough working.

Built Environment has continued to review income generating opportunities. Built Environment has revised the scope and charges for pre-application advice and introduced planning performance agreements for major applications in the past 6 months.

City Management is also continuing to review potential opportunities. For example, in Premises Management the service has reviewed all charges to ensure that they maximise their cost recovery and have moved resources into areas of work that generate income.

Children's services has seen fewer options with any taken forward needing to be aligned to Tri-Borough arrangements.

Next Steps

Finance will work with Service Areas over the coming months to progress opportunities which are currently being explored (where possible), help investigate new opportunities for income generation and facilitate in driving these forward.



City of Westminster

BUSINESS PLAN PERFORMANCE REPORT (Q3 2011/12)

Summary

This report provides the Quarter 3 2011/12 update to Audit and Performance Committee on current progress with delivery against the business plans for 2011/12.

Recommendations

1. That Committee notes the content of the report;
2. That Committee reviews the current status of deliverables, milestones, measures and risks and indicate any areas that require further investigation;
3. That Committee highlight any new emerging risks that have not yet been captured;
4. That Committee notes the commencement of the risk management audit.

8th February 2012

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KEY MESSAGES FOR QUARTER 3:

Tri-borough

- Senior Management structure for Children's Services in place. Recruitment for lower tiers due to commence shortly.
- Tri-borough structure for Treasury and Pensions has been agreed and amalgamated operations are due to commence shortly.
- Major tri-borough programmes plan has been developed.

Adult Services

- × Westminster's result in 2010/11 Adult Social Care Survey amongst the lowest in London.
- ✓ Joint-Commissioning Unit with the Inner Northwest London group of Primary Care Trusts complete.
- ✓ Proposals for a new approach to day care developed and approved by Cabinet in November 2011.

Children and Young People

- ✓ The College Park School has relocated from temporary premises in Victoria to its new home in Bayswater.
- × Serious youth violence is up 27% on 2010/11 levels
- × NEET levels up 1.1% compared to 2010/11.

Housing, Regeneration and Worklessness

- × Increase in the average number applications from homeless households per quarter over 2011/12 compared last year.
- × Number is TA now higher than numbers at the end of 2010/11.
- ✓ HRA business plan refreshed.

City Management

- ✓ The council proposing a new Commission for the West End.
- ✓ Several tenders received from bidders to runner Westminster's public convenience portfolio.
- × Street cleanliness performance remains below target levels.

Finance, Customer Service, Procurement and Transformation

- ✓ One Stop Shop provision remodelled and live.
- ✓ Successful migration of cash-handling transactions for parking and other customer payments now complete.

Built Environment

- ✓ Cost of Development Management Service reduced by £300k since quarter 1 and at target levels.

Chief Executive

- ✓ The marketing of Council House has been completed.
- ✓ The council is now compliant the CLG guidance for transparency.
- ✓ The council has successfully expanded its Registrar's Service with the Nationality Checking Service.
- ✓ A new Safe and Secure group successfully established.
- × Plans to merge the Charing Cross and Westminster Reference libraries are on hold

INTRODUCTION

This report provides the Quarter 3 (April – December) update to Committee on current progress with delivery against the business plans for 2011/12.

The portfolio areas covered are as follows:

- | | |
|---|--|
| 1. Adult Services and Health [pg 12] | 5. Finance, IT, Customer Service, Procurement and Transformation [pg 25] |
| 2. Children's Services [15] | 6. Built Environment [pg 27] |
| 3. Housing, Regeneration and Worklessness [pg 19] | 7. Chief Executive [pg 29] |
| 4. City Management [pg 22] | |

Appendices:

- **Appendix 1 – Quarter 3 Business Plan performance report.**
This report provides the Quarter 3 2011/12 update to Audit and Performance Committee on current progress with delivery against the business plans for 2011/12.
- **Appendix 2 - Priority measure assessments update.**
Each business plan has a set of priority performance measures that have been assessed in conjunction with services.
- **Appendix 3 – High impact risks flagged for management attention.**
Risks above an unacceptable threshold (i.e. those scoring 12 and above and deemed to be of significant concern) have been flagged for management attention and action.

Detailed business plan reports against each cabinet portfolio areas are available upon request. Please contact Nick Byrom (nbyrom@westminster.gov.uk) or Mo Rahman (mrahman@westminster.gov.uk) for more information on these or any of the above.

1.0 Overview

1.1 Overall performance against items in the business plans at quarter 3 continues to be positive. 11 deliverables have completed this quarter bringing the total to 18 for the year to date. There is slippage in 6 against the original completion dates proposed at the start of the year. 49% of key milestones have been achieved over the year to date. 68 indicators are now on track to meet their year-end target. Performance of the three types of Business plan items breakdown as follows:

Performance Summary	✓ On track	✗ Off track	☑ Completed	Overdue**/ Unavailable*	Total
Deliverables	62	5	18	6**	85
Milestones	54	11	46	15**	111
Priority measures	68	23	N/A	11*	102

**Data will be available at yearend. **Overdue items and ☑ Items that have completed this quarter are detailed in relevant sections below.*

- **Deliverables** – 62 of 85 (73%) priority deliverables are assessed as on track, with 5 (6%) off track and 18 having already completed – 11 of these this quarter.
- **Milestones** – 46 milestones have been successfully completed to schedule, an increase of 18 since quarter 2, with 54 on track to complete on time and 11 off track.
- **Priority measures** – of the 102 measures in the performance framework 68 (67%) are on target, 23 (22%) off target and 11(11%) have no information available at this time – majority of these should have updates at yearend. *The full set of priority measures in the business plan against Cabinet portfolios are set out at appendix 1.*

2.0 Update on business planning process for 2012/13

2.1 Business planning for 2012/13 commenced on the 16th January with briefings for key staff to bring them up to speed with requirements, process and tools and key dates. There has been good linkage between Finance and services and on-going work to develop the Civic Contract for Westminster, the Commissioning Model and 2012/13 budget and savings is very much part of the process. Services will be supported through planning by the Corporate Finance Team. A progress update including sight of working draft plans will be shared with SEB in late February. This will give oversight of emerging priorities and key activities and allow adequate review and challenge time to finalise and agree content before the start of the new financial year.

3.0 Risk Management Audit

3.1 As part of the annual audit plan our internal audit partners from RSM Tenon have started reviewing our risk management processes. This is not a formal compliance audit but an advisory review to assess the current arrangements at Westminster, how they compare to best practice and what we might chose to develop to ensure local risk management meets the needs of the organisation. This work is expected to complete by February 2012 and the final report will be presented to SEB with a view to agreeing any development requirements or next steps.

4.0 Recommendations

- 4.1 That Committee notes the content of the report;
- 4.2 That Committee reviews the current status of deliverables, milestones, measures and risks and indicate any areas that require further investigation;
- 4.3 That Committee highlight any new emerging risks that have not yet been captured;
- 4.4 That Committee notes the commencement of the risk management audit.

Adult Services and Health

Older Peoples Service, Physical Disabilities Services, Learning Disabilities, Mental Health, Substance Misuse

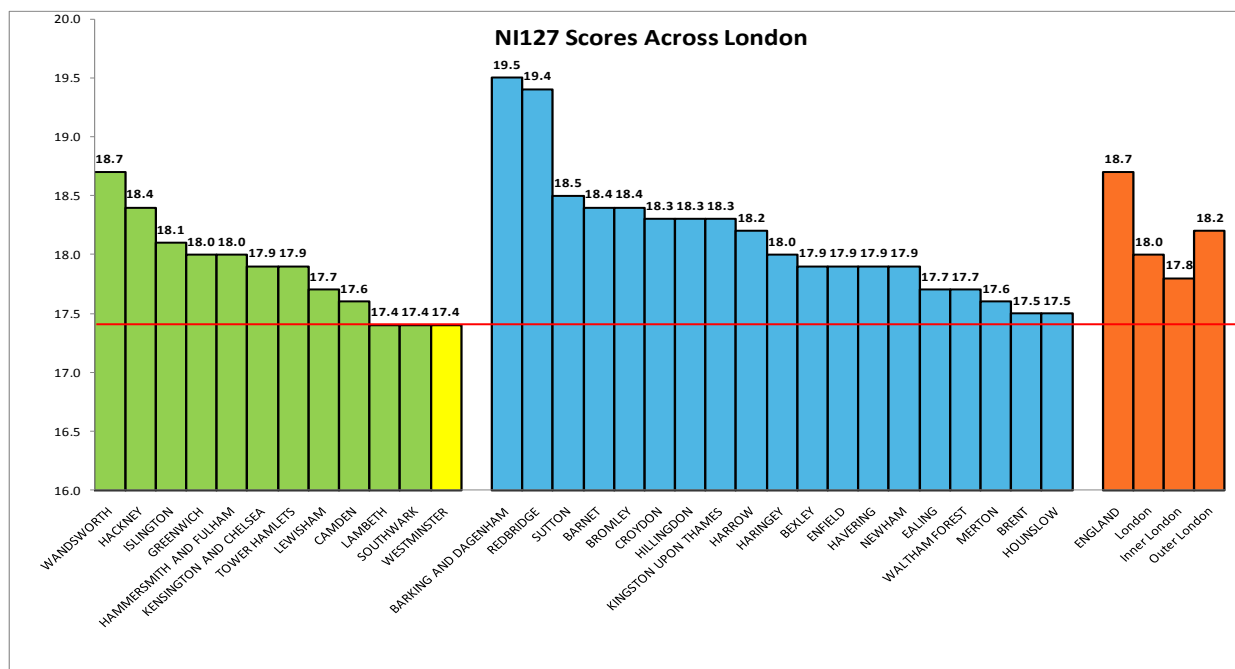
Performance Summary

	✓ On track	✗ Off track	☑ Completed	Overdue**/ Unavailable*	Total
Deliverables	9	1	2	0	12
Milestones	1	2	3	2**	6
Priority measures	11	4	N/A	6*	21

*Data will be available at yearend. **Overdue items detailed in table below, pg 3. ☑ Items that have completed this quarter are detailed below.

The majority of Adult Services and Health deliverable and milestones are either complete or on track. 9 deliverables are on track, with 2 already complete. The item off track relates to ensuring that those in receipt of social care services have a positive experience of them.

The 2010/11 Adult Social Care Survey (ASCS) benchmarking report shows Westminster's score (of 17.4) amongst the lowest in London (as shown in the chart below). Results from the survey are aggregated together for each council and a composite score calculated. The questions covered the individual's perceptions of their quality of life, independence, cleanliness and comfort, contact with others and extent to which the way services are delivered makes them feel positive about themselves. A copy of the report can be provided on request. Data from the Research and Consultation Team suggests that opinion of the council's services in this area have been affected by the changes in eligibility criteria which resulted in some service users receiving a smaller care package or had some elements of care withdrawn. The Adults Service is re-running the survey over February and March and expects the result to improve.



The work to establish a Joint-Commissioning Unit with the Inner Northwest London group of Primary Care Trusts is complete. The council has also successfully consulted and developed proposals for a new approach to day care as set out in a report to Cabinet in November 2011.

In terms of priority performance measures, 4 of 21 (19%) are off track with data unavailable until yearend for 6 indicators and 7 indicators have improved since the previous quarter.

Exception reports - off track deliverables/milestones or under-performing indicators.

Ref. ASH9	Percentage of known carers assessed or reviewed.
Issue:	Current performance is recorded as 10% against a target of 50%. There is likely to be some slight under-recording of cases that has contributed to the low figure but it is also acknowledged that change in eligibility criteria and review of existing social care user cases has taken priority over the past year.
Mitigation:	The Adults senior management team is aware of the low performance and steps have been taken by the carers commissioner to improve the sharing of carers assessment data between WCC and Carers Network Westminster who also complete carers assessments. Performance should improve in Q4 however target is at risk.

Deliverables and milestones that have completed this quarter - delivered within agreed timeframe.

Deliverables and Milestones* completed this quarter		Delivered
▶ASH1.1*	Establish joint commissioning unit with Inner North West London NHS.	Sept 2011
▶Cath Attlee is now the joint commissioning lead for Westminster.		
▶ASH4.1*	Develop proposals and consult on future provision of day care.	Sept 2011
▶Consultation concluded October 2011, recommendations were agreed as per the report to Cabinet on 7 th November 2011.		
ASH10	Improve hospital discharge arrangements for older people through the borough wide discharge team.	Mar 2012

Overdue deliverables and milestones - items that have not completed within the original dates.

Deliverables and Milestones* that have slipped against the original delivery dates		Revised dates for completion
▶ASH4.2*	Implement proposals around residential care for people with mental health needs.	TBC
▶Further information requested.		
▶ASH4.3*	Consult on and implement proposals for Older People residential and nursing care.	Mar 2012
▶The residential care strategy is currently being developed and will be consulted on in the near future.		

Indicative service value for money positions for 2010 and 2011:

The **indicative Value for Money Matrix below** uses a number of assessments on service spend, indicator performance, complaints data and satisfaction levels, which have been combined to give an overall relative performance position for Adult Services. A comprehensive update will be available at yearend.

☑ Better than last year's position. ☒ Worse than last year's position.

	Financial position (Revenue)		Performance Measures		Complaints (Stage 1)		*Satisfaction (City Survey)	
Dec 2011/12	£3.1m underspend	☑	52% on track	☒	71	☒	50.4%	☒
Dec 2010/11	£1.1m overspend		78% on track		34		60%	

*All service users' satisfaction levels combined across Care of older people, Adult education and Services for people with disabilities.

Risks flagged for management attention – the following risks have been flagged for management attention and action. These include (from the [risk register](#)) high impact risks that are likely to occur.

No ‘significant’ risks reported for Adult services and health this quarter. However, the following risks** reported by other services may have an impact on the service. These are:

- **Olympics** - **Services for vulnerable adults may be disrupted. Also possibility of increased crime and disorder activity and impacts on street management.

Children's Services

Children's Commissioning, Children's Delivery Unit, Schools, Children's Tri-Borough.

<u>Performance Summary</u>	✓ On track	✗ Off track	☑ Completed	Overdue**/ Unavailable*	Total
Deliverables	11	1	3	0	15
Milestones	11	2	12	3**	25
Priority measures	11	4	N/A	2	17

*Data will be available at yearend. **Overdue items detailed in table below, pg 3. ☑ Items that have completed this quarter are detailed below.

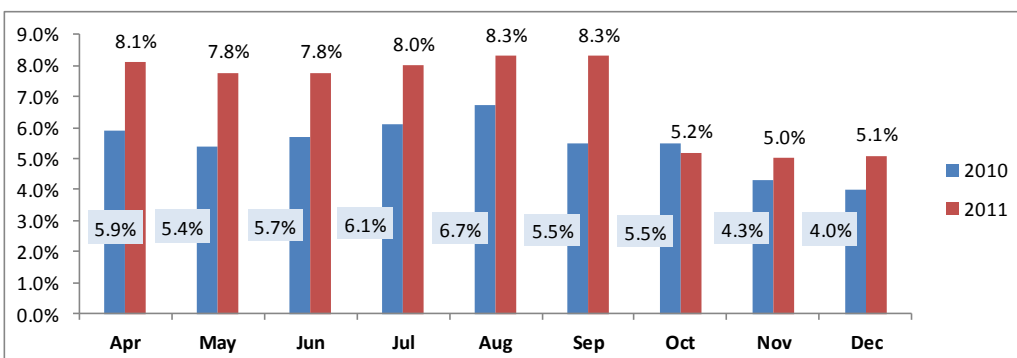
15 deliverables and milestones in the Children and Young People Business Plan are now complete, with 7 of these successfully concluding over quarter 3. Among the more notable completions this quarter are the agreement of the new tri-borough operating model for Children's Services and the rebuild of the College Park school.

The senior management structure for the tri-borough operating model has been agreed and the process is now moving forward through the consultation and recruitment phases. The College Park School has relocated from temporary premises in Victoria to its new home in Bayswater. The school offers specialised facilities to boys and girls with Special Education Needs. The improvements will enable the school to make better provision for science, food technology, ICT, drama, post 16 with additional specialist facilities including a film studio and sensory room. A new youth centre will allow further development of our after school provision.

In terms of priority performance measures, 4 of 17 (24%) are off track with data unavailable until yearend for 2 indicators. 5 indicators have improved since the previous quarter.

The area of most concern is the initiatives to tackle youth crime and gang activity. Serious youth violence is up 27% on 2010/11 levels. Several recent high profile incidents have drawn more attention to this issue. A comprehensive strategy and commissioning plan has recently developed and signed off by Cabinet. Enforcement activity against individuals suspected of being involved in gang-related activity has yet to commence as the service awaits formal advice from counsel on the actions proposed.

NEET levels at the end of December are the lowest recorded since the start of the year (See chart below). However levels remain higher than the same period last year with 5.1% of young people currently not education, training or employment (up 1.1% on the same period last year). The wider effects of the economy and reductions in funding for council projects may all serve to exacerbate this problem. A detailed update will be reported at yearend.



◀ Number of young people not in education, employment or training for 2010 and 2011.

Exception reports – off track deliverables/milestones or under-performing indicators.

Ref. CCM2	Number of young people not in education, employment or training (NEET).
Issue:	As at Dec 2011 NEET level is 5.1%, approximately 165 young people. Although ‘unknown’ levels have improved, drop out at age 17 or 18 is still a concern.
Mitigation:	Working group and work strands agreed. Close monitoring and tracking of young people – participation data for November shows 93.9% year 11 progression Maximising activity delivered by ESF funded projects (e.g. Reed in Partnership, Prospects) to work strategically with WCC.
Emerging risk:	High levels of unemployment and perceived lack of opportunity for young people may lead to increased levels of social disorder and crime.

Ref. CC3	Commission a range of learning opportunities for young people approaching school leaving age (14-19 Strategy).
Issue:	Slippage from original delivery deadline.
Mitigation:	<ul style="list-style-type: none"> • The Young Peoples Learning Agency (YPLA) fund post 16 providers directly under pupil lagged learner numbers, allocations are calculated by YPLA. • LA has set up a working group to focus on ‘Every Young Person into Education, Employment and Training’ and will report to 14-19 Board progress on work strand and overall monitoring of Participation data. • Post 16 transition work strand developing framework for sustainable progression of vulnerable young people e.g. LAC. • European social fund funded project providers delivering in Westminster targeting vulnerable young people will be incorporated into strategy to maximize impact. • LA has commissioned 4 local projects: Apprenticeship Club, Employability Programme for SEN pupils (St Marylebone School) , Work Based Learning Opportunities for Learners with Learning Difficulties and disabilities (College Park) Foundation Learning project (City of Westminster College). • 14-19 Strategic documents agreed and reviewed regularly by Board. The 14-19 board supported by a dedicated officer will be reviewing requirements in light of the recent OfSTED inspection that has identified this area as one for improvement. It is likely that a more realistic delivery date will be agreed for developing a strategy and action plan.
Emerging risk:	Failure to take action may be picked up in future OfSTED inspections.

Ref. CC13	Reduce levels of serious violent crime and involvement in gang activity amongst young people.
Issue:	<p>In 2008/09 we had the 16th most offences (out of 32 London boroughs), 18th in 2009/10, rising to 6th most in 2010/11. After rising further to 3rd highest in London we are now back down to 6th in terms of offences. The City of Westminster saw a significant increase of 49% in Serious Youth Violence victims in 2010-11 compared to the previous year (increase from 193 to 287 victims). There was also an increase of 19% in gang related offences.</p> <p>The Safer Westminster Partnership has devoted a significant amount of its 2011/12 and 2012/13 budgets to tackle serious youth violence but a key financial concern remains the lack of sustainable funding for this area of work.</p>
Mitigation:	<p>With that in mind, at its meeting on 18 October the Safer Westminster Partnership committed to:</p> <ol style="list-style-type: none"> 1. Investing £313,000 of SWP funding over the next two years to a comprehensive programme of prevention and intervention activities under the “Your Choice” banner 2. Considering the impact of this programme and associated activities for inclusion as part of future mainstream budgets; and 3. Further investigating the potential for Social Impact Bonds to provide more sustainable funding from 2013 onwards.

Mitigation:	<p>Additionally, we were successful in applying for £97,000 of Home Office funding under the Communities Against Guns, Gangs & Knives programme and have been provisionally allocated £225,000 under the Ending Gang & Youth Violence scheme. This will provide further activity alongside Your Choice including work across the borough boundary between Westminster and Brent where there are significant gang tensions.</p> <p>The MPS will launch a refocused gangs command on 8th February, which is expected to stipulate consistent standards and minimum resource requirements on the borough to tackle gang and youth violence. We are proposing to combine these resources into an Integrated Gangs Unit modeled on the approach employed in Hackney that has contributed to a 29% reduction in SYV on the borough that has seen them fall from 5th to 15th most offences in London.</p>
Emerging Risk(s):	<p>A reduction in community safety funding in future years will have a significant impact on the resources we have available to address the issue of SYV unless additional funding sources are identified.</p> <p>Additionally, the recent escalation in tensions in the North West of the borough is beginning to impact on front line services in the Queen's Park area with young people no longer engaging with commissioned services and many taking protective measures in light of incidents on the estates.</p>

Deliverables and milestones that have completed this quarter - delivered within agreed timeframe.

Deliverables and Milestones* completed this quarter		Delivered
▶ CC2.1*	Complete rebuild of College Park School.	Dec 2011
▶Brand new school built on the existing site; facilities include a new full service kitchen, additional therapy rooms, improved drama and art facilities to meet the needs of pupils with autism and complex needs and a full suite of IT enabled teaching accommodation.		
▶ CC7	Invest £60,000 in every secondary school to help achieve our GCSE target.	Jan 2012
▶ CC12.1*	New organisational model in place for children services.	Jan 2012
▶Tri-borough structures have been proposed and are now moving through consultation and recruit phases, planned completion March/April 2012.		
▶ CC19.1*	Shared education services in place.	Sept 2011
▶Shared education services in place across RBKC, H&F and Westminster.		
▶ CC19.2*	Strategic YOT manager in place across the three boroughs.	Dec 2011
▶Betty McDonald appointed to tri-borough strategic YOT manager position.		
▶ CC20	Re-shape children's centre to protect front-line services.	Mar 2012
▶The council has adopted a 'hub and spoke' model for Children's Centre in Westminster. A core offer of support is provided to smaller providers from our principle Children's Centre's and this has allowed the council to avoid any closures of these valued services.		
CC20.2	Locality based service offer for early learning and play as well as family support and health advice for families in place.	Mar 2012

Overdue Deliverables and milestones - items that have not completed within the original dates.

Deliverables and Milestones* that have slipped against the original delivery dates		Revised dates for completion
▶CC3.1*	Review of existing provision and new strategic plan for learning opportunities for school leavers.	Mar 2012
▶See exception report CC3 above.		
▶CC6.1*	New local authority school improvement plan in place for Westminster schs.	TBC
▶This work will be taken forward by the new tri-borough service once new structures in place.		
▶CC13.2*	Launch new programme of advice and support to parents and guardians of gang members.	Mar 2012
▶Funding is now in place for this activity, second phase will commence shortly,		

Indicative service value for money positions for 2010 and 2011:

The **indicative Value for Money Matrix below** uses a number of assessments on service spend, indicator performance, complaints data and satisfaction levels, which have been combined to give an overall relative performance position for Children's Services.

☑ Better than last year's position. ☒ Worse than last year's position.

	Financial position (Revenue)		Performance Measures		Complaints (Stage 1)		*Satisfaction (City Survey)	
Dec 2011/12	£0.6m underspend	☑	52% on track	☑	27	☑	48.7%	☒
Dec 2010/11	£0.5m overspend		63% on track		32		51.8%	

*All service users satisfaction levels combined across Nursery, Primary and Secondary schools, Youth clubs & other facilities for young people, Care of vulnerable children and families and Childcare and play facilities.

Risks flagged for management attention – the following risks have been flagged for management attention and action. These include (from the [risk register](#)) high impact risks that are likely to occur.

No 'significant' risks reported for Adult services and health this quarter. However, the following risks** reported by other services may have an impact on the service. These are:

- **Community Safety** - **A reduction in community safety funding in future years will have a significant impact on the resources we have available to address the issue of serious youth violence. The sustainable funding options being looked into include; Social Impact Bonds and other innovative finance mechanisms to attract additional investment and ways of recovering money from other activities to free up mainstream funding for preventative youth work e.g. localization of licensing fees and night time top-ups.
- **Olympics** - **Services for vulnerable children may be disrupted. Also possibility of increased crime and disorder activity and impacts on street management.

Housing, Regeneration and Worklessness

Performance Summary	✓ On track	*Off track	☑ Completed	Overdue**/ Unavailable*	Total
Deliverables	8	0	0	1**	7
Milestones	4	0	0	2**	4
Priority measures	15	2	N/A	0	17

*Data will be available at yearend. **Overdue items detailed in table below, pg 3. ☑ Items that have completed this quarter are detailed below.

Delivery of the Housing, Regeneration and Worklessness business plan continues to progress well. All deliverables and milestones remain on track and 15 of 17 priority performance measures are on track.

Quarter 3 data suggests that homelessness prevention is becoming more challenging. The service has seen an average of 355 applications from homeless households per quarter over 2011/12 compared to an average of 293 per quarter last year. This has led to an increase in the numbers in temporary accommodation to 1,783, up 57 from the end of 2010/11. Whilst the service reports that supporting this demand remains within budget, a continued rise in these figures will pressurise the budget for 2012/13. Homelessness prevention work helped 88 families remain in their own homes this quarter, the best quarterly performance this year but despite this improvement the number of successful interventions remains below the profiled target.

Exception reports – off track deliverables/milestones or under-performing indicators.

ASHM 28	400 Households prevented or relieved from becoming homeless through active homelessness case work.
Issue:	<p>Under-performance: 236 households (88 in this quarter) prevented from becoming homeless by the end of quarter 3 of the financial year against a year-end target of 400.</p> <p>During 2010/11 the main method of preventing homelessness was sourcing alternative private rented accommodation for people threatened with homelessness to move in to. Monthly performance has dropped from last year, mainly due to the increased difficulty in finding private sector properties into which homelessness can be prevented.</p> <p>From 1st April 2011 the government has imposed new caps on the amount of housing benefit payable to private sector tenants. In Westminster, following the introduction of the caps, the vast majority of private rented accommodation costs significantly more than can be now claimed, which has made it unaffordable for new claimants. Additionally, there is increased pressure on the supply of properties that cost below cap levels, both within and outside Westminster, from those who are seeking to move themselves from unaffordable properties to affordable ones. Both these factors mean fewer properties are available.</p> <p>Additionally with the changes, applicants are less willing to consider a private sector tenancy as an alternative to supported housing as these are considered less stable and settled and applicants are conscious of being more likely to be affected by the further proposed changes to benefits.</p> <p>CLG analysis across London indicates that this is an issue faced by most London boroughs. The reduction in preventions is one of the factors that impacts on the number of homeless acceptances and levels of temporary accommodation required.</p>

ASHM 28	400 Households prevented or relieved from becoming homeless through active homelessness case work.
Mitigation:	<p>Work continues to maximize the number of preventions achieved. Affordable private sector properties are being sourced out of borough. Additional resources have also been targeted at homelessness prevention work, with an enhanced package of options to those threatened with homelessness including:</p> <ul style="list-style-type: none"> • Additional money advice for those with other debts. • Option for HOS staff to negotiate with landlords to reduce rents to cap levels. • Additional support with the cost of moving to affordable properties out of borough. • Development of an Insurance Package to offer landlords who let their properties to our clients • Agreement with Benefit Services on use of additional Discretionary Housing Payments.

Overdue Deliverables and milestones - items that have not completed within the original dates.

Deliverables and Milestones* that have slipped against the original delivery dates		Revised dates for completion
▶HP1.1*	Finalise Estate Masterplans for; Church St/Edgware Rd, Tollgate, Brunel, Ebury Bridge, Westbourne Green.	Mar 2012
▶Majority of this work is completed; however options for masterplan for Brunel estate being reviewed following opposition from residents regarding the original plan (see housing renewal schemes risk below).		
▶HP4.1*	CityWest Homes Business Plan and Asset Strategy completed to deliver, maintain and improve housing stock in line with investment needs.	Apr 2012
▶The Housing Revenue Account (HRA) business plan has just been rerun following the new financial settlement for the HRA. The asset strategy will follow early next year. There is a housing investment strategy due to go to cabinet next month.		
▶HP5	Improve Energy Efficiency in Westminster homes.	Mar 2012
▶Meeting the target is almost wholly dependent on works on the Mozart Estate being completed by City West Homes. Works have begun and are due to complete by March 2012.		

Indicative service value for money positions for 2010 and 2011:

The **indicative Value for Money Matrix below** uses a number of assessments on service spend, indicator performance, complaints data and satisfaction levels, which have been combined to give an overall relative performance position for Housing Services.

☑ Better than last year's position. ☒ Worse than last year's position.

	Financial position (Revenue)		Performance Measures		Complaints (Stage 1)		*Satisfaction (City Survey)	
Dec 2011/12	£1.1m underspend	☑	88% on track	☑	235	☑	60%*	☒
Dec 2010/11	£2.6m underspend		79% on track		264		61%*	

*All service users' satisfaction levels with CityWest Homes.

Risks flagged for management attention – the following risks have been flagged for management attention and action. These include (from the [risk register](#)) high impact risks that are likely to occur.

- **Cuts in public spending** will lead to reduced capacity to deliver key housing services – reduction in affordable housing, the amount of temporary accommodation subsidy available; housing benefit levels will be reduced and regeneration funds cut.
- **Local housing allowance caps**, this change is likely to affect our homelessness budgets due to loss of private sector homelessness prevention properties, fall out of existing temporary accommodation contracts and higher homelessness preventions from households falling out from private sector.

- **Housing renewal schemes** refused planning permission and/or residents decide against proposals, implications of this may mean; fewer re-housing, higher levels of overcrowding, negative image of the council and low satisfaction amongst residents.
- Increase in temporary accommodation higher than forecast as a result of the Housing Benefit caps and the impact of a new funding regime for TA from April 2013 on the existing TA portfolio. Mitigation actions include using grant funding to strengthen Housing Options front-line service delivery to manage the impact of the caps and agreeing protocols with Benefit Services to make best use of Discretionary housing payments to prevent homelessness; work is underway with larger providers of TA regarding the potential impacts of changes from 2013.

Indirect risks** (reported by other services) below that may have an impact on the service.

- **Olympics [risk with our control]** - **Increase in **rough sleeping** especially among European economic migrants during the Olympics due to influx of people into the city.

City Management

Street Management, Premises Management, Waste and Cleansing, Park & Open Spaces, Parking and Olympics

Performance Summary

	✓ On track	✗ Off track	☑ Completed	Overdue**/ Unavailable*	Total
Deliverables	7	1	3	1**	11
Milestones	2	1	4	1**	7
Priority measures	5	6	N/A	0	11

*Data will be available at yearend. **Overdue items detailed in table below, pg 3. ☑ Items that have completed this quarter are detailed below.

Delivery of key projects and initiatives in City Management is progressing fairly well. The major change that has impacted on the business plan is the council's decision to withdraw proposals to introduce weekend and extended evening charging in some parts of the city. This has essentially resulted in either completion or closure of all parking policy related deliverables and milestones. Consultation on the Civic Contract for Westminster seeks comments on the proposal to launch a West End Commission after the Olympic Games which would look at the objectives of creating a strong economic offer, for example in the night time economy and creative industries, against some of the potential down-sides, such as impact on environment and how we find a balanced approach to tackle these challenging issues. It is proposed that an independent Commission would act as an advisory body with sufficient breadth of input to reflect the inevitable complex array of interests and viewpoints inherent in managing a complex city.

Work to find a new partner to run Westminster public conveniences is behind the original completion date but is now moving forward to final stages of procurement. The council has received several credible bids for the operation and a final decision on a preferred supplier will be made shortly. The implementation of new cleansing IT to replace the UniForm database with a new system called ECHO has slipped from the original implementation date. The council is working with Veolia to progress this project that will generate more detailed management information on behavior, volume and location concerning waste management and cleansing.

In terms of priority measures 5 of 11 indicators are off target. However four of these relate to the old NI195 street cleanliness indicators. These indicators are measured by cleanliness inspections of random streets in Westminster at regular intervals. There are concerns from the service that changes to the street cleansing contract will make improving future assessments difficult (see exception report below).

Exception reports - off track deliverables/milestones or under-performing indicators.

Ref. CM5	Seek a private sector operator to invest in and operate the public convenience portfolio
Issue:	Project showing slight slippage from original milestone date.
Mitigation:	Eight bids have been received for the divestment project. These have been evaluated and a joint Cabinet Member Key Decision Paper is being submitted to the Cabinet Members for City Management and Housing and Property in early January to appoint the preferred bidder. Project completion and assignment of leases is expected April 2012.

CMM1,3 & 4	Improved street and environmental cleanliness
Issue:	<p>Improved street and environmental cleanliness (Litter): Target = <2% / Current Performance = 4%</p> <p>Improved street and environmental cleanliness (Detritus): Target = <4% / Current Performance = 4%</p> <p>These Business Plan targets have not been realigned in parallel with the savings targets assigned to street cleansing. Contract variations to reduce expenditure on street cleansing services by £4,727K (26% of total service cost) have been implemented to agreed timetable. It is considered almost certain that these challenging original targets will not be achieved with the revised resource levels deployed.</p> <p>Improved street and environmental cleanliness (Graffiti) Measure: Target = <1% / Current Performance = 6%</p> <p>Improved street and environmental cleanliness (Flyposting): Target = <1% / Current Performance = 1%</p> <p>There has been no change to the resource level dedicated to flyposting/graffiti removal (1 FTE contract operative). The performance scores are generated by a quarterly inspection of a random sample of streets by an independent third party and include all flyposting/graffiti visible from the street i.e. including on private property, housing estates and other land not managed by City Management.</p> <p>Reports of flyposting/graffiti requiring removal have declined consistently over the past 3 years.</p>
Mitigation	Officers continue to work closely with suppliers and resident/business organisations to mitigate the impact of revised cleansing resource levels.
Emerging Risk(s):	<p>Reputational risk - reduced customer satisfaction levels.</p> <p>Operational risk – reduced resilience to rapidly respond to emergency incidents (demonstrations etc.) and heavy downfalls of leaves/snow.</p>

Deliverables and milestones that have completed this quarter - delivered within agreed timeframe.

Deliverables and Milestones* completed this quarter		Delivered
▶PT1	Complete second stage consultation process and implement recommendations arising from Parking Policy Review.	Jul 2011
▶Revised Parking policy withdrawn.		
▶PT1.2*	Implementation of Parking policies completed to experimental level by March 2012.	Jul 2012
▶Revised Parking policy withdrawn.		

Overdue Deliverables and milestones - items that have not completed within the original dates.

Deliverables and Milestones* that have slipped against the original delivery dates		Revised dates for completion
▶CM1.1*	Delivery of a new cleansing IT that will help deliver efficiencies in our operations and improve customer feedback.	Mar 2012
▶The council is working with Veolia to implement the new ECHO system to replace UniForm.		
▶CM5	Seek a private sector operator to invest in and operate the public convenience portfolio.	Apr 2012
▶See CM5 exception report above.		

Indicative service value for money positions for 2010 and 2011:

The **indicative Value for Money Matrix below** uses a number of assessments on service spend, indicator performance, complaints data and satisfaction levels, which have been combined to give an overall relative performance position for City Management Services. A comprehensive update will be available at yearend.

☑ Better than last year's position. ☒ Worse than last year's position.

	Financial position (Revenue)		Performance Measures		Complaints (Stage 1)		*Satisfaction (City Survey)	
Dec 2011/12	£0.6m underspend	☑	45% on track	☒	56	☑	69.6%	☑
Dec 2010/11	£3.1m overspend		90% on track		323		68.2%	

*All service users' satisfaction levels combined across Refuse collection, On-street recycling facilities/bins, Door-to-door recycling collections, Parks and open spaces, Street sweeping and lighting, Pavement maintenance, Road maintenance, Noise service and Environmental Health

Risks flagged for management attention – the following risks have been flagged for management attention and action. These include (from the [risk register](#)) high impact risks that are likely to occur.

Cleansing Risks

- **Effect of changes to street cleansing contract**, risk that failure to meet cleanliness targets or down spec of contracts will lead to increased dissatisfaction with state of city and reduced resilience to rapidly respond to emergency incidents (demonstrations etc.) and heavy downfalls of leaves/snow.

Parking Risks

- **Chip and pin upgrade** to pay and display machines currently not considered, estimated back office cost savings of £5m.
- **£1m adverse budget position.**

Olympic Risks

- **Olympic Route Network**, additional activity and visitors may cause congestion or gridlock. Services maybe disrupted, in particular waste collection may be a problem.
- **Waste collection/recycling service's** standards may not be met during the games due additional waste and limited access.
- **Major works to Paddington/Crossrail** may disrupt transport network having a negative impact Olympic route network.
- An **increase in illegal street trading** may put significant pressure on resources.

Finance, Customer Service, Procurement and Transformation

Finance & Performance, Customer Services, Information Services, Procurement & SRM, Transformation & Project management and Voluntary Sector Budgets.

Performance Summary	✓ On track	✗ Off track	☑ Completed	Overdue**/ Unavailable*	Total
Deliverables	3	0	6	1**	9
Milestones	5	0	8	0**	13
Priority measures	8	2	0	0	10

**Overdue items detailed in table below, pg 3. ☑ Items that have completed this quarter are detailed below.

Of the 22 deliverables and milestones for the Chief Operating Officer, 14 have been completed with 8 of these completing this quarter. All remaining items are assessed as on track. 9 deliverables and milestones completed this quarter, the majority sitting in the Customer Services and Transformation portfolio. The more notable completions include the remodeling of One Stop Shop provision with a more efficient network of 20 neighborhood sites across the borough including new One Stop Shop facilities at the main library sites. This work has also seen the closure of the City Hall, Harrow Road and Church Street One Stop Shops. Additionally, the council will no longer process cash payments for key customer transactions. Parking transactions went live at the end October 2011 with services for other customer transactions active in November, generating a significant efficiency saving. The Lisson Grove contact centre function has also been transferred to Vertex at their Dingwall site.

In terms of priority measures, 3 of 9 indicators are off target. There has been a significant turnaround in variance from budget. The council is now predicting a £6.5m under-spend against the revenue budget following financial stock takes undertaken across all service areas. Delivery of the 2011/12 savings programme has continued to improve with £54.9m worth of savings already delivered. The time taken to process benefit claims is currently below the target of 16 days with average processing time currently standing at 22 days. This is expected to improve over the remainder of the year as the new team structures and business processes in the shared service centre bed in.

Deliverables and milestones that have completed this quarter - delivered within agreed timeframe.

Deliverables and Milestones* completed this quarter		Delivered
Customer services		
▶CT1	As part of the Community Hubs strategy, introduce the first 12 “Neighbourhood One-Stops” based on identified customer needs, replacing the out-dated One Stop Shops.	Dec 2011
▶One Stop Express services are available at 20 locations across the city, including all Westminster Libraries		
▶CT1.1*	Replacing our 3 one stop shops with 12 new neighbourhood one stops.	Dec 2011
▶The three One Stop Services at City Hall, Church Street and Harrow Road are now closed. Business with the council can be done online, at Post Offices and at Your One Stop Express locations across the City.		
▶CT2.1*	Closing City Hall cashier service and increasing uptake of Direct Debit payment methods.	Sept 2011
▶All three one stops now closed, and WCC not now taking cash payments for these transactions - Post Office Ltd has largely taken on this function.		
CT2.2*	Replacing three One Stop cashier services with cash services at our 20 Post Offices.	Oct 2011
Post Office service is now live for parking and other services to the public.		

Deliverables and Milestones* completed this quarter		Delivered
▶CT3	Relocation of the Lisson Grove contact centre services.	Mar 2012
▶Vertex migration to Dingwall is complete.		
▶CT3.1*	Ensure processes and channels for service delivery are in line with customer needs.	Dec 2011
▶Out of Hours Parking and Emergency Accident Line are set to be serviced via interactive voice response. This will reduce Backoffice costs significantly.		
Information Services		
▶CT4	Improve the quality of the website.	Nov 2011
▶Numerous tactical improvements made to the Westminster website. IT are currently reviewing with the Customer Programme team for a more significant re-platform of the Website in 2012/13.		
▶CT4.1*	Address 75% of current pdf forms to either remove or prioritise and plan implementation of online.	Mar 2012
New forms have been delivered, Revenues and Benefits forms under development and plans for the remainder well advanced.		
▶SF1	Ensure all our residents have access to the internet.	Mar 2012
▶250 computers provided through the Community Computers scheme and Westminster is currently procuring MetroWifi service. This will allow visitors to and residents in Westminster, Kensington and Chelsea to enjoy free wifi access on their mobile phones, laptops and tablet devices, following a recent deal between Westminster, RBKC and network operator, O ₂ .		

Overdue Deliverables and milestones - items that have not completed within the original dates.

Deliverables and Milestones* that have slipped against the original delivery dates		Revised dates for completion
▶CT2	Help more residents and commercial customers access the services they require faster and more easily via electronic transactions.	Mar 2012
▶Ongoing process. Project in place to add new transactions to website driven from customer demand.		

Risks flagged for management attention – the following risks have been flagged for management attention and action. These include (from the [risk register](#)) high impact risks that are likely to occur.

- **Customer Services** - Working with Vertex to ensure delivery and ongoing contract underspend to mitigate potential loss of income in 2012/13.
- **Finance** - the largest risk is around the Finance Foundation project, which is on track and Tri-Borough arrangements for the delivery of the Finance functions.
- **Information Services** - the main risks are around the capitalisation of salaries budget and the recovery of costs from other departments.
- ✓ **[Opportunity]** - In Procurement there is an opportunity reported around the Hays charging mechanism.

Built Environment

City Planning, Development Planning and Transportation Contracts.

Performance Summary	✓ On track	✗ Off track	☑ Completed	Overdue**/ Unavailable*	Total
Deliverables	9	0	0	1**	9
Milestones	10	0	2	1**	12
Priority measures	3	0	N/A	0	3

*Data will be available at yearend. **Overdue items detailed in table below, pg 3. ☑ Items that have completed this quarter are detailed below.

Delivery of the Built Environment business plan continues to progress very well. All outstanding deliverables and milestones are on track. Pall Mall and St. James's development works have completed. Piccadilly Circus (lighting) and Piccadilly (anti-skid) are ongoing, as is Haymarket which is a second phase not due to be completed until beyond the end of the financial year.

Piccadilly Circus highway works are completed. The lighting works are progressing but are being delayed by finalising the wayleave agreements. Tendered Scheme works (Piccadilly) were substantially completed on 23rd October and officially opened by Mayor of London on 3rd November 2011. All works to Pall Mall are substantially complete. WestOne has completed changes to the zebra crossing in St James's Street. WestOne is still awaiting on an estimate to divert the mains cable encased in old belisha foundation. The council is now escalating the matter with UK Power Networks. The project expenditure is still on target. West One and FMC Performance against KPI's continue to be satisfactory.

Haymarket and Lower Regent Street/Waterloo Place has now been split into two distinct phases. Phase 1, will seek to gain TfL approval in principle by the end of February 2012. The project is being progressed through the design stages with the view to be able to tender the project between August 2012 and December 2012. Implementation can then take place in 2013. Following request from local residents and businesses to open Waterloo Place (eastern arm), the Council is aiming is to open Waterloo Place as a quick win in March 2012 following Network Management Group approval, well in advance of the main works that is programmed for March 2013. Phase 2 will be developed from April 2012 to November 2013 and if Phase 1 is implemented, this element could then be added to the works with a view to implement phase 2 during 2014. The outturn costs for Part 1 and Part 2 combined are still within the agreed budget of £14m.

In terms of priority measures, all 3 are on track and improving. We currently provide support to 169 businesses through the Creative Industries Programme (49% more than the previous quarter). And we have reduced costs of our Development Management service by £300k since quarter 1 to the our target level of £1.4m

Overdue Deliverables and milestones - items that have not completed within the original dates

Deliverables and Milestones* that have slipped against the original delivery dates		Revised dates for completion
▶BE2	To deliver the City Management Plan, ensuring long term objectives of supporting the Westminster economy and the principles of 'Design Excellence' are reflected in the approved version.	Jan2013
<p>▶The completion date has changed since the last review. We are now operating to a different time scale due, in part, to the Localism Act 2011 and draft National Planning Policy Framework, and also because we are not progressing with the City Management Plan as a separate document but rather as a revision to the Core Strategy. The timescale should now be early 2013.</p>		

►BE4.2*	Completion of associated public realm works (including Pall Mall, St. James's, Piccadilly Circus, Piccadilly and Haymarket).	Mar2012
►Pall Mall and St. James's have completed. Piccadilly Circus (lighting) and Piccadilly (anti-skid) are ongoing, as is Haymarket which is a second phase not due to be completed until beyond the end of the financial year.		

	Financial position (Revenue)		Performance Measures		Complaints (Stage 1)		*Satisfaction (City Survey)	
Dec 2011/12	£0.5m underspend		100% on track		5		54%	
Dec 2010/11	£0.1m overspend	☑	94% on track	☑	6	☑	51%	☑

Risks flagged for management attention – the following risks have been flagged for management attention and action. These include (from the [risk register](#)) high impact risks that are likely to occur.

No 'significant' risks reported for Adult services and health this quarter. However, the following risks** reported by other services may have an impact on the service. These are:

- **Development Planning Del Unit** - The new planning fees regime is not expected to be implemented in 2011/12. Mitigating actions have now been implemented and are reflected in the outturn forecast for the service.
- **Transportation Contracts** There has been a risk flagged by the service regarding the savings targets allocated to Bridges and Structures. Ways of managing this risk across Built Environment are being reviewed given existing constraints.

Chief Executive

Community Safety, Human Resources, Policy and Communications, Libraries, Sports & Leisure, Property services.

Performance Summary	✓ On track	✗ Off track	☑ Completed	Overdue**/ Unavailable*	Total
Deliverables	16	2	4	1**	22
Milestones	21	6	17	6**	44
Priority measures	15	5	N/A	3	23

*Data will be available at yearend. **Overdue items detailed in table below, pg 3. ☑ Items that have completed this quarter are detailed below.

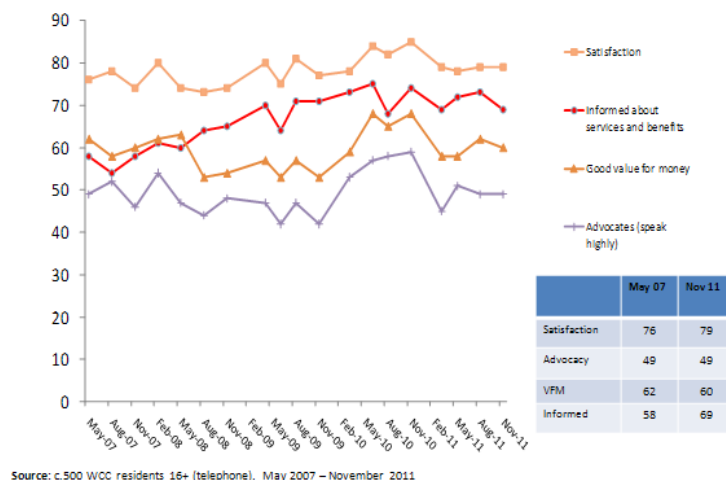
Delivery against the Chief Executive's business plan is generally good. 7 deliverables and milestones completed this quarter. The council is now compliant the CLG guidance for transparency. The marketing of Council House has been completed. The council has reached a satisfactory settlement with Portman Estates pending final documentation. The Heads of Terms has been completed with the Agreement to Lease in progress. Revenue receipts from leasing this property are likely to be split into 11/12 and 12/13 accounts. The council has successfully expanded its Registrar's Service with the Nationality Checking Service now operating a full 5 day week. This offers more choice to the customer with increased availability of appointments and an increase in income generated.

On the community safety side of the portfolio, a new Safe and Secure group has been successfully established keep residents, visitors and businesses safe. This group will examine risks to the City such as those caused by large demonstrations and work in partnership to mitigate effects. The Safer Westminster Partnership has also agreed to incorporate the priority to tackle persistent young offenders into the local strategy for tackling serious youth violence - Your Choice. For more information see the report to Cabinet.

There has been some slippage to the restack of City Hall with some delays in the new tenant for the 8th floor signing lease documents. Also, the plans to merge the Charing Cross and Westminster Reference libraries are on hold. The funding issues for this initiative remain and senior staff are working with Councillor Caplan to review the strategy here. The implementation of any finalised plans may be impacted on by the building moratorium during the run up to the Olympic Games.

In terms of priority measures 5 of 23 indicators are off target. 4 of these relate to customer satisfaction findings from the November 2011 resident's survey. The council's reputation among its residents has stayed consistent throughout 2011. Ratings were better in 2010, and the August 2011 survey findings were the best for the year, but the end of the year looks similar to the start (79%). The impact of the Evening Standard news coverage looks to have reduced satisfaction to 76%. The affects of this will be monitored further in the next wave of the Reputation Tracker in January 2012.

Key Reputation ratings



Exception reports - off track deliverables/milestones or under-performing indicators

Ref. CT5.1	Responding to FOI requests within 20 days.
<p>Issue:</p>	<p>One year has passed since the Council was formally monitored by the Information Commissioner's Office [ICO] for non-compliance with statutory response times for FOI requests.</p> <p>A record number of requests were received in 2011, an increase of 17.6% over the volumes received in 2010. Average performance over the three months to the end of December 2011 stands at 82% an improvement of 9% on the annual figure last year but performance is still below the target of 85% agreed with the Information Commissioner.</p> <p>As previously stated the Council was required to sign an Undertaking with the Information Commissioner's Office. An Undertaking commits a public authority to a particular course of action in order to improve its compliance. An Undertaking is a precursor to more formal directives that <i>can</i> culminate in proceedings for contempt of court. An Undertaking therefore represents an opportunity to demonstrate improvements, for example as illustrated by a reduction in FOI complaints received by the organisation and/or ICO.</p> <p>The WCC Undertaking with the ICO required the Council to:</p> <ol style="list-style-type: none"> a) Comply with FOI and Environmental Information Regulations requests within the statutory timescales b) b) Ensure that its Internal Reviews were acknowledged, actioned and communicated within a reasonable timeframe, i.e. within 20 working days of receipt. <p>The Undertaking stipulated that WCC should implement the following</p> <ul style="list-style-type: none"> ▪ Ensure Sufficient Resources were made available for handling requests and internal reviews ▪ Raise Staff Awareness over need to comply with FOI and EIR requirements, including the delivery of appropriate training.
<p>Mitigation:</p>	<p>Key Actions Taken In 2011</p> <p>A number of key actions have already been enacted to improve performance within the Council:</p> <ol style="list-style-type: none"> 1) Escalations - Under the aegis of SEB, FOI Performance is monitored on a monthly basis. SEB has recently agreed a new escalation route which will see their members intervene directly to remove any internal obstacles to compliance that fall within their individual areas of responsibility. 2) System Improvements to Improve Tracking and Recording of FOI Requests and Outcomes. 3) Knowledge & IM Team Process Improvements <ul style="list-style-type: none"> • Running weekly reviews to identify cases at risk of breaching the statutory deadline and take preventative action accordingly. • Analysing content of requests to determine (where possible) whether clarification is needed from the applicant prior to being assigned to a business unit. • Actively monitoring for campaigning requests in order to apply aggregated costs and/or refusals. • Procured an upgraded e-learning tool to be launched in 2012. This will enable the organisation to achieve one of the requirements of the Undertaking with regard to staff training and awareness. <p>Information Services is investigating new reporting tools to enable greater visibility of the FOI process across the organisation. A Pre Qualification Questionnaire is being worked up and market offerings are being explored. Specific issues to be addressed include giving service managers direct access to monitoring facilities for requests falling within their area. Other requirements focus on the ability to update and reflect real time changes to the organisational structure, in order to effectively gauge performance across the directorates.</p>

Ref. CT7.1	Implement the plan to merge Charing Cross and Westminster Reference Libraries.
Issue:	<p>Financial issue: current plans are financially unviable.</p> <p>Timing issue: Olympic Games "building moratorium" negatively impacts on the potential start date of the Scheme.</p> <p>Cost prohibitive. In light of the costs a decision was made to review library property strategy as a whole.</p>
Mitigation:	Steering group meetings including Councillor Caplan, David Ruse and Richard Platt produced options. Awaiting for preferred strategy to be agreed. This may or may not involve the merger of the two libraries. Plans currently on hold pending the outcome of the property strategy decisions.

Ref. HP7	City Hall Restack
Issue:	<p>Costs associated with the restack of City Hall were removed from the Capital Programme at the establishment of the budgets due to the expected move to Eland House. Cost of remaining in City Hall for the short and medium term has high capital cost implications. A Report to SEB in August set out the proposed requirements and described the issues that would be covered as part of the improvement / statutory works.</p> <p>Total additional capital required to year end 2014/15: £6,886k</p> <p>Qtr 3: Capital budget approved following further reports detailing the proposed works and target costs.</p>
Mitigation:	<p>In year mitigation of expenditure on projects has resulted in a zero net additional capital requirements. Detailed investigation of defects has been instructed to ensure that budgets are spent in an appropriate manner. Immediate life systems works have been commissioned together with the replacement of the main Chiller Units.</p> <p>Capital expenditure on restacking is being mitigated by releasing floor area to provide additional commercial letting. This has resulted in the 8th Floor being released in phase one (due to complete end of October); tenant has been identified and expected to be in occupation late November.</p> <p>Qtr3: 8th floor tenant delayed in completing due to concerns over quality and 'feel and branding' to reception areas. Expected to be in place for March 2012. Further restacking options being developed with transformation team. Expect to release more floors by end of 12/13.</p>
Emerging Risks:	<p>Need to vacate RMC by March 2012. (Land Securities redevelopment of Kingsgate House).</p> <p>Qtr 3: RMC move in progress with IS. Agreement with Land Securities on alternative carparking spaces in 123 Victoria and Cardinal Place.</p>

Ref. CC14	Reduce the risk of terrorist activity in the borough
<p>Issue:</p>	<p>The Government's counter terrorism strategy CONTEST has four strands: Prepare. Protect, Prevent and Pursue. For 2011/12 the focus of Westminster City Council is on the Prevent and Protect strands of CONTEST.</p> <p>Prevent: WCC is working closely with Hammersmith and Fulham and Kensington and Chelsea colleagues to identify vulnerabilities across key areas. Funding of £48k for a Tri-borough research project to improve strategic knowledge of these key communities has recently been approved by OSCT. The output of the research project will inform the Westminster delivery strategy for 2012/13.</p> <p>Protect: The City of Westminster is a high target risk for terrorist activity due to its location within central London and it being home to a broad range of nationally and internationally iconic buildings and infrastructure. The Police lead on Protect.</p> <p>The Council and the MPS have established a community security zone (CSZ) to is to increase awareness and therefore resilience within the local community to the threat from terrorism. This principally involves coordinating specific training events and facilitating ongoing engagement with Westminster businesses alongside police-led operations. A CSZ delivery group is established and a joint action plan agreed which is being delivered.</p>
<p>Mitigation</p>	<p>Prevent: The development of a Prevent action plan that: outlines specific vulnerabilities present in Westminster around Ideology, Individuals and Institutions; identifies key partners and neighbouring boroughs that the Council can work with; and actions required to address risks associated with Prevent.</p> <p>Protect: This is principally through providing ongoing support to the Community Security Zone and delivery of the CSZ action plan. This is done through pro-active work with police Counter Terrorism Focus Desk to take forward operational management of counter terrorism.</p> <p>An ARGUS Retail event was conducted for all of the Operations Managers within Street Management in December 2011 and a further ARGUS professional held for WCC planning staff in January 2012. Griffin training is being provided for appropriate City Management staff on an ongoing basis. Griffin training was also provided to NSL staff in December 2011. A briefing was held for Veolia managers in the 2nd week of Dec with roll-out of the training envisaged for January 2012.</p> <p>Processes are already in place between WCC Planning and the MPS, with planning officers working closely alongside the Counter-Terrorism Security Advisors.</p> <p>The Council is also reviewing existing networks with the intention to develop stronger strategic relationships with Westminster land owners and businesses to improve resilience to terrorist events and large scale public disorder. A briefing paper for the Strategic Director of City Management will be written in January 2012 with a view to improving WCC's processes for managing the risks associated with crowded places.</p>
<p>Emerging Risk(s):</p>	<p>The potential impact of terrorist activity in the City remains high; Security Services have listed the current threat level for the UK as 'Substantial' – where an attack is regarded as a strong possibility. As the events of 7/7, the recent incident in Norway and the other albeit failed attempts, the impact of terrorist activity in the City would be great causing significant loss of life, disruption to major infrastructure, and a downturn in the economy through reduced tourist flow. The hosting of large scale public events such as the Diamond Jubilee and the Olympics in the next financial year may see an increase in the terrorism risk level within Westminster.</p>

Deliverables and milestones that have completed this quarter - delivered within agreed timeframe.

Deliverables and Milestones* completed this quarter		Delivered
Leader's		
L1.1	Publishing datasets for public access and use via the London data store.	May2011
L1.2	Open Council Days commence to the public on our transparency programme.	Sept2011
L1.3	Launch of "Spotlight on Spend", an interactive tool to allow people to examine and drill down into how we spend the Councils money.	Mar2011
Customer Service		
CT10.1*	Production and sign off of business case for tri borough Library Services.	Jun2011
Sports and Leisure		
▶BE9.1*	Achieve 'London 2012's Inspire Programme' status for all 12 legacy programmes.	Jun2011
▶12 legacy programmes have been approved by the London 2012 Organising Committee and accredited with the Inspire Mark.		
Enterprise and Volunteering		
EV4.1*	Identify Civic Community projects with a target of 10 projects.	Jul2011
▶EV4.2*	Establishing an online community map showcasing the voluntary sector network which exists across the borough.	Mar2012
▶To date we have offered over 100 volunteering opportunities.		
▶EV4.3*	Developing an online portal to provide information for the voluntary sector.	Mar2012
▶Portal online and accessible here: http://www.volunteer.co.uk/		
EV5	Expanding our portfolio of Big Society projects by exploring opportunities to support local groups and other organisations to take at least one of our parks into community management.	Sept2011
▶EV8.1*	Create Transition Fund Work programme.	Jul2011
▶Final report on outcomes due shortly. First two years of programme (2009 - 11) saw 3,354 clients enrolled, 535 helped into employment and 311 into sustainable employment. 1,360 also received more than 6 hours support - all exceeded targets for that period.		
▶EV8.2*	Additional worklessness support programmes on stream.	Sept2011
▶As above for EV5.		
Community Safety		
▶CC14.2*	Targeted communications activity to improve West End visitor awareness of the threat of robbery.	Sept2011
▶Communications campaign initiated to target first year students who are often victims during fresher's week. Robbery figures improved since communications activity in August 2011.		
▶CC16.1*	Jointly commission with RBKC an Independent Domestic Violence Advocacy (IDVA) service and develop sustainable funding options.	Sept2011
▶IDVA contract commissioned with funding secure until March 2012. Mainstream funding secured for 2011/13		
CC16.2*	Expand the capacity of the Multi Agency Risk Assessment Conference service (MARAC) and improve links to the Sanctuary scheme.	Sept2011

Overdue Deliverables and milestones - items that have not completed within the original dates.

Deliverables and Milestones* that have slipped against the original delivery dates		Revised dates for completion
▶CT5.1*	Ambition to meet the requirement guiding FOI, (responding within 20 working days) to ensure we are not criticised for our performance by Information Commissioner's Office	TBC
▶See exception report CT5.1 above.		
▶CT7.1*	Implement the plan to merge Charing Cross and Westminster reference Libraries.	Apr2012
▶See exception report CT7.1 above.		
▶BE8.2*	Agree re-develop priorities for Moberly Centre to improve financial viability.	Apr2012
▶The outsourcing of the management of Moberly & Little Venice is progressing, this will commence in April 2012.		
▶CC13.3*	Review effectiveness of enforcement measures taken against individuals/groups involved in gangs.	TBC
▶Enforcement action yet to commence. Cases currently awaiting review from counsel.		
▶CC15.1*	Scoping activity to develop an approach to preventing violent extremism.	Mar2012
▶Scope and approach to preventing violent extremism has been signed off by the Safer Westminster Partnership but there have been difficulties accessing funding from the Home Office		
▶CC16	Prevent instances of domestic abuse, address perpetrators and provide support to victims.	Apr2012
▶Cabinet member announced at P&S and Safer Westminster Partnership (SWP) in January 2012, a renewed effort focusing on Domestic Abuse. Strategy and action plan for the use of up to £200,000 funding to be developed for April SWP		
▶CC16.3*	Explore options for the commissioning of DV perpetrator programmes in Westminster which address a range of abusive behaviour.	Mar2012
▶Discussions ongoing between Health and Children's services in terms of the appropriate use of resources. Limited funding and limited evidence of what works mean it is unlikely this aspect of the Violence Against Women and Girls strategy will be delivered.		

APPENDIX 2:
Priority Measure Assessments for all portfolios
 Quarter 3 (April 2011 – December 2011)

*Detail on areas of significant slippage is highlighted in the exceptions report - this provides detailed analysis, mitigation and improvement actions.

Council Outcome	Commissioning Priority	Ref no. <i>[LC - Part of Living City Programme]</i>	Priority Measures Description	Q3 Performance Against <u>11/12 Target or 10/11 Baseline</u> <i>(Latest data available as at January 2012 reported below)</i>		Direction of Travel		Assessment against target/ baseline
				Better	Worse	▲	▼	

Better	▲
Same	▶
Worse	▼
Last Qtr	Last Year

On track	■
Off track	■
Target achieved	■
No update for Q3	■

Adult Services and Health **Cllr Daniel Astaire**

We will ensure that people are kept safe, healthy, and independent. Our social care services will support people to maintain or regain their independence wherever possible. We will seize the opportunities presented by reforms to health and social to further develop an approach to prevention that saves public money and improves people's quality of life.	Redesigning adult social care services, creating new models for delivery of adult services, reducing costs and creating markets	ASHM1	Reduction in care management workload achieved.	2,067 cases	Target. 2,240	▲	▲	On Track to achieve target	
		ASHM2	Reduction in expenditure on care packages achieved.	Update at year end.	Reduction	N/A	N/A	Comparative data at year end	
		ASHM3	Care management service in place at 25% less cost to the Council.	Update at year end.	Reduction of 25%	N/A	N/A	Comparative data at year end	
		ASHM4	Commissioning service in place at 35% less cost to the Council.	Update at year end.	Reduction of 35%	N/A	N/A	Comparative data at year end	
		ASHM5	Reduction in hourly cost of home care.	Update at year end.	Reduction	N/A	N/A	Comparative data at year end	
	The cost of each service in ASHM2, 3, 4 and 5 will be compared to the 2010/11 position at year end after a full year's activity.								
	ASHM6	Reduction in home care hours per week.	17,407hrs	Baseline. <18,500hrs	▲	▲	On Track to achieve target		
	ASHM7	75% of people supported at home on a personal budget.	60% supported	Target. 75%	▲	▲	Off Track		
	Rate refers to people at supported at home with substantial or critical needs. Although quarter on quarter improvement is being made target is at risk of being missed.								
	Independence, choice and control, responsibility and self sufficiency	ASHM8	Percentage of people who reported being in control of their daily lives.	69% in control	Target. 70.6%	▶	▲	On Track to achieve target	
		However, 31% of respondents said they didn't have enough control or no control over their daily life. Analysis of the responses to the Adult Social Care survey has raised concerns that in Westminster service users have less positive perceptions of outcomes than those in other Inner London authorities. The 11/12 survey is currently underway.							
	Preventing deterioration, delaying dependency and supporting recovery	ASHM9	Percentage of known carers assessed or reviewed.	10% reviewed	Target. >50%	▲	▼	Off Track - *See exception report	
The Adults senior management team is aware of the low performance and steps have been taken by the carers commissioner to improve the sharing of carers assessment data between WCC and Carers Network Westminster who also complete carers assessments.									
ASHM10		Percentage of social care assessments completed in 28 days.	77.9% reviewed	Baseline. 78%	▼	▼	Off Track		
ASHM11	80% of new referrals of older and disabled people assessed.	45.2%	Target. 80%	▼	▲	Off Track			
ASHM12	Rate of people at home 3 months after discharge from hospital following reablement.	81% (2009/10)	Target. 88%	▶	▶	Off Track			

Council Outcome	Commissioning Priority	Ref no. <i>[LC - Part of Living City Programme]</i>	Priority Measures Description	Q3 Performance Against <u>11/12 Target or 10/11 Baseline</u> <i>(Latest data available as at January 2012 reported below)</i>	Direction of Travel		Assessment against target/ baseline
					Better	▲	
					Same	▶	
Worse	▼						
					Last Qtr	Last Year	

■ On track
■ Off track
■ Target achieved
■ No update for Q3

We will ensure that people are kept safe, healthy, and independent. Our social care services will support people to maintain or regain their independence wherever possible.	Preventing deterioration, delaying dependency and supporting recovery	ASHM13	90% of people have reduced or no further care following reablement.	98.3%	Baseline. 90%	▲	▲	On Track - Target exceeded	
		ASHM14	Rate of emergency admissions and readmissions to hospital.	No update	Target. TBC	N/A	N/A	Data currently unavailable	
		ASHM15	Delayed transfers of care per 100,000.	12.2 delayed transfers	Target. 7	▼	▼	Off Track	
		ASHM16	Rate of admissions of older people into residential care.	56 admissions	Target. <119	▼	▲	On Track	
	ASHM17	Rate of people reporting positive experience in the Adults Social Care Survey and Carers survey.	17.4 (10/11)	Target >17.8	▶	▶	Off Track		
	The score of 17.4 was the lowest achieved score for the country and for London. This was shared by Westminster, Lambeth and Southwark.								
	ASHM18	Proportion of people using social care who have difficulty in finding information and advice.	25% (10/11)	Target <28.6%	▶	▶	Off Track - Next survey Oct 2012		
	ASHM19	Stage 1 and statutory social care complaints to Ombudsman.	71 complaints	Baseline. 72	▼	▲	Off Track		
	The increase mainly derive from complaints about Fair access to Care Services (FACS) as reduced funding from central government has meant that only those in high need qualify for care and many have had care hours reduced or withdrawn.								
Protecting from avoidable harm and caring in a safe environment	ASHM20	Rate of alerts requiring investigations.	54%	Baseline. 72%	▲	▲	Improvement on last year		
	ASHM21	Rate of re-referrals where there are safe-guarding concerns within two years of previous alert.	11.2% of re-referrals	Baseline. 15%	▼	▲	Improvement on last year		
Provide and efficiently manage housing for those eligible and in need, and to target specific services to vulnerable people and those socially excluded	ASHM22	Maintain the number of people sleeping rough on a single night in Westminster.	76 rough sleepers	Target. <100	▲	▲	On Track		
	ASHM23	50% of entrenched rough sleepers suitably accommodated.	66%	Target. 50%	▲	N/A	On Track - Target exceeded		
	ASHM24	75% of people move on positively from supported housing services.	78% supported	Target. 75%	▶	▼	On Track - Target exceeded		
	ASHM25	30 weeks to resolve the needs of persons needing major adaptations in the private sector.	21 weeks	Target. <30 weeks	▼	▼	On Track		
	ASHM26	300 overcrowded households to be visited and given tailor-made advice	296 given advice	Target. 300	▲	▼	On Track		
ASHM27	Re-house 226 overcrowded families in social housing through a range of initiatives.	179 re-housed	Target. 226	▲	▼	On Track			

Council Outcome	Commissioning Priority	Ref no. <i>[LC - Part of Living City Programme]</i>	Priority Measures Description	Q3 Performance Against 11/12 Target or 10/11 Baseline <i>(Latest data available as at January 2012 reported below)</i>		Direction of Travel		Assessment against target/ baseline
						Better	▲	
						Same	▶	
				Worse	▼	Last Qtr	Last Year	

Mitigate the impact of high housing demand, improve efficiency and contribute to the wider Council's cost reduction programme.	ASHM28	Reduce the number of households in Temporary Accommodation (TA) to be below 1,850.	1,783 in TA	Target. <1,850	▼	▼	On Track	
	TA numbers continue to increase in the final quarter, however we do not anticipate a sudden sharp increase. It should be highlighted that the TA costs remain within budget and this is the forecast for the full year.							
	ASHM29.1	94% occupancy in Bed and Breakfast accommodation.	97% in B&B	Target. 94%	▶	N/A	On Track - Target exceeded	
	ASHM29.2	98% occupancy in self-contained accommodation.	98% accommodated	Target. 98%	▶	N/A	On Track - Target achieved	
	ASHM30	400 Households prevented or relieved from becoming homeless through active homelessness work.	236 prevented	Target. 400	▲	▼	Off Track - *See exception report	
	Performance has dropped from last year, mainly due to the increased difficulty in finding private sector properties into which homelessness can be prevented. Affordable private sector properties are being sourced out of borough. Additional resources have also been targeted at homelessness prevention work.							
	ASHM31	550 Homelessness Acceptances.	388 acceptances	Target. <550	▼	▲	On Track	
ASHM32	Total number of Homelessness applications received by the Council.	1,066 received	Baseline. 1,170	▼	▲	On Track		

Children and Young People and Community Protection Cllr Nickie Aiken

We want Westminster to be an excellent place for C&YP to grow up and we will give them the best opportunity to achieve their potential. We will protect all C&YP from harm and ensure all parents and C&YP have access to a range of high quality services.	Ensure all parents and children and young people have access to a range of high quality services.	CCM1	Percentage of school places taken up by Westminster residents.	70.5% taken up	Baseline. 70.4%	▶	▲	Improvement on last year
		CCM2	% of young people not in education, employment or training.	5.1%	Target. 6%	▼	▲	Off Track - *See exception report
		NEET levels at the end of December are the lowest recorded since the start of the year. However levels remain higher than the same period last year with 5.1% of young people currently not education, training or employment (up 1.1% on the same period last year). The wider effects of the economy and reductions in funding for council projects may all serve to exacerbate this problem. A detailed update will be reported at yearend.						
	CCM3	Take up of the Nursery Education Fund grant by 3 and 4 year olds from top 5% deprived areas.	8% taken up	Baseline. TBC	▲	N/A	Off Track	
	51 of 670 3 & 4 year olds from our top 5% most deprived lower super output areas (LSOAs) are taking up of NEF grant. This compares to a rate of 11% across all LSOAs.							
	Work with early years settings, childminders and schools to raise standards of educational achievement for all children and young people.	CCM4	Percentage of pupils achieving Early Learning Goals by age 5.	55%	Target. 49%	▶	▲	On Track
		CCM5	Percentage of primary pupils achieving Level 4+ in English and math's at KS 2.	78%	Target. 79%	▶	▼	Off Track
		CCM6 (LC)	Percentage of secondary pupils achieving 5+ A*-C grades at GCSE	63.4% (provisional)	Target. 66%	▶	▲	Off Track - Final data Jan 2012
CCM7 (LC)		No schools placed in Ofsted category 4 (inadequate).	0 Schools	Target. 0 Schools	▶	▶	On Track - Target achieved	
Safeguard all CYP at risk of harm.	CCM8	Percentage of LAC with 3 or more placements during the year.	10% of LAC	Target. 11%	▼	▲	On Track	

Council Outcome	Commissioning Priority	Ref no. <i>[LC - Part of Living City Programme]</i>	Priority Measures Description	Q3 Performance Against 11/12 Target or 10/11 Baseline <i>(Latest data available as at January 2012 reported below)</i>		Direction of Travel		Assessment against target/ baseline	
				Better	Worse	▲	▼	On track	Off track
				Same		▶	◀	Target achieved	No update for Q3
						Last Qtr	Last Year		

Safeguard all CYP at risk of harm.	CCM9	Improved stability for children looked after.	75.6%	Target. 66%	▲	▼	On Track	On Track - Target exceeded	
	CCM11	Reduction in re-referrals to social care.	5%	Target. 15%	▲	▲	On Track	On Track to achieve target	
	CCM12	Stage 3 Statutory Childrens Services complaints.	2 received	Baseline. 2	▶	▶	On Track	Same as last year	
	CCM13	All Statutory Children's Services complaints.	31 received	Baseline. 45	▼	▲	On Track	On Track	
	Target our services to tackle needs early and prevent expensive interventions later.	CCM14	No. of children needing high cost specialist services – LAC, young offenders and excluded pupils.	No update	Target. TBC	N/A	N/A	Off Track	Data currently unavailable
		CCM15	No. of families of children with disabilities provided with "short breaks".	No update	Target. TBC	N/A	N/A	Off Track	Data currently unavailable
	Work with our partners to reduce crime and antisocial behaviour and tackle serious youth violence and gang activity.	CCM16	Rate of re-offending amongst young offenders.	0.82 offending	09/10 Baseline. 0.96	▲	▲	On Track	Improvement on last year
		CCM17	Number of new entrants to the Youth Justice System.	52 entrants	Target <100	▼	▲	On Track	On Track
		CCM18	Number of incidents of serious youth violence.	246 offences	Baseline. 287	▼	▲	Off Track	Off Track - *See exception report
		<p>The rate of increase in Serious Youth Violence has stabilised with offences now up just 11% on the same period in 2010/11. Over the last three years, Westminster has gone from 16th most offences in the MPS, to 3rd most offences in the MPS, behind Lambeth and Southwark. Much of the increase in absolute and relative terms is believed to be driven by the increase in knife enabled robberies. Recent incidents include the stabbing in Oxford Street on Boxing Day and the two shootings in John Fearon Walk, and Third Avenue in September and December.</p>							
CCM19		Violent Crime in the West End.	3,554 incidents	Baseline. 4,963	▲	▼	On Track	Improvement on last year	
<p>Improvements in Robbery performance have been maintained although underlying trends in low level violence could be cause for concern. For detail is the Safer Westminster Partnership report.</p>									
CCM20	Domestic Violence Incidents.	924 incidents	Baseline. 1,339	▼	▲	On Track	Improvement on last year		
<p>The number of domestic violence incidents recorded in Westminster has remained relatively stable in recent years. The recent trend (FYTD) has seen a reduction of 4.3% (from an increase of 3% to the previous reporting period), taking the longer term trend to -2.3% from +2.8%. However, as domestic violence incidents are significantly under reported it is difficult to draw conclusions from this trend.</p>									

City Management								Cllr Ed Argar
Safe, clean streets and premises are well regulated. We will prepare Westminster for the 2012 Olympic Games.	Improved efficiency in City Management.	CMM1.1	Improved levels of cleanliness (Litter)	4% deposits of litter	Target. <2%	▶	▶	Off Track - *See exception report
		CMM1.2	Improved levels of cleanliness (Detritus)	4% deposits of detritus	Target. <4%	▼	▶	On Track
		CMM1.3	Improved levels of cleanliness (Graffiti)	6% deposits of graffiti	Target. <1%	▲	▲	Off Track - *See exception report
		CMM1.4	Improved levels of cleanliness (Flyposting)	1% flyposting deposits	Target. <1%	▲	▲	Off Track - *See exception report
		<p>It is unlikely street cleanliness targets will be achieved with the revised resource levels currently available as a result of the recent contract variations.</p>						

Council Outcome	Commissioning Priority	Ref no. <i>[LC - Part of Living City Programme]</i>	Priority Measures Description	Q3 Performance Against 11/12 Target or 10/11 Baseline <i>(Latest data available as at January 2012 reported below)</i>	Direction of Travel		Assessment against target/ baseline
					Better Same Worse	▲ ▶ ▼	
					Last Qtr	Last Year	

		CMM2	Priority 1 and 2 Highways maintenance jobs completed on time.	97.2% jobs completed	Target. 96.5%	▼	▲	On Track - Target exceeded
		CMM3	Revenue collected from utility companies charged for delayed works that disrupt our roads.	£262,805 collected	Target. £107,150	▲	▲	On Track - Target exceeded

Customer Service and Transformation Cllr Melvyn Caplan

We will work together to deliver excellent customer service and uphold the Westminster Standard.	Improving the customer experience.	CTM1	Customer Feedback at point of contact.	88.1%	Unavailable	▲	N/A	Improvement on Qtr 2 position.	
		CTM2	FOI requests complete on time.	82% completed	Target. 85%	▲	▲	Off Track - *See exception report	
	Compliance performance did increase over the quarter. However the impact of the holiday season will materialise in January/Feb reporting. SEB introduced a new escalation route, and more rigour has been added to the process. However dependence and hence risk still relate to available resources to deliver FOI across the Council.								
	Supporting the community.	CTM3	Ward budget expenditure committed.	£1.18m committed	Target. £1.9m	▲	N/A	On Track to meet target	
	Increasing self sufficiency.	CTM4 (LC)	Income delivered through Westco.	£1.155m	Target. £1.6m	▼	▲	On Track to meet target	
Modernising community services.	CTM5	Customer Satisfaction with the Libraries Service.	86.3% (10/11)	09/10 result: 89%	▶	▼	On Track - Annual survey		
2011/12 results for the Library Services survey anticipated at year end. Interim results (as at Nov 2011) available through resident reputation tracker show satisfaction with local library services has remained relatively constant (54%, up 2% on Aug 2011). And our local libraries are the second most commonly used service in Westminster (45% of residents overall).									

Deputy Leader and Built Environment Cllr Robert Davis

We will preserve and improve Westminster's unique urban and natural environments.	Improved and responsive services.	BEM1 (LC)	Reduce the cost of our Development Management service through changes to our current fee structure.	£1.4m projected	Target. £1.4m	▲	N/A	On Track – target achieved	
		CLG have failed to deliver the promised review of planning fees. Fortunately this has been offset by having managed to meet the required budget envelope for 2011/12.							
		BEM2 (LC)	No. of City of Sculpture commissions delivered	9 delivered	Target. 12	▲	N/A	On Track to achieve target	
	Modernising community services	BEM3 (LC)	Adults and Children and Young People participation levels in sports activities.	25.3% (2010/11)	Target. 26%	▲	▶	On Track - Annual survey	
		BEM4 (LC)	Children and Young People participation in Sports and Development Programmes.	39,119 participants	Target. 73,300	▲	▼	Off Track - Funding ceased Sept. 2011.	
		BEM5	Champions for the Future Athletes Programme	53 participants	Target. 53	▼	▲	On Track - Target met.	
		BEM6	No. of 'ActiveWestminster Mark' Clubs.	42 club marks	Target. 35	▲	▲	On Track – Target Exceeded	
BEM7		Total Participation in Sports & Physical Activities	2.76m participants	Target. 3,256,800	▲	▼	On Track to achieve target		

Council Outcome	Commissioning Priority	Ref no. <i>[LC - Part of Living City Programme]</i>	Priority Measures Description	Q3 Performance Against <u>11/12 Target or 10/11 Baseline</u> <i>(Latest data available as at January 2012 reported below)</i>	Direction of Travel		Assessment against target/ baseline
					Better	▲	
					Same	▶	
Worse	▼						
					Last Qtr	Last Year	

■ On track
■ Off track
■ Target achieved
■ No update for Q3

Enterprise and Volunteering Cllr Brian Connell

We will continue to keep streets clean, safe and well-maintained, and will work with our communities to make sure neighbourhoods are maintained.	Supporting the community	EVM1	Civic Community projects commissioned.	7 projects	<i>Target. 10 projects</i>	▲	N/A	On Track to achieve target	
	Helping local people and business contribute to running our City	EVM2	Businesses Satisfaction with council.	69% (Nov2010) satisfied	<i>Baseline. 70%</i>	▶	▲	On Track - Next residents survey Jan12	
		EVM3	Council provides Businesses value for money.	15% (Nov2010)	<i>Target. To improve</i>	▶	▶	On Track - Next residents survey Jan12	
		EVM4	No. of business supported through the Creative Industries Programme.	169 supported	<i>Target. 200</i>	▲	N/A	On Track to achieve target	
		The total number of businesses/individuals supported between 1 April 2011 and 31 December 2011 is 188. In quarter 4 there are a number of activities planned, so we envisage comfortably exceeding our target of 200 for this financial year.							
		EVM5	No. of residents supported into employment via the Transition Fund.	97	<i>Target. 95</i>	N/A	N/A	On Track	
		EVM6	Number of young people benefiting from the Youth Enterprise Scheme	39 people	<i>Target. 50</i>	▲	N/A	On Track to achieve target	
In addition to the 39 people reported, there are many young people who are involved in the programme that enrolled before 1 April 2011. 10 businesses/professionals have also supported the programme giving £21K of in-kind support/match funding. 14 young people have been placed into jobs within this programme and 5 young people have started their own self-employed businesses.									

Housing and Property Cllr Jonathan Glanz

We will maximise the availability of affordable housing to meet local needs and alleviate the pressures of high demand for homelessness services.	We will ensure that our residents, and other service users, are satisfied that they receive high quality, value for money, services from us.	HPM1	80% of council tenants satisfied with service provided by their landlord.	86% satisfied	<i>Target. 80%</i>	▲	▲	On Track – Target exceeded
		HPM2	56% of council lessees satisfied with service provided by their landlord.	55% satisfied	<i>Target. 56%</i>	▶	▶	Off Track
	Although performance is slightly below target, our lessee satisfaction levels are higher than any other ALMO's and RSLs in London.							
	HPM3	88% of customers who perceive the service from Home Ownership Service as good or excellent.	91% satisfied	<i>Target. 88%</i>	▼	▼	On Track - Target exceeded	
	HPM4	750 Decent Homes delivered	477 delivered	<i>Target. 750</i>	▲	▼	On Track	
Improve the quality of public and private sector housing stock.	The Decent Homes project is ongoing throughout the year. At present the figure reported stands at 477. This work is carefully profiled across the year with the bulk of improvements due to be undertaken in the latter part of the financial year (Q4).							
	HPM5	17% reduction in CO2 omissions on Queen's Park Zone (cross-tenure).	9.5% reduction	<i>Target. 17%</i>	▶	▼	Off Track – Dependent on works on Mozart Estate being completed.	
Meeting the target is almost wholly dependent on works on the Mozart Estate being completed by City West Homes. Works have begun and are due to complete by March 2012.								

Council Outcome	Commissioning Priority	Ref no. <i>[LC - Part of Living City Programme]</i>	Priority Measures Description	Q3 Performance Against <u>11/12 Target or 10/11 Baseline</u> <i>(Latest data available as at January 2012 reported below)</i>		Direction of Travel		Assessment against target/ baseline ■ On track ■ Off track ■ Target achieved ■ No update for Q3
				Better	▲	Last Qtr	Last Year	
				Same	▶			
				Worse	▼			

Leader of the Council	Cllr Colin Barrow
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We will improve accessibility to council data, tackle unnecessary bureaucracy and press Govt for more say over how we run the City.	Increasing self sufficiency.	LM1 (LC)	Savings delivered through tri-borough combination.	£1m est.	<i>Target.</i> £6.5m est.	▲	N/A	■	On Track to achieve target	
		LM2 (LC)	Income delivered through Westco.	£1.155m	<i>Target.</i> £1.6m	▼	▲	■	On Track to meet target	
	First class reputation, influence and communication in Westminster.	LM3	Resident satisfaction with the council.	76% satisfied (Nov2011)	<i>Avg Results.</i> 82%	▼	▼	■	Off Track - Next residents survey Jan 2012	
		<p>The impact of the Evening Standard news coverage looks to have reduced satisfaction to 76% by mid-November. The affects of this will be monitored further in the next wave of the Reputation Tracker in January 2012.</p>								
		LM4	Percentage of staff who says the council keeps them informed.	53% informed (Nov2011)	61% <i>(Oct 2010)</i>	▶	▼	■	Off Track	
	<p>For more information please see 'Your Voice 2011' report this sets out the views of staff in their own words.</p>									
	First class reputation, influence and communication in Westminster.	LM5	% of residents who say the council keeps them inform	69% informed (Nov2011)	<i>Avg Results.</i> 72%	▼	▼	■	On Track	
		<p>The proportion of residents who feel informed about services and benefits has fallen by four points since August 2011, and the proportion of residents who feel informed about proposed spending reductions has fallen by a greater margin (down 10 points to 30%).</p>								
		LM6	% of residents who say the council offers value for money.	60% satisfied	<i>Avg Results.</i> 63%	▼	▼	■	On Track - Next residents survey Jan 2012	
		<p>Perceptions of value for money have shifted from 63% in August 2011 to 60% now, but are still not at the historic high of 68% last recorded in November 2010. Nationally the score is currently 51% and 50% in London.</p>								
		LM7	Number of unique website visitors.	767,130 visitors	<i>Baseline.</i> 438,692	▲	▲	■	On Track	
		LM8	Stage 3 complaints received.	59 received	<i>Baseline.</i> 65	▼	▲	■	Off Track	

Parking and Transportation	Cllr Lee Rowley
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We will work with our partners, customers and businesses to deliver a safe, secure and efficient transport infrastructure.	Managing a firm, fair and excellent service.	PTM1	Responding to parking correspondence within 10 days.	95.8%	<i>Target.</i> 98%	▼	▲	■	On Track - Target exceeded
		PTM2	Reduced numbers of parking appeals.	6,471 appeals	<i>Target.</i> 9,434 <i>(2% of all tickets issued)</i>	▲	▲	■	Off Track
		PTM3	Improved success rate at the appeal.	66% success rate	<i>Baseline.</i> 65.5%	▲	▲	■	On Track to achieve target
		PTM4	Foreign vehicles with outstanding Penalty Charge Notices/EValSue.	£4.94m outstanding	<i>Target.</i> TBC	▲	N/A	■	Off Track
	Helping people understand the rules.	PTM5	Maintain on-street parking compliance.	98.8% compliance	<i>Target.</i> 95%	▲	▲	■	On Track - Target exceeded

Council Outcome	Commissioning Priority	Ref no. <i>[LC - Part of Living City Programme]</i>	Priority Measures Description	Q3 Performance Against 11/12 Target or 10/11 Baseline <i>(Latest data available as at January 2012 reported below)</i>	Direction of Travel		Assessment against target/ baseline
					Better Same Worse	▲ ▶ ▼	
					Last Qtr	Last Year	■ On track ■ Off track ■ Target achieved ■ No update for Q3

Strategic Finance	Cllr Philippa Roe
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We will protect the financial standing of the council.	Improving the customer experience	SFM1	Customer satisfaction with IT services/help desk.	64.9% satisfied	<i>Target. 70%</i>	▼	▼		On Track - Target exceeded	
	Metric was impacted by transition of service desk to Poland in Autumn 2011 (a cost saving measure) as the service beds down in new location the trend is now one of improvement and we will continue to review.									
	Commercialising our business outlook	SFM2	Total variance from Budget	£6.5m underspend	<i>Target. £0</i>	▲	▲		On Track	
		SFM3	£60m Savings Programme for 2011/12	£54.9m	<i>Target. £60m</i>	▲	N/A		On Track to achieve target	
	Reducing inefficiency and waste	SFM4	Council Tax collection rate.	86% collected	<i>Target. 96.1%</i>	▲	▲		On Track to achieve target	
		SFM5	Non-Domestic Rates collection rate.	88.5% collected	<i>Target. 98.1%</i>	▲	▲		On Track to achieve target	
		SFM6	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.	22 days	<i>Target. 16 days</i>	▼	▲		Off Track	
		SFM7	The council is efficient and well run.	60%.	<i>Mar2011 Result. 53%</i>	▲	▲		Improvement on last year	
		SFM8	Time taken to appoint to new vacancies.	77 days	<i>Baseline. 99 days</i>	▼	▲		Improvement on last year	
	SFM9	Sickness absence rate (days/FTE).	3.97 days	<i>Baseline. 5.87 days</i>	▼	▲		Improvement on last year		

Appendix 3 - Quarter 3 Risks flagged for management attention

The following risks above an acceptable threshold (i.e. those scoring 12 and above and deemed to be of significant concern) have been flagged for management attention and action in section below.

Adults Services

Lead: Mike Rogers

No risks reported for this quarter.

Children's Services

Lead: Anita Gibbons

Risk 1.	[Community Safety] Reduction in Community Safety funding.		
Likelihood	Significant	Score	12
Impact	[Critical] - A reduction in community safety funding in future years will have a significant impact on the resources we have available to address the issue of serious youth violence.		
Mitigation	Sustainable funding options being looked into including: <ul style="list-style-type: none"> Social Impact Bonds and other innovative finance mechanisms to attract additional investment. Ways of recovering money from other activities to free up mainstream funding for preventative youth work e.g. localization of licensing fees and night time top-ups. 		
Status	No change		
End date	31/03/2012		

City Management

Lead: Nicola Hyde

Risk 1.	[Waste & Cleansing] Effect of changes to street cleansing contract.		
Likelihood	Significant	Score	12
Impact	[Critical] - Risk that failure to meet cleanliness targets or down spec of contracts will lead to increased dissatisfaction with state of city and reduced resilience to rapidly respond to emergency incidents (demonstrations etc.) and heavy downfalls of leaves/snow.		
Mitigation	Officers continue to work closely with suppliers and resident/business organizations to mitigate the impact of revised cleansing resource levels.		
Status	No change		
End date	TBC		

Risk 2.	[Parking] Chip and pin upgrade to pay and display machines		
Likelihood	Significant	Score	12
Impact	[Critical] - Chip and pin currently not considered, estimated cost savings of £5m.		
Mitigation	Apply all contract remedies robustly and ensure documented audit trail of decision - Establish QA and assurance / compliance groups to oversee all contract monitoring - Audit of all existing contract matters and ensure they are regularised through the councils procurement and contracts procedures (variations, etc) - Review structure to ensure appropriate balance between supplier management and compliance		
Status	No change		
End date	TBC		

Risk3.	[Olympics] Olympic Route Network/ Central Zone/Congestion		
Likelihood	High	Score	15
Impact	[Critical] - Additional activity and visitors may cause congestion or gridlock. Services maybe disrupted, in particular waste collection may be a problem.		
Mitigation	<ul style="list-style-type: none"> Mike More is representing WCC on the London Operations board (Transport) Road Space Management Board set up by David Brown (TfL). Martin Low is representing London Kevin Goad, Alan Kraven and Tim Owen are working closely with TfL to agree measures to assist with traffic and pedestrian flow in the Central Zone. 		
Status	New		
End date	TBC		

Risk 4.	[Olympics] Waste collection/recycling service's		
Likelihood	High	Score	15
Impact	[Critical] - Waste collection/recycling service's Standards may not be met during the games due additional waste and limited access.		
Mitigation	Draft plans in place.		
Status	New		
End date	TBC		

Risk 5.	[Olympics] Major works to Paddington/Crossrail		
Likelihood	Significant	Score	12
Impact	[Critical] – Works may disrupt transport network having a negative impact Olympic route network.		
Mitigation	Crossrail works and road closures scheduled to continue during Games. Officers to attend Paddington Management Board.		
Status	New		
End date	TBC		

Risk 6.	[Olympics] Illegal street trading		
Likelihood	Significant	Score	12
Impact	[Critical] – An increase in illegal street trading may put significant pressure on resources.		
Mitigation	The Advertising and Trading Regulations expected to come into force in November 2011, although these additional powers will only exist for a short time before and during Olympic events in 2012.		
Status	New		
End date	TBC		

Finance & Operations

Lead: John Ogden

Risk 1.	[Customer Services] Working with Vertex to ensure delivery and ongoing contract underspend to mitigate potential loss of income in 2012/13.		
Likelihood	Significant	Score	12
Impact	[Critical] – Potential loss of income in 2012/13.		
Mitigation	Work underway with Vertex to mitigate potential loss of income in 2012/13.		
Status	New		
End date	TBC		

Risk 2.	[Information Services] Capitalisation of salaries budget and recovery of dept costs		
Likelihood	Significant	Score	12
Impact	[Critical] – The main risks are around the capitalisation of salaries budget and the recovery of costs from other departments.		
Mitigation	TBC		
Status	New		
End date	TBC		

Risk 3.	[Corporate Finance] Finance Foundation project		
Likelihood	Significant	Score	12
Impact	[Critical] – The largest risk is around delivering the Finance Foundation project, which is on track and Tri-Borough arrangements for the delivery of the Finance functions.		
Mitigation	TBC		
Status	New		
End date	TBC		

Risk 1.	Cuts in public spending.		
Likelihood	Very High	Score	18
Impact	[Critical] - will lead to reduced capacity to deliver key housing services – reduction in affordable housing, the amount of temporary accommodation subsidy available; housing benefit levels will be reduced and regeneration funds cut.		
Mitigation	<ul style="list-style-type: none"> Investigating alternative funding streams New innovative supply routes 		
Status	No change		
End date	TBC		

Risk 2.	Local Housing Allowance caps		
Likelihood	Very High	Score	18
Impact	[Critical] - this change is likely to affect our homelessness budgets due to loss of private sector homelessness prevention properties, fall out of existing temporary accommodation contracts and higher homelessness preventions from households falling out from private sector.		
Mitigation	Modelling has been undertaken of the impact of these changes on the levels of Temporary Accommodation to be procured, the changes in the current TA portfolio and market and the type and location of TA in the future		
Status	No change		
End date	31/03/2012		

Risk 3.	Housing renewal schemes		
Likelihood	Significant	Score	18
Impact	[Critical] - Mitigation actions include using grant funding to strengthen Housing Options front-line service delivery to manage the impact of the caps and agreeing protocols with Benefit Services to make best use of Discretionary housing payments to prevent homelessness; work is underway with larger providers of TA regarding the potential impacts of changes from 2013.		
Mitigation	Bring in specialist planning advisers to maximise units, improve success and appeals. Working closely with Planning in advance of final schemes being brought forward. For residents we intent to: <ul style="list-style-type: none"> Ensure proposals meet residents and Council's expectations substantial resident involvement in process including consultation on renewal strategy drop in sessions on estates residents having majority say in deciding successful masterplanner robust communications plan work with key stakeholders e.g. members to ensure full support 		
Status	No change		
End date	31/03/2012		

Risk 1.	Development Planning Del Unit		
Likelihood	Significant	Score	12
Impact	[Critical] - The new planning fees regime is not expected to be implemented in 2011/12.		
Mitigation	Mitigating actions have now been implemented and are reflected in the outturn forecast for the service.		
Status	New		
End date	TBC		

Risk 2.	Transportation Contracts		
Likelihood	Significant	Score	12
Impact	[Critical] - There has been a risk flagged by the service regarding the savings targets allocated to Bridges and Structures.		
Mitigation	Ways of managing this risk across Built Environment are being reviewed given existing constraints.		
Status	New		
End date	TBC		

Chief Executive

Lead: Nick Byrom

Risk 3.	[Community Protection] Terrorist attack		
	Westminster is a high risk target for potential terrorist attacks given the number of high value targets and dense population and footfall.		
Likelihood	Significant	Score	16
Impact	Catastrophic		
Mitigation	Westminster adopts the national CONTEST approach to mitigating risk of terrorism, supporting MPS and Security Service efforts to protect public areas pursue suspected terrorists, while preparing both our own and business continuity plans to function in the event of attack and preventing local people from being radicalised to violent ends.		
Status	No change		
End date	31/03/2012		

Risk 4.	[Property] City Hall Restack		
	Westminster is a high risk target for potential terrorist attacks given the number of high value targets and dense population and footfall.		
Likelihood	Significant	Score	12
Impact	[Critical] - Costs associated with the restack of City Hall were removed from the Capital Programme at the establishment of the budgets due to the expected move to Eland House. Cost of remaining in City Hall for the short and medium term has high capital cost implications. A Report to SEB in August set out the proposed requirements and described the issues that would be covered as part of the improvement / statutory works.		
Mitigation	8 th floor tenant delayed in completing due to concerns over quality and 'feel and branding' to reception areas. Expected to be in place for March 2012. Further restacking options being developed with transformation team. Expect to release more floors by end of 12/13.		
Status	No change		
End date	31/03/2012		

Risk 5.	[Libraries] Implement the plan to merge Charing Cross and Westminster Reference Libraries.		
Likelihood	Significant	Score	12
Impact	[Critical] Financial issue: current plans are financially unviable. Timing issue: Olympic Games "building moratorium" negatively impacts on the potential start date of the Scheme. Cost prohibitive. In light of the costs a decision was made to review library property strategy as a whole. improvement / statutory works.		
Mitigation	Steering group meetings including Councillor Caplan, David Ruse and Richard Platt produced options. Awaiting for preferred strategy to be agreed. This may or may not involve the merger of the two libraries. Plans currently on hold pending the outcome of the property strategy decisions.		
Status	No change		
End date	31/03/2012		