



City of Westminster

Committee Agenda

Title: **Business and Children's Policy and Scrutiny Committee**

Meeting Date: **Thursday 31st March, 2022**

Time: **6.30 pm**

Venue: **Hybrid MS Teams and 18th Floor, Westminster City Hall, 64 Victoria Street, Westminster London SW1E 6QP**

Members:

Councillors:

Karen Scarborough
(Chairman)
Geoff Barraclough
Christabel Flight
Lindsey Hall
Aicha Less
Eoghain Murphy
Tim Roca
Mark Shearer

Elected Representatives
Ryan Nichol, Parent Governor

Co-opted Voting Representatives
Alix Ascough, CE Diocesan Rep
Marina Coleman, RC Diocesan Rep

Non-Voting Co-opted Representatives
Mark Hewitt, Headteacher, St John CE Primary School
Wasim Butt, Principal, Beachcroft AP Academy

Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda.

[Link to live meeting](#)



This meeting will be livestreamed and recorded. To access the recording after the meeting, please revisit the link.



If you require any further information, please contact the Committee Coordinator, Tracey Chin.

E: tchin1@westminster.gov.uk

Corporate Website: www.westminster.gov.uk

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions, they should contact the Head of Committee and Governance Services in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

To receive declarations of interest by Members and Officers of the existence and nature of any pecuniary interests or any other significant interest in matters on this agenda.

3. MINUTES

To approve the minutes of the Business & Children's Policy and Scrutiny Committee meeting held on **2 February 2022**.

(Pages 5 - 14)

4. CABINET MEMBER FOR BUSINESS, LICENSING AND PLANNING - PORTFOLIO UPDATE REPORT

To receive an update report from the Cabinet Member on current and forthcoming issues in this portfolio.

(Pages 15 - 18)

5. CABINET MEMBER FOR YOUNG PEOPLE AND LEARNING - PORTFOLIO UPDATE REPORT

To receive an update report from the Cabinet Member on current and forthcoming issues in this portfolio.

(Pages 19 - 22)

6. REPORTS OF ANY SAFEGUARDING ISSUES

To receive a verbal update of any urgent safeguarding issues (if any).

7. WESTMINSTER INVESTMENT SERVICE

To receive an update from the Westminster Investment Service and to review its priorities.

(Pages 23 - 34)

8. WORK PROGRAMME

To consider the Committee's Work Programme for the next municipal year.

9. ANY OTHER BUSINESS

To consider any other business which the Chair considers urgent.

(Pages 35 - 42)

Stuart Love
Chief Executive
23 March 2022

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CITY OF WESTMINSTER

MINUTES

**Business and Children's
POLICY and SCRUTINY COMMITTEE
2 February 2022**

MINUTES OF PROCEEDINGS

Minutes of the meeting of the **Business and Children's Policy and Scrutiny Committee** held on **2 February 2022** at **6.30pm**.

Hybrid meeting via Microsoft Teams and Rooms 18.01-03, 18th floor, 64 Victoria Street, London, SW1E 6QP.

Members Present: Councillors Karen Scarborough (Chairman), Geoff Barraclough, Lindsey Hall (virtual), Aicha Less, Eoghain Murphy, Tim Roca, Mark Shearer.

Co-Opted Members Present: Marina Coleman, Mark Hewitt (both virtual)

Also present: Councillor Timothy Barnes (Cabinet Member for Young People and Learning), Councillor Matthew Green (Cabinet Member for Business, Licensing and Planning), Daniella Bonfanti (Cabinet Manager, virtual), Ian Heggs (Bi-Borough Director of Education), Tracey Chin (Policy and Scrutiny Co-Ordinator), Debbie Jackson (Executive Director Growth, Planning and Housing), Artemis Kassi (Lead Scrutiny Advisor), Stuart Love (Chief Executive) and Richard Stanley (Tri-borough Deputy Director of Education)

1. MEMBERSHIP

- 1.1 There were no changes to Membership
- 1.2 Councillor Christabel Flight was unable to attend and sent apologies. Ryan Nichol (Elected representative, Parent Governor) was unable to attend and sent apologies. Alix Ascough (Co-opted Representative, Head of All Souls Primary) was unable to attend and sent apologies. Wasim Butt (Co-opted Representative, Head of Beachcroft AP Academy) was unable to attend and sent apologies.

2. DECLARATIONS OF INTEREST

- 2.1 Councillor Shearer declared an interest insofar as he ran a social enterprise delivering community campaigns for businesses, some of which included promoting children's outdoor activities.

ACTION

- The Committee requested the reintroduction of Members' Standing Declarations of Interests.

3. MINUTES

- 3.1 The Committee noted that Councillor Hall's attendance had been omitted in the minutes of the meeting held on 29th November 2021 and requested this be corrected for public record.
- 3.2 **RESOLVED:** That the minutes of the meeting on 29th November 2021 be approved, pending the above correction.

4. UPDATE FROM THE CABINET MEMBER FOR BUSINESS, LICENSING AND PLANNING

- 4.1 The Committee received a written update from the Cabinet Member for Business, Licensing and Planning. It was noted that a correction be made to Item 1.1 of the report (West End Pop-Up Project): it was Grosvenor who was working with The Good Store on South Molten Street to activate the units, and not the Crown Estate, as stated.

Gambling Policy

- 4.2 A consultation carried out between September and November last year had received responses from those in the gambling industry, with a lack of resident responses. It was anticipated that any changes would come into effect in April, pending agreement at the next Full Council.

Westminster Night Markets

- 4.3 The Committee noted the success of the night market in China Town and, after having received positive feedback from residents, queried if this would be continued. It was acknowledged that the market had provided much needed support to the local community after diminished footfall and agreed that any further opportunities would be welcomed.

Covid-19 Grant Programmes

- 4.4 The Committee queried the communication of Covid Grants for businesses as they had received reports that some businesses had been unaware of their eligibility for funding. It was confirmed that information had been circulated

through local newsletters, social media and the business information district, but appreciated that not all businesses may have been aware. It was agreed that information on additional funding would be passed to Members for information.

- 4.5 The Committee was advised that any local businesses querying their eligibility for grants, could email businessunit@gov.uk, where more specialised advice and opportunities for alternative funding could be provided. The Committee was asked that the positive feedback from local businesses on this service, be noted.

Training and Employment Schemes

- 4.6 In response to a Member's query, it was confirmed that the Westminster Wheels scheme was currently recruiting new trainers, so would be continuing for the foreseeable future.
- 4.7 The Committee queried the assessments made on funding for training schemes. It was reported that based on research, the hospitality sector was highly represented in the City. Members queried whether there were training opportunities available in the software coding sector. It was confirmed that this was an area that was being investigated, with trainings available for other sectors as well.

Retrofitting

- 4.8 The Committee queried the review and agreements for the retrofitting of local Historic England listed properties with the relevant heritage organisations. It was confirmed that Historic England maintained their own guidelines.
- 4.9 The policy had been amended to allow Grade II properties to install slim-fit glazing. It was confirmed that it was still a requirement for applications for Planning Permission and Listed Building Consent to have this fitted with the appropriate materials.

Business Rates

- 4.10 The Committee queried whether there would be discounts to business rates from April 2022. It was confirmed that no information on this had been received.
- 4.11 **RESOLVED:** That the Committee note the continued work and forthcoming issues in this portfolio.

ACTIONS:

The Committee requested information on the following:

- Details of all Covid-19 grant programmes available to businesses.
- To confirm the date of the next Harrow Rd Forum meeting.

- The Committee to refer local businesses requesting funding to the Business Unit service for support.

5. UPDATE FROM THE CABINET MEMBER FOR YOUNG PEOPLE AND LEARNING

- 5.1 The Committee received a written update from the Cabinet Member for Young People and Learning who, with support from Ian Heggs, Bi-Borough Director of Education, responded to questions on the following topics:

Covid-19 Management in Schools

- 5.2 It was reported that the number of Covid-19 cases in schools had reached its peak and were now falling, although case numbers remained high. The focus was on getting the appropriate vaccination information circulated amongst parents and schools to encourage them to get their children vaccinated.
- 5.3 In response to a query regarding the vaccinations of 12+ year-olds, it was acknowledged that there was some resistance from parents, this did not cause significant concern.
- 5.4 The Committee requested that their appreciation and gratitude be expressed to all Head Teachers, teachers, staff and Governors for their continued support in keeping children in school under present challenging Covid circumstances with so many testing positive and having to self-isolate.

Schools' Performance

- 5.5 The Committee commended Hampden Gurney school for placing 9th in the City's schools list and extended praise to all top performing schools.

Sayers Croft

- 5.6 The Committee requested an update on the Sayers Croft review. It was confirmed that improvements in recovery management were being developed, with further recommendations to be made. No further details were available at the time. The Committee continued to maintain its support of Sayers Croft and noted the Council's ongoing work in ensuring its accessibility to children.

Pupil Decline

- 5.7 The Committee raised concerns on the declining numbers of pupils in the City's schools. It was stated that the issue was not specific to the City and reflected the continued decline of school-aged children in Central London and depopulation across the country. It was reported that the City was managing better when compared to some other London boroughs.
- 5.8 It was confirmed that the data would continue to be revised and provided to schools to enable suitable planning to be made going forward.

Home Education

- 5.9 The Committee queried what impact parents returning to the workplace would have on children who had been home educated during the pandemic. It was confirmed that cases of home education were being closely monitored, with processes in place requiring regular liaison with parents.

Pupil Funding Formula

- 5.10 The Committee queried the per pupil funding formula and whether there were any fairer alternatives. It was reported that this was an ongoing discussion at Schools Forum, with no alternatives to the current formula. It was confirmed there would be no cuts to frontline services in the foreseeable future.

School Merger

- 5.11 In response to parental concerns regarding the decision to merge two of the City's schools, the Committee sought clarification on the role of governing bodies in the process. It was explained that this would have been initiated by the governors and discussed with both schools and the Catholic Diocese, as well as the parents of attending pupils, before a formal decision was agreed by the Council. The Council maintained that they do not have a policy in allocating schools for mergers.

Free School Provisions

- 5.12 The Committee enquired about the continuation of free school meals and the availability of children's activities during half term and Easter. It was confirmed that both would be available. Further information would be circulated via schools, libraries, and electronic newsletters. It was agreed that Councillors' would be added onto the weekly school bulletin.
- 5.13 **RESOLVED:** That the Committee note the continued work and forthcoming issues in this portfolio.

ACTION:

- To add Councillors' contact details onto the weekly newsletter distribution list.

6. REPORTS OF ANY URGENT SAFEGUARDING ISSUES

- 6.1 There were no reports of any urgent safeguarding issues.

7. SCHOOL UNIFORM REPORT

- 7.1 The Committee received a report from the School Standards team detailing how it intends to work with Westminster schools to lower the cost of school uniforms, following new guidance issued to schools. The report was presented

by Ian Heggs, Bi-Borough Director of Education. It was agreed that the Council would provide the appropriate signposting to families who required extra support. The aim would be to monitor the queries received and advise accordingly.

- 7.2 In response to Member queries on how expectations could be managed before the school term began, Ian Heggs emphasised the importance of addressing parental concerns as early as possible. It was recommended that parents liaise with their school for information on access to funding, online second-hand uniform suppliers and additional services that may be needed.
- 7.3 Members recommended collaboration between the PTA and other associations to organise local second-hand uniform sales. It was recommended that research into neighbouring boroughs' uniform schemes could provide alternative solutions.
- 7.4 Members queried whether footwear was included in the allowance. It was agreed that further investigation was needed on this, with the findings brought to Committee in a future meeting.
- 7.5 **RESOLVED:** To note the work of the Children's Services team in supporting the City's families.

ACTION:

- To investigate whether footwear is included in the uniform allowance and how much is allocated towards this.

8. SCHOOL PERFORMANCE STRATEGY 2021

- 8.1 The Committee received a report on the School Performance Strategy, which was presented by the Tri-borough Deputy Director of Education, Richard Stanley, with support from Ian Heggs, Bi-Borough Director of Education. It was reported that secondary schools in the City had performed very well in GCSEs and A-Levels. It was confirmed that public exams and primary tests would be going ahead this year. Emphasis was now on monitoring Further Education and ensuring its accessibility to school leavers, especially those in the Not in Education, Employment or Training (NEET) category.
- 8.2 The Committee queried the home education process and how the Council ensured the quality of service. It was explained that this was done through assessments and annual home visits to check progress. Timescales were given for parents to address any concerns raised.
- 8.3 The Committee queried the impact of the pandemic on children's learning skills. It was reported that a decline in children's writing and group learning skills had

been observed, especially where English was not their first language. It was noted that the overall impact varied between schools and families.

- 8.4 The Committee raised concerns on the number of exclusions of pupils with learning difficulties. It was reported that the Council and schools were exploring various models to address this, including a focus on underlying causes, early intervention and reviewing schools' policies. It was agreed an update on inclusions, exclusions and seclusions would be brought to a future meeting.
- 8.5 The Committee the praised the work of school staff during the pandemic and wondered if a formal thank-you could be considered. The Council acknowledged the hard work of school staff and noted the proposal for future consideration. It was confirmed that children and staff well-being was the current priority for the team.
- 8.6 **RESOLVED:** That the Committee note the contents of the report and the following recommendations:

ACTIONS

- To continue monitoring the number of young people in home education and provide an update at a future meeting.
- To continue to collect data on the number of fixed term exclusions, isolations and seclusions in schools and be provided with progress updates in implementing strategies to reduce these.

9. MARBLE ARCH MOUND – INTERNAL REVIEW UPDATE

- 9.1 The Committee received a verbal update from Stuart Love, the Council's Chief Executive, on the internal review of the Marble Arch Mound project, following the extraordinary Committee on 27 October 2021.
- 9.2 The update outlined the following recommendations with the actions taken:
- To strengthen the Council's programme management office, which had now been completed.
 - To review the Terms of Reference of the Capital Review Group, which had now been agreed.
 - A review of Member-Officer protocol, which was ongoing.
 - An audit of the Highways Contract Management function, which was in progress, with recommendations reported in due course.
 - The proposal for Band 6+ fixed-term contracts to go to a panel.
 - To provide scrutiny training to Councillors and Members.
- 9.3 A Statutory request was made by the Committee that the responses to the recommendations should be received from the Cabinet Members and Cllr Judith Warner, Chair of the Standards Committee in writing two weeks from the

date of this Committee meeting. The Committee also requested a copy of the Terms of Reference of the Capital Review Group.

9.4 **RESOLVED:** That the Committee note the update.

ACTIONS

The Committee requested the following:

- To receive written responses to the recommendations, as detailed in 9.3.
- To receive the revised Terms of Reference of the Capital Review Group.

10. DRAFT REPORT OF THE CYPMH TASK GROUP

10.1 The Committee received a verbal update on the Children and Young People's Task Group report from Artemis Kassi, Policy & Scrutiny Lead. The Committee noted the work of the Task Group which explored recommendations on improving the emotional well-being and mental health of children and young people in Westminster, and the ongoing challenges in completing the report. It was confirmed that this would be finalised and circulated before 28 March.

10.2 The Committee thanked the officers and Task Group for their work on the report.

10.3 **RESOLVED:** That the progress update be noted, and the final draft of the report be brought to the next Committee on 31 March.

ACTION:

- The Committee requested that any recommendations arising from the report be tracked.

11. COMMITTEE WORK PROGRAMME

11.1 The Committee received a report from the Policy & Scrutiny Lead, Artemis Kassi, which outlined the work programme for the remainder of the municipal year.

11.2 It was discussed and agreed that the agenda items for the next Policy and Scrutiny meeting on 31 March would include reports on the Gambling Policy changes, the Westminster Investment Service, Affordable Housing (from a Planning perspective), Al-Fresco Dining Scheme and the Children and Young People' Mental Health Task Group. The Social Care Review 2021 was also suggested as an item for a future meeting.

11.3 **RESOLVED:** That the Committee agree on the items proposed for the next meeting and note the report.

12. TERMINATION OF MEETING

12.1 The meeting ended at 20:59.

CHAIRMAN _____

DATE _____

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City of Westminster

Business and Children's Policy Scrutiny Committee

Date: Thursday 31 March 2022

Portfolio: Business, Licensing and Planning

The Report Of: Councillor Matthew Green, Cabinet Member for Business, Licensing and Planning

Report Author and Contact Details: Patrick Ryan, Portfolio Advisor
pryan@westminster.gov.uk

1. Thriving Economy

West End Recovery- West End Pop-up Project

- 1.1 In March, we delivered three activations along Piccadilly and South Molton Street. They are:
- 12@12 at unit 12 Piccadilly Arcade showcasing twelve separate brands.
 - Take A Moment's multi-media campaign around mental health which will sit below the Piccadilly Lights from 9 March.
 - The third activation will launch within the former Browns flagship located at 23-27 South Molton Street. The Good Store will be delivered in partnership with Ground works and will perform as a design led sustainable department store for UK brands.

Phase 3 of the Pop-up project will work with property owners to tackle the proliferation of candy, souvenir, and other low-quality shops within key locations along Oxford Street. It will also work with property owners to create a tiered financial model and the formation of a support lifecycle for brands that have the potential of becoming long-term occupiers. To achieve this, an extension of the NNDR Localism relief will need to be approved by Cabinet Members.

West End Recovery - Westminster Investment Service (WIS)

- 1.2 The Concierge Service brings together key business-facing departments and provides a single-entry point for investors and occupiers to access Council and partner services. Recent enquires have included working with Gymshark as they prepare to open their first flagship retail store on Regent Street. Following introductions from WIS, Gymshark are working with the council to host a community recruitment open day at City of Westminster College.

The Investment Service received 7 enquiries from businesses seeking space in Westminster during January and February 2022 and is providing support to these companies seeking to invest. Work is underway to enhance delivery of the service (including a CRM system, Investment Portal and Commercial Property Database), and a WIS Identity Development project will begin in the coming weeks to further develop the service brand and related assets.

West End Recovery – Marble Arch Mound

- 1.3 The process of removing the structure from Marble Arch is on track. Nearly 3000 plants have been removed and delivered to several local schools and the Groundworks London team for re-use across Westminster housing projects. Sedum has been reused on Parsons House and on St. Joseph's Primary School green roof. Trees from the Mound were taken to a tree nursery for a growing season and will be replanted in Westminster development schemes. All living wall plants from the mound went to Westminster Schools, including St Mary of the Angels Catholic Primary School, St Joseph's Catholic Primary School, St Augustine's CE High School, St

Georges Hanover Square CE School, Queens Park School and George Eliot Primary School, with some earmarked for projects across Westminster Estates.

West End Recovery – Oxford Street District

- 1.4 Construction of the Soho Photography Quarter on Ramillies Street and Place, and Hills Place, is planned to be complete in April 2022. This includes the introduction of additional seating and planting, enhanced lighting and new street and footway services. A new artistic programme, led by The Photographers' Gallery, is planned before Easter which is to be displayed in the public realm. This is the first OSD permanent scheme to be delivered through the programme.

2 West End Recovery – Westminster Markets

- 2.1 A pop-up event was held to celebrate Chinese New Year Night on 31 January. Data showed that tube station demand and mobility in the area increased significantly on the previous week on the day of the event. The Market Development Team are exploring the possibility of a new market for Maida Hill Market, "Made in Westminster" where all traders are local and can learn and develop new skills and sell their items on the market. It would start with four stalls operating two days a week, with the aim to raise this to eight. The initiative will target young, hard-to-reach groups, primarily between the ages of 16-24 that are at risk of offending or socially disadvantaged. The aim is to develop the area, activate the market space, and reduce anti-social behaviour which has been a concern in Maida Hill.

Westminster Business Unit

- 2.2 The council has received a total ARG funding allocation of £18.8m and is on course to meet the deadline of 31 March 2022 to disperse this. As of January 2022, we had distributed £215m in mandatory grants to 8,500 businesses. On 21 December 2021, the government announced further support for City businesses within the hospitality and leisure sectors. This support provided grants for businesses of up to £6000 in increments relating to rateable value. In addition, the council has distributed a further £9m to 1673 businesses in the hospitality and leisure sectors.

Business Energy Audits Scheme

- 2.3 We have appointed a supplier to deliver the Business Energy Audits Scheme. A £500,000 contract will support 1,000 Westminster businesses to access carbon audits of their business operations, along with the provision of a detailed action plan outlining steps for implementation to reduce their carbon footprint and energy usage resulting in long-term cost-savings for businesses. Delivery will commence from March 2022 – March 2024.

2. Training and Employment

Westminster Wheels

- 3.1 To date, 31 residents have been supported into training and paid employment with Westminster Wheels. This includes 5 trainees who have recently started on the programme in February and are finalising their bike mechanics training. Excluding those currently on placements with the project, 64% of young people starting the project have completed 6-month work placements and training with Westminster Wheels. The team has secured £11,700 for the programme from our partners, and further sponsorship has been pledged by Grosvenor to support training and paid work placements for three of our existing trainees and future trainees recruited to the programme during 2022/23. 75 bikes have been donated to local community organisations to encourage inclusive, active transport and over 8 tonnes of bikes have been diverted from going to waste. Our focus for this quarter is to grow bike servicing income.

Westminster Adult Education Service (WAES)

- 3.2 WAES has been shortlisted as a National Finalist in the Apprenticeship Awards for the Creative and Design Apprenticeship Provider of the Year. This recognises our work on the Library, Information and Archive Services Assistant Apprenticeship, training future librarians, including those for the City Council. The awards ceremony will take place on 22 March.

WAES is the lead organisation for a new Westminster Digital Hub, which is funded by the Greater London Authority and part of the Mayor's Academies Programme. The Hub launched on 31 January 2022 and is an innovative new partnership of training providers, digital employers, local authorities and third sector organisations aiming to get Londoners into good, well-paid work in the digital sector. The hub will help under-represented groups to navigate and overcome barriers to entering work. The partnership will also help to reduce the digital skills gap in London, with employers benefitting from a pipeline of potential recruits for their hard-to-fill vacancies.

Westminster Employment Service

- 3.3** The Westminster Employment Service is on track to support over 500 residents into employment in the period April 2021 – March 2022. This the best performance achieved by the Service since it was established in 2017. A major new grant funded programme to support the hospitality to attract talent into the sector is being announced in March.

3. Place Shaping

- 3.1** Harrow Road: following the completion of the Harrow Road Place Plan in August 2021, we are progressing the design and planning at Harrow Road and Westbourne Green as well as the Maida Hill Market. Community feedback has been gathered on the design proposals and we are now commencing RIBA Stage 3 design. A planning application for Maida Hill Market and Harrow Road Open Space will be submitted in Spring 2022. Work is expected to start on site at Harrow Road Open Space and Westbourne Green in autumn 2022, and at Maida Hill Market in early 2023.
- 3.2** Strand Aldwych: construction work continues to budget and is due to be complete by December 2022. A portion of the costs associated with the new public space on Strand will be met by partners. Agreements are being drafted for review with partners' legal teams. It is anticipated that in-principle approvals within the next few months will be followed by final agreements later in the year. All will be in place for completion of the works.
- 3.3** Soho: the final phase of community engagement for the Vision for Soho is complete. A consultation report summarising feedback is publicly available. Emerging proposals will be reflective of feedback. In May 2022, a formal consultation period will be held allowing all of Soho's communities to review and comment upon the updated plans and projects.
- 3.4** Covent Garden: the Covent Garden Public Realm Framework document has been approved by the Cabinet Member for Business and Planning and the Cabinet Member for Environment and Highways.
- 3.5** Victoria Greening: work is continuing to explore how enhanced greening can be introduced to Victoria Street. We are awaiting final survey results, but the viability to providing in-ground tree planting on pavements appears very challenging. This has been communicated with residents, and they have indicated that planters would be desirable as a short-term solution. We will now finalise a design proposal for on-street planters.
- 3.6** Lillington and Longmoore Gardens Community Centre: residents have raised that they have been unable to engage with the project because of the pandemic and a dependence on remote meetings. There has been a clear message that more engagement was needed and that future events should take place in person. In agreement with the resident's association and residents who live near the centre, design work has been paused until May 2022. In the meantime, Housing will be holding discussions with the resident's association to address long-standing repairs issues.
- 3.7** Manchester Square: The design for the Manchester Square public realm scheme will be finalised in March with works planned to begin in Spring 2022. It will introduce a pedestrianised space to

the north of Manchester Square, with planting and seating to improve the attractiveness of this space.

4. Vibrant Communities

Gambling Licensing Policy

- 4.1 The Cabinet Member will recommend the policy is formally adopted at Full Council in June 2022. Once approved by Full Council the new Policy would likely come into force on 1 August 2022.

Environmental Supplementary Planning Document (ESPD)

- 4.2 The council has published its new Environmental Supplementary Planning Document, which sets out ambitious plans to place sustainability at the heart of the built environment in Westminster. The Environmental Supplementary Planning Document (ESPD) provides guidance for developers on how they can meet the environmental policies within the City Plan 2019-2040, which was adopted last year. The ESPD will ensure the highest possible proportion of development requiring planning permission achieves net zero carbon emissions. To further help in reaching our green ambitions, the council has also recently made the decision to reduce the pre-application advice fees for those seeking specific advice to retrofit their homes.

Planning

- 4.3 The application determination performance of the Town Planning Service continues to exceed the level required of the Department for Levelling Up and Communities:
Percentage of major planning applications determined within 13 weeks:
- Target: 70%, result: **86% (exceeding target)**
- Percentage of non-major planning applications determined within 8 weeks:
- Target: 73%, result: **77% (exceeding target)**

Holocaust Memorial – Victoria Tower Gardens

- 4.4 A hearing took place in the High Court on the 22nd and 23rd of February 2022, where The London Historic Parks and Gardens Trust launched a legal challenge to the Secretary of State's decision to grant planning permission. Appearing as an interested party in the inquiry, the trust made a joint case with the Thorney Island Society and the Save Victoria Tower Gardens Campaign. The council is awaiting the outcome of the hearing.

The council has made a provisional Tree Preservation Order under Section 198 of the Town and Country Planning Act 1990 in respect of 51 London Plane trees and one oak tree within Victoria Tower Gardens. The trees make a significant contribution to amenity and to the character and appearance of the conservation area and other heritage assets. Given the risk of harm to the trees because of the approved development and with reference to the duty of the City Council under the terms of section 198(b) of the Town and Country Planning Act 1990 (as amended), a Tree Preservation Order is considered expedient in the interests of amenity, and in order to safeguard the preservation, potential replacement and future management of the trees. All parties with an interest in the land have been notified.

5. Cabinet Member Key Decisions

Since the last Business and Children's Policy and Scrutiny Committee, I have formally approved the following key decisions:

- Adoption of the Environmental Supplementary Planning Document (ESPD).



City of Westminster

Business and Children's Policy and Scrutiny Committee

Date: 31 March 2022

Report of: Councillor Timothy Barnes

Portfolio: Cabinet Member for Young People and Learning

Report Author: Patrick Ryan, Portfolio Advisor

Contact Details: pryan@westminster.gov.uk

1. Update on Bridging the Gap Pilot – supporting employability, mental health and emotional wellbeing support for 16-25-year-olds

There has been extensive work to explore the alignment between Bridging the Gap and the Council's newly launching Changing Futures Programme, a central government-funded initiative to improve outcomes for young people experiencing multiple disadvantages. In addition to our engagement with young people, we have undertaken consultation with partners across the system. This provides an opportunity to reshape and extend the scope of the Bridging the Gap pilot to focus on a broader range of presenting needs across a narrower age range.

Changing Futures will support 18–25-year-olds who have an overlap of three or more of the following: homelessness, offending, substance misuse, mental health needs and domestic abuse. Bridging the Gap will continue to focus on holistic and integrated emotional wellbeing and employment service aimed at supporting transition to adulthood. It will now focus primarily on 16- and 17-year-olds and the reach of the service will extend to include those who are at risk of school exclusion, as well employability support. In recognition of this wider remit consideration is being given to whether the offer will be delivered via dedicated premises or satellite outreach. The pilot will strengthen links and services offered at schools, colleges, youth clubs, youth hubs, providers and libraries. The new delivery partner is due to be awarded a 2-year contract to soft launch in early summer. Additional health funding is also anticipated to support this programme.

2. Primary School Capacity

In June 2020, ISOS Partnership was commissioned by the Schools Forum to undertake an independent review of the falling number of children in Westminster's primary schools and the related pressure this is placing on primary school finances. ISOS report put forward key recommendations, including the formation of a Strategic Working Group to include school leaders, both diocesan bodies and key officers. In the continued response to this review and its recommendations, the Council continues to work with local schools and diocesan bodies to address both surplus capacity and projected budget deficits. With the agreement of the Schools Forum, the Strategic Working Group has reconvened to review the recommendations to ensure that the strategies taken forward are sufficient and keep with the pace of the increasing surplus and pupil projections.

The statutory notice and formal consultation proposing the amalgamation of Westminster Cathedral and St Vincent de Paul RC Primary Schools concluded on 3rd February 2022. Whilst taking account of representation submitted, there were no counter strategies put forward to address falling rolls and budget deficits. The decision was made by Cllr Tim Barnes, Cabinet Member for Young People and

Learning to proceed with the amalgamation on 15th February 2022. Further to a call-in period, a request by the Policy and Scrutiny Committee Members was made to debate this decision. An Extraordinary Policy and Scrutiny Committee meeting took place on Monday 7th March. A vote concluded a majority of eight members to note the report, with three members voting to refer the decision back to the Cabinet Member. The decision by the Cabinet Member to approve the amalgamation stands and will now move forward to the implementation stage. A notice of the decision was published on 10th March 2022.

3. Support to Afghan Families and Home Office transfers

The Home Office has notified the Council that the Metropole Hotel will not be able to host Afghan Evacuees from the end of March. The Council has been supporting the Home Office to move families to other bridging hotel accommodation in the UK and working with officials on policy considerations.

There are two phases to the moves of circa 600 evacuees. The first phase was concluded on 4 March and saw 260 evacuees (134 children) moved to 15 hotels across the country. We expect the second phase to take place in the week commencing 28 March with a first planning meeting scheduled next week on 15 March.

Alongside relocating evacuees to other hotels, families have also been receiving offers of permanent accommodation since October last year. In that time 45 families and 179 evacuees have moved out of the hotel, although we continue to have a significant issue with offers being rejected; 24 accommodation offers have been rejected by families, representing potentially another 100+ people who could have moved to their own homes. In response to the issue of rejected offers, the Home Office is expected to set out a formal policy early next week. After these moves, there are still around 330 evacuees (190 children) staying at the Hilton London Metropole.

Westminster has nominated two properties to the Home Office for matching to evacuee families, and the Council has resettled one Afghan family in the borough, with a second expected to move into their new home next week. Both families are receiving dedicated support from the Council's commissioned floating support service, and there is a weekly meeting involving officers from across the Council and partner agencies to ensure their needs are met.

4. Holiday Activity and Food HAF Fund and Household Support Fund

Following the announcement from the Department for Education that Holiday Activity and Food Fund (HAF) is going to be funded for an additional three years, officers are now working on planning for Easter 2022. Westminster has been awarded £730k for 2022/23.

A steering group has been established, consisting of colleagues from Public Health, Short Breaks, Patient Advice and Liaison Service (PALS) and the voluntary sector. Youth providers have been contacted and encouraged to submit an application to deliver Easter provision. The steering group will then evaluate these proposals and make the final funding decisions. In this way, services will be mobilised ahead of Easter. This approach strengthens our local relationships with the voluntary sector in the borough whilst also ensuring provision is local and easily accessible to children and their families. It also utilises established relationships with young people that our local voluntary sector relationships already have.

Alongside the HAF programme, officers have been working on the roll-out of the Household Support Fund in Westminster. This fund is the latest iteration of funds from the Department of Work and Pensions previously labelled 'Covid Winter Grant' and 'Covid Local Support Scheme', and is designed to support hardship needs across the country. Westminster has been awarded £1,951m of this funding for the period 6th October 2021 to 31st March 2022. The fund is now being managed corporately and has been used to fund a range of programmes; including £840,000 to support the

extra costs of the school holidays for children eligible for Free School Meals and vulnerable families (consisting of families who have no recourse to public funds, asylum seekers; Care Leavers; families that Early Help and Family Hubs support; and young people accessing the Integrated Gangs and Exploitation Unit (IGXU) and Youth Offending Services.

5. City Lions Annual Report Highlights

Westminster's City Lions programme, which helps residents aged 13-16 get involved with cultural and creative opportunities across the borough, has recently published its annual report. In the past year, City Lions has worked with over 100 creative partners to deliver a variety of activities and support to over 1,100 young participants. These activities included holiday programmes that engaged 90 young people; five public art exhibitions and a creative industries festival. Feedback from these workshops and events has been overwhelmingly positive, with one parent sharing that *"Thank you so much, (my son) is honestly so happy. What a difference City Lions have made to him over the past year or so, you have given him so much confidence to believe in himself from this project."*

Through the City Lions Work Experience programme and the Mentoring programme, young people are supported to learn more about creative careers. 95% of young mentees on the Mentoring programme rated their sessions as 'excellent or 'good', and a participant on the Work Experience programme commented that *"I loved learning about the theatre industry and the tasks stretched my creative thinking and strengthened my organisation skills; so that's another option for my future career!"*

Due to its ongoing success, City Lions continues to expand its offerings for 2022-23 to make even more creative opportunities accessible to our young people.

6. Children's Mental Health Week and World Social Care Day

During Children's Mental Health Week (7th-13th Feb 2022), the Council organised an initiative in City of Westminster College and Pimlico Academy to raise awareness about mental health and signpost young people to support available to them. We delivered 4,200 keyrings, posters and leaflets with QR codes to the Council's emotional wellbeing page, which were introduced to students through assemblies and workshops run by our partners- Mind and Kooth. Digital materials were also shared across all Westminster schools in forums, newsletters and at libraries and leisure centres. Feedback so far has been positive and the keyrings have been described as a *"great starter of conversations"* and a *"really good approach to engage young people"* (Mental Health and Wellbeing Officer, City of Westminster College).

Following the successful reception to these sessions, engagement leads have arranged to deliver workshops and assemblies at Harris Academy St John's Wood in the week commencing 21st March with a focus on dealing with exam stress.

We hosted an event for social workers and social care practitioners on World Social Care Day on 15 March. The theme was recognition, appreciation and thanks. The event involved reflecting on the ethos of "leaving no one behind" in connection with our value base and what makes social work so important.

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Business and Children's Policy and Scrutiny Committee

Date:	Thursday 31 March 2022
Classification:	General Release
Title:	Westminster Investment Service
Report of:	Haylea Asadi, Interim Director of Economy
Cabinet Member Portfolio	Cllr Matthew Green, Cabinet Member for Business, Licensing and Planning
Wards Involved:	All
Policy Context:	City for All Thriving Economy Thriving Communities
Report Author and Contact Details:	Nathan Vasey, Westminster Investment Service Manager, nvasey@westminster.gov.uk

Executive Summary

The purpose of this report is to provide the Business and Children's Policy & Scrutiny committee with an overview of the rationale and background, work programme and progress made to date by the Westminster Investment Service.

Launched in June 2021, Westminster Investment Service aims to attract sustainable and inclusive business investment into the city, assist existing entrepreneurs and Westminster businesses to scale their activities and ensure the benefits of investment reach local communities. As a new Service, work is underway to establish elements of the work programme, but results are already being realised through work delivered to support investors to navigate services available and achieve their potential in Westminster.

Background

About inward investment services

Attracting business inward investment is a vital component of any economy as it can generate high quality, productive employment opportunities, retain and attract talent, enable the occupation of vacant commercial units, diversify the local economy, strengthen local supply chains, improve productivity, and drive innovation.

Investment services are considered a key part of the infrastructure required to effectively respond to current economic, societal, and environmental challenges and support long-term recovery. This is exemplified by the establishment of Office for Investment by the UK's national government in 2020 and the renewed focus of London and Partners (the Mayor of London's designated agency for business growth in London) to attract high growth potential businesses to London.

The need for local authorities to play a role in the inward investment process has been further emphasised by the UK government's Minister for Investment, Lord Grimstone, who identifies that local authorities have the local intelligence and networks to assist investors along their journey and provide the welcome and ongoing support that businesses, particularly international businesses, require (House of Commons International Trade Committee report, 2021-22).

Across the UK, particularly considering national government's 'Levelling up' agenda, cities and regions are putting an increased emphasis on investment attraction, establishing teams and tools, including funding and other incentives, to gain a greater share of investment coming into the UK. This increased emphasis recognises the unique role that local authorities can play in shaping the future of and strengthening their local economies. Those without dedicated activities and resource are at risk of being left behind, not being able to compete on a national and international stage.

Context and rationale for the Westminster Investment Service

The City of Westminster is the economic powerhouse of the London and UK economy. Home to one-eighth of London's jobs, our economy is critical to the nation's economic wellbeing.

Westminster has the largest number of businesses and jobs of any London borough and is second only to the City of London in the UK Competitive Cities Index, based on business start-up rates, working age population qualifications, knowledge-based business, GVA per capita, productivity and employment rates. Of all local authority areas, it has the largest number of start-up and scale-up businesses.

Prior to 2020, Westminster had typically not needed to focus on attracting inward investment with its attractive central location, vibrant retail, leisure and hospitality scene, world-renowned cultural offer, highly skilled workforce, and transport links. However, the following factors contributed to the decision to establish a dedicated team to encourage and influence investment in Westminster:

- Economic impact of Covid-19 – Westminster saw a 3-fold increase in the number of people claiming out of work benefits (July 2019 vs 2020, Nomis data). Whilst long-term impacts of the pandemic remained an unknown, Westminster was experiencing a growing number of vacant retail and office units and business deaths.
- UK's decision to leave the European Union – uncertainty surrounding 'Brexit' risked a drain of talent, slowing of commercial property investment and a migration of businesses out of London and the UK. In 2020, the UK lost out to France as the most popular European destination for Foreign Direct Investment (FDI) for the second year in a row, amid disruption from 'Brexit and the pandemic (EY UK Attractiveness Survey, 2020).
- International Competition - other global cities such as New York, Hong Kong and Paris have seen major investments by their governments to attract businesses and talent. Westminster risked

being left behind without adequate resource and an approach to maintaining a competitive advantage against other global cities.

- Capitalising on major infrastructure investment – the Elizabeth Line and HS2 will provide significantly higher capacity on London’s transport networks, bringing more workers and visitors into central London and increasing the attractiveness of central London as a business location.
- Inclusive economic growth – current challenges and higher levels of commercial property vacancy rates present the opportunity to shape and build a stronger, more resilient, and inclusive economy. By targeting high-growth and competitively advantageous sectors that provide high-value employment opportunities and by working directly with investors to secure more local benefits, we can ensure more residents benefit from growth.

The Westminster Investment Service

The Westminster Investment Service (WIS) was launched in June 2021 to proactively attract and support businesses to locate, expand and thrive. The Service builds on Westminster’s success to date in attracting and supporting high-growth businesses, enabling entrepreneurs to scale and safeguarding employment. And underpinning these elements, the Service is working to ensure the benefits of investment reach Westminster’s communities.

The aims of the Service are to:

- Attract sustainable international and UK domestic business investment to contribute to the creation of employment opportunities and accelerate inclusive economic growth.
- Support entrepreneurs and existing companies to scale within Westminster.
- Address the loss of occupied active frontages in the West End and in priority high streets and district centres (i.e., Edgware Road, Harrow Road) by identifying new occupiers and supporting them to launch successfully.
- Support strategically significant businesses to safeguard employment.

The work of WIS is embedded in the City for All Plan. Investment sought and supported reflects City for All’s pillars, with a focus on sustainable and green development (Greener and Cleaner), inclusion (Vibrant Communities), innovation (Smart City) and resilience (Thriving Economy), to build a dynamic post-pandemic recovery that can respond flexibly to change

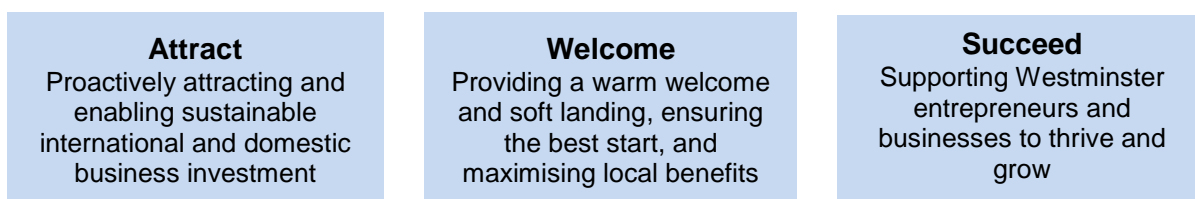
WIS is part of the council’s wider Business and Enterprise Service, which is focused on ensuring Westminster is the best place to start and grow a business and that everyone can benefit from opportunities generated, flourish and thrive. WIS builds on and complements immediate economic recovery initiatives and longer-term infrastructure and major developments already shaping the local economy, such as the Voids Pop-up Activation programme, Oxford Street District’s £150m transformation programme, and the creation of a new global cultural quarter at Strand Aldwych.

Working closely with external partners, the Service is amplifying messaging, combining efforts, and maximising opportunities. Key partners involved in delivering the Service include:

- London and Partners – London’s international trade, investment, and promotion agency, who on average secure around 18 new business investments in Westminster per year.
- Westminster Business Improvement Districts (BIDs) – 17 BIDs across the city with a vested interest in their geographic districts and many have their own inward investment messaging.
- The Great Estates - including Grosvenor, Portman Estates, Crown Estate and Shaftesbury who have their own inward investment activities.

- Westminster Commercial Property Agents and Property Owners – including the industry representative group, Westminster Property Association who represent the voice of property owners.
- Westminster universities – including Kings College London, Imperial College, LSE, London Business School which consistently rank as some of the best universities in the world and can provide a skilled labour force for prospective businesses
- London First - a business campaigning force, with over 200 members, that are uniquely placed to champion the city and help keep London competitive.

The work of the Service can be broadly split into 3 areas of focus:



Attract

WIS is positioning and promoting Westminster as the best location for businesses to start, invest and grow, creating a compelling narrative that clearly communicates the city’s key strengths. Building on key factors that drive investment decisions, the Service is profiling Westminster’s distinct neighbourhoods and villages, existing high-growth and international company base, world-class talent, culture, and hospitality offer and the co-ordinated support available to businesses. Under this focus, a series of activities underpin the approach of the Service to generate investment and unlock inclusive and sustainable economic growth and jobs:

Building and amplifying area and sector propositions

Working closely with the BIDs and area-specific stakeholders, the Service is developing neighbourhood and village profiles and propositions to amplify existing messages and communicate the distinct identities and USPs of our areas. These profiles will feature on the Investment Portal (outlined below) and be used in bespoke proposition presentations to prospective investors.

The Service is also supporting key programmes of economic visioning activity underway across the council; for example, work to define the future of the West End economy in 2035 and place-shaping work related to the transformation of Strand Aldwych.

In addition to taking an area-based approach, WIS has a focus on attracting businesses from Westminster’s key business sectors, due to their significance, competitive advantage, and potential within the local and national economy. Sector focuses include:

- Creative and Cultural Industries – Building on Westminster’s world-renowned cultural offer, high-performing creative industries, and significance as a major catalyst for innovation.
- Retail - With over £5bn being invested into the West End by the private sector there is ample opportunity to ensure that new, innovative uses, find a home in the city; ensuring the West End remains one of the world’s preeminent shopping districts.
- Food and Hospitality - Westminster is home to 33 Michelin-starred restaurants, and 14 of London’s 19 five-star hotels. Building on this success by strengthening and diversifying the hospitality offer is key to the ongoing success of this sector.
- Green Economy and Cleantech – Driven by the council’s commitment to becoming a carbon neutral city by 2040, the Service will collaborate with external partners and council

teams to attract leading companies, with sustainability at their core, that can support the city's ambitions and ensure Westminster's economy plays a greater role in addressing the climate emergency.

- **Business and Financial Services** – Westminster's largest sector by employment is in professional, scientific, and technical services, and it is home to a significant share of the UK's high growth FinTech businesses. The Service is working to ensure that Westminster remains the location of choice for leading professional and financial services investors and international company headquarters.
- **Health and Wellbeing** – Home to over 200 clinics, 3000 medical professionals and world-renowned Harley Street, Westminster is in a prime position to catalyse and benefit from increased innovation and investment in the sector.

Greener and inclusive economic growth

Across all promotion activity, the City for All Plan values – greener, smarter, inclusive, resilient – are informing and shaping investor messaging. Promotion of Westminster as a world class business destination will include an invitation to work with the council and partners on new solutions to meet the challenges of environmental, societal, and economic change, inspired by Westminster's unique local and global business ecosystem. In addition to looking at growth potential, the policies of an organisation, such as paying London Living Wage, employing local residents and using a local supply chain, will be considered to maximise the benefits for Westminster residents from investment.

An investor portal

A dedicated area of the council's website is being developed that will provide an investor-facing landing point into the city. The 'Investment Portal' will showcase Westminster's strengths, opportunities, support available, neighbourhoods/areas and investor-relevant news, 'In Good Company' case studies of business investment, and act as a key gateway for generating investment leads. The Investment Portal will complement and link with existing resources (such as the existing relevant content on the Westminster City Council website and Business Westminster, BID websites and London and Partners). The Portal's development as a shared resource has been welcomed by partners, recognising the additionality it will bring to profiling the city for investment and providing a co-ordinated narrative across neighbourhoods.

The primary audience for the Investment Portal will be business investors who may not be familiar with Westminster. Secondary audiences include partners such as BIDs and property owners, who will use the information to support their activities. For residents, the site will profile the benefits of the council's work to increase investment and showcase case studies of success, linking directly to further information and support available (for example, further information on the Westminster Employment Service).

Alongside the development of the Investment Portal, a short piece of work will shortly be undertaken to further develop the identity for the Service, ensuring the messaging and branding is clear, compelling, and competitive for a business audience and provide the framework for further assets to support delivery (i.e., a branded presentation template, digital leaflets, and event invitation templates). Any resulting identity will complement and reinforce the city and council's existing brand.

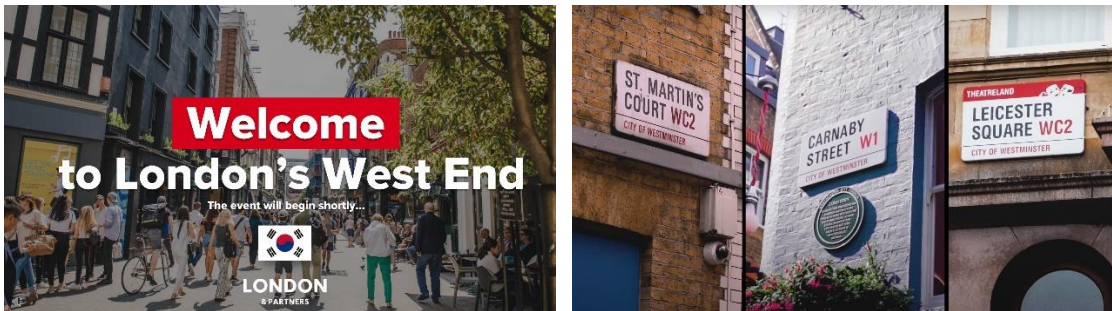
Unlocking international investment

Westminster is a leading location for international business investment and already home to a significant number of global company headquarters and international brands. For international promotional activity, WIS is working in partnership with London and Partners (as the international trade, investment, and promotion agency for London) who continue to lead on proactively targeting and supporting global investment into Westminster.

With global networks and regional offices across North America, Europe, and Asia, alongside expertise in international tax, immigration, and financial regulations, London and Partners are best placed to continue to lead on international investment activity. WIS is complementing this work by providing tailored insights and local support to make it as easy as possible for newly locating businesses. Once located within Westminster, the on-going key account management of investors will be the responsibility of WIS.

Provided as Appendix 1 is a schematic of an investor's journey into the city, identifying the key elements and actions and showing the split of responsibilities between London and Partners and WIS, and the areas where this complements existing work undertaken by BIDs.

Case Study – West End Future Occupier Programme



West End Future Occupiers is a partnership programme seeking to attract and support international brands to invest in the West End; aiming to address the loss of active frontages across the West End. It is being delivered by London and Partners and supported by the council, New West End Company and Heart of London Business Alliance, and property owners in the West End.

The programme is focused on maximising international media and PR for the West End and telling a compelling story to a global audience. Taking a targeted approach to investor lead generation, the programme aims to reach potential future occupiers not already within agent networks and support the acceleration and soft landing of existing business investment through wrap-around support in areas such as tax, immigration, and banking.

Civic Engagement

WIS is utilising the council's convening power, civic engagement, and economic and cultural diplomacy with international partners to build greater global awareness of our leading business sector clusters, market opportunities and local supply chain strengths. Working closely with the Lord Mayor's Office, the Service is maximising diplomatic connections and exploring opportunities with Embassies to support international investment, hosting visiting delegations, and showcasing the best of the city to a global audience.

Domestic business investment

Targeting the key sectors outlined above, WIS is developing a programme of activity to support the generation of investment leads from across the UK. Utilising data and insights on high-growth companies, the Service will proactively reach out to likely investors to profile the city's strengths and opportunities. This activity will explore the events that can be utilised (i.e., the role of London Tech Week in communicating with tech companies) and relevant industry networks.

Support to invest and locate

WIS provides a single-entry point for investors to access support from the council and partners through a Concierge Service. The Concierge Service demonstrates the quality-of-service delivery, expertise, local partnership, and supportive business ecosystem; underpinning Westminster as a world class destination and providing a globally competitive offer to businesses. Designed to provide navigational support to investors to make their move as easy as possible, the Concierge Service brings together key business-facing council services (such as Business Rates, Employment and Skills, Responsible Economy, Westminster Business Unit, Smart City and Planning and Licensing) and complements existing partner activities (such as BIDs, Great Estates and Property Owners, and London and Partners) to ensure that investors receive a bespoke, streamlined and timeous local service response to guide investment decisions.

Below are some examples of how potential investors are being supported through tailored account management:

- Data and intelligence – providing businesses with local intelligence to support the due diligence process of choosing Westminster as a location. Driven by the needs of the enquirer, they can be provided with sector profiles, demographics, ward profiles and facts relating to Westminster’s social, economic, and environmental profile.
- Regulatory Services – providing guidance on, and supporting the navigation of, the council’s regulatory service functions.
- Property enquiries – a city-wide commercial property database will be developed to provide an overview of available properties to let, and channel through to agents and landowners. It will provide a rapid response to enquiries, demonstrating knowledge and agility, and a strong partnership approach. In the interim, the Service is supporting property enquiries with bespoke searches and sharing requirement details through the Westminster Property Association.
- Curated introductions – introducing prospective businesses to partners, business networks and other businesses located in Westminster, to showcase the best of the city.

Welcome

Alongside the work to attract businesses into Westminster, the Service plays a vital role in ensuring new occupiers are provided with a warm welcome and a soft landing. In cases where the Service has worked directly with a business from the beginning of their investment journey, this will be a continuation of the support they have received to invest. But there are new businesses moving into Westminster almost every day, and the Service is reaching out to new employers to provide additional support and explore opportunities for collaboration.

By welcoming and supporting new investors, WIS can help to trouble-shoot potential issues early and ensure businesses are aware of the wide-ranging support available from the council and partners. This includes areas such as the Westminster Employment Service, Smart City (for example opportunities to pilot innovative projects to tackle environmental issues) and Responsible Economy (particularly around Corporate Social Responsibility opportunities).

A live example of the Service working with a new investor to support their investment and maximise the benefits for Westminster communities is with Gymshark:

Case Study – Gymshark’s local recruitment drive



Global fitness apparel and experience brand Gymshark are being supported ahead of the opening of their first permanent, flagship retail store on Regent Street, creating over 100 jobs and spanning over 18,000 sq. ft. Following a requested introduction from the New West End Company, WIS reached out to Gymshark and explored opportunities for collaboration, identifying how the Westminster Employment Service could support their recruitment efforts locally.

As a result, Gymshark hosted a recruitment event at City of Westminster College on Friday 11th March 2022 supported and promoted by the council, including directly with Westminster care leavers by Family Services teams. At the event, Westminster Employment Service (WES) made introductions between Westminster residents and Gymshark representatives and are providing follow up support to residents applying for roles, through CV shaping and interview preparation. Prior to the event, over 30 residents had been supported by WES to apply for roles.

WIS will also profile and showcase investment into the city; communicating confidence in the market and supporting newly locating businesses to raise awareness of their activities. In October 2021, the council profiled the investment being made by Tipalti (a US-Fintech company who chose the West End as the location for their European HQ) – the council’s [news article is available here](#). Tipalti expect to create over 200 jobs in the next three years. The Westminster Employment Service hope to work with Tipalti to support with both immediate opportunities and plan for future skills requirements to support residents into roles where possible.

Succeed

WIS includes a programme of work to support businesses to thrive and grow in Westminster, recognising the importance of nurturing new investors and existing companies. Complementing existing business support programmes, recent investors continue to receive support through the Concierge Service, and those seeking to expand are provided with the same levels of support as inward investing companies.

A strategic account management approach to supporting both existing and new investors is being established. The ‘Westminster 100’ programme will help to mitigate the risk of losing strategically significant businesses, actively seek and develop stronger relationships with employers, and to support the outward profiling of Westminster as a world class business location, drawing on companies involved to showcase the best of the city.

The Service will propose a set of criteria for selection of companies to invite to the programme, but essentially, they will be key businesses that the council seeks a pro-active relationship with. This is

likely to include global HQs, businesses that have significant presence within their sector (for example leading Cleantech companies who can be advocates for further investment by businesses within their sector); those leading on diversity and inclusion initiatives; award winning; and high-growth small businesses.

A co-ordinated approach

Led by the Service, a new Customer Relationship Management system (CRM) will underpin strategic business account management, support successful inward investment conversion, facilitate the soft landing of new companies, and track business engagement and support. A cross-service CRM will facilitate a single overview of the customer, strengthen partnership working, and create more efficient business processes and use of staff time and resources. It will also enable robust tracking and reporting of key performance measures to evaluate service delivery.

Measuring success

The work of the Service is driven by measurable results realised through the businesses supported to invest, grow, and retain in Westminster. Through the unlocking of new opportunities, the council will be able to accurately measure the impact and direct value of the Service's interventions.

It should be noted that it typically takes an average of 18 months between initial enquiry from a business seeking to invest in an area and the end result of them doing so. As such, the Service is taking a strategic, long-term view on how the council can influence and drive sustainable investment. However, more immediate results are being seen already by work being delivered with investors who are further along their journey (such as with Gymshark and Tipalti).

A suite of success measures has been agreed for the Service. Targets for key measures, where a baseline is possible, have been set for the 2022/23 financial year. Measures that either lack baseline information or those that are beyond the direct control of the Service will be tracked quarterly, with all measures re-visited and new targets agreed for 2023/24. The Committee might like to consider inviting the service to report back to P&S following its first full year of operation.

Success measure	Target (for <u>2022/23</u>)	Figure to date (01 July 2021 – 09 March 2022)
Investor enquires / active projects (UK)	50	22
Businesses supported to locate or expand in Westminster	10 <i>(20% of active projects. Stretch target of 16 – representing 1/3 active projects)</i>	1
Jobs created through businesses supported	150	1
Active projects agreeing contracts / heads of terms with property owners Included due to long-lead in times to locate, especially for international projects	<i>Report only</i>	0
Businesses safeguarded	<i>Report only</i>	25 <i>(projected 200 over next 3 years)</i>
Westminster residents supported into jobs created	<i>Report only</i>	0
Apprenticeships / employment / skills opportunities created	<i>Report only</i>	0
Jobs safeguarded	<i>Report only</i>	0
GVA generated	<i>Report only</i>	0
Businesses supported through Concierge Service	<i>Report only</i>	9

Meet the team

The WIS Team currently consists of the two officers detailed below, with a third (Investment Service Officer) set to be recruited in the coming months. The team can be contacted on the details below, or via the Service's shared mailbox at invest@westminster.gov.uk

Nathan Vasey



Westminster Investment Service
Manager

nvasey@westminster.gov.uk

Prior to joining Westminster City Council in July 2021, Nathan led the Business and Inward Investment Team at the London Borough of Lambeth– including the development and implementation of an inward investment strategy and service, alongside major economic development programmes. Before Lambeth, Nathan led on inward investment activity at the City of York Council and Make It York, the city's Destination Management Organisation.

Rob Baffour-Awuah



Principal Investment Service Officer

rbaffour-awuah@westminster.gov.uk

Rob is an investment promotion specialist, with a background in regeneration and brand marketing. Rob led on international engagement, business attraction and the development of the award-winning place brand for the Royal Docks while at the Royal Docks Team. Rob has previously worked with the Greater London Authority's Regeneration Team and the London Borough of Tower Hamlets Whitechapel Vision Delivery Team.

**If you have any queries about this Report, please contact Report Author
Nathan Vasey nvasey@westminster.gov.uk**

APPENDICES:

1. Investor Journey Schematic

Investor Journey Schematic

with engagement done by both WCC or L&P and BIDs in purple

UK / Domestic investment
Page 33

Investor Journey

International investment

WESTMINSTER INVESTMENT SERVICE | City of Westminster



- Access to Customers, Skills/Talent/Finance
- Reducing barriers to growth (infrastructure)
- Business Leadership Support
- High-growth / Scale-up Support
- Westminster Business Unit
- Award/Accreditation Schemes
- Good Growth Storytelling
- Westminster 100 Strategic Account Management
- Community Engagement linked to wider City for All priorities

- Tailored concierge service support through CRM, e.g. Last-mile logistics, Licensing, Waste disposal, recycling, employment programmes, broadband, Green Business Schemes, Education, Community Engagement
- Local supply chain intelligence and access
- Storytelling – profiling new investors locally

- Utilise Commercial Property Database
- Planning / Public realm / Public transport (draw on wider concierge service)
- Business Rates Support

- Feed in local Intelligence / Stats to pitches, presentations and visits
- Arrange senior WCC representation / welcome and ambassadorial role / convening role to draw influence and support from across Westminster
- Tailored concierge input to investor and delegation programmes
- Help identify local sector leads / influencers 'In Good Company' ambassadors
- Curated introductions to sector ecosystem partners

- Domestic UK/London Enquiry Handling
- Feed in local intelligence and data
- Feed in location options (new Commercial Property Database)

- Develop post-COVID West End Vision
- Develop Place-based and Sector-based Investment Propositions
- Civic messaging (ongoing)
- Domestic UK/London outreach and engagement
- Domestic UK/London Lead Generation



- Account Management for scale-ups with highest growth potential
- Referrals to L&P growth programmes
- Referrals to L&P innovation, talent, sustainability and alumni programmes and events
- Global Storytelling Good Growth

- London-wide Account Management
- Global Storytelling of new investors

- Specialist Early Support for international investors – immigration / tax
- Commercial partners

- Tailored Presentations / Visit Programmes (individual and group)
- Curated introductions to sector ecosystem partners
- Referrals to key service providers
- Liaison with Central Government, City Hall introductions (including wider London family e.g. TfL)

- International Enquiry Handling

- Market Research & Insights
- Translate Vision and Propositions into investor facing value propositions
- Propose and agree Target Markets and Prospects
- Test and iterate Propositions with stakeholders and target occupiers
- International Outreach, Engagement and Lead Generation

LONDON & PARTNERS

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Business and Children's Policy & Scrutiny Committee

Date:	31 March 2022
Classification:	General Release
Title:	2022/23 Work Programme
Report of:	Head of Governance and Councillor Liaison
Cabinet Member Portfolios:	Cabinet Member for Business, Licensing and Planning Cabinet Member for Young People and Learning
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Tracey Chin tchin1@westminster.gov.uk

1. Executive Summary

- 1.1 This report asks the committee members to consider items for the Committee's 2022/2023 work programme.

2. Meeting dates for the 2022/2023 year

- 2.1 The Committee is advised of the meeting dates for the next municipal year, as follows:
- 20 July 2022,
 - 20 October 2022,
 - 1 December 2022,
 - 1 February 2023,
 - 24 April 2023

3. Suggested topics

- 3.1 It is suggested that items for inclusion on the Committee's future work programme are reports on the Al-fresco Dining Scheme and Affordable Housing (from a planning perspective: how to ensure the viability of a development whilst delivering on affordable housing unit targets) and Social Care Review. The

Committee may also wish to consider the other items currently listed as unallocated.

- 3.2 Committee members are participating in a scrutiny task group investigating the mental health and emotional wellbeing of children and young people in Westminster, led by Cllr Karen Scarborough (Chairman of the Business and Children's Policy and Scrutiny Committee). Due to ongoing challenges in finalising the report, it has not been possible to present this at the current time. It will be rescheduled for a future committee meeting, with the date to be agreed.
- 3.3 The Committee may also wish to consider topics suitable for future task group work in the next municipal year.
- 3.4 The Committee is asked to review both lists in the context of available resourcing and possible outcome of the local elections in May.

If you have any queries about this report or wish to inspect any of the background papers, please contact Artemis Kassi

akassi@westminster.gov.uk

Appendix 1 – Work Programme
Appendix 2 – Terms of Reference

WORK PROGRAMME 2021 - 2022
Business and Children's (BC) Policy and Scrutiny Committee

ROUND SIX 31st March 2022		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Young people and Learning, Cllr Tim Barnes
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Business, Licensing and Planning, Matthew Green
Westminster Investment Service	To receive an update from the Westminster Investment Service and to review its priorities	Nathan Vasey, (Westminster Investment Service Manager) Haylea Asadi (Director Regeneration and Economic Dev)

UNALLOCATED ITEMS		
Agenda Item	Reasons & objective for item	Represented by
Affordable Housing (Planning Perspective)	To review the viability of a development whilst delivering on affordable housing unit targets	Ezra Wallace (Director of Policy and Projects) Fergus Coleman (Head of Affordable Housing and Strategy) Marina Molla Bolta (Policy Officer (Planning))
AI-Fresco Dining Scheme	To review the future of AI-Fresco dining in Westminster and to review what works best for residents and businesses ahead of summer 2022.	Ruchi Chakravarty (Head of Place Shaping) Debbie Jackson, Executive Director for Growth, Planning and Housing
Social Care Review 2021	To hear how the Council intends to implement recommended changes from the Children's Social Care Review 2021 [Please Note: Review is yet to be completed]	Sarah Newman, Bi-Borough Executive Director of Children's Services
NEET & Apprenticeships	To hear an update from the NEET task group set up by the Cabinet Member for Business & Planning and the Cabinet Member for Young People & Learning.	
Out of Area Care Placements and Semi-Independent Accommodation	To scrutinise the use of out of area care placements and semi-independent accommodation for looked after children	Sarah Newman, Bi-Borough Executive Director of Children's Services

TASK GROUPS AND STUDIES

Subject	Reasons & objective	Type
Children and Young People's Mental Health and Well-being	To understand the impact of the pandemic on children and young people's mental health in the Borough, what services Westminster provides and what can be improved	Research Task Group
The Mound	To scrutinise the Marble Arch Mound	Extraordinary Meeting (27 OCT 2021)
Licensing	To review in detail the Council's licensing policy	

Appendix 2. Terms of Reference

BUSINESS AND CHILDREN'S POLICY AND SCRUTINY COMMITTEE

COMPOSITION

Eight (8) Members of the Council (five Majority Party Members and three Minority Party Members), but shall not include a Member of the Cabinet.

Four (4) co-opted Members with voting rights i.e. one co-opted representative each from the Church of England and Roman Catholic Diocesan Education Boards and two Parent Governor Representatives. 2 co-opted Members without voting rights, i.e. two Headteachers of Westminster maintained schools.

NB: The voting rights of the co-opted only extend to matters relating to Education.

TERMS OF REFERENCE

(a) To carry out the Policy and Scrutiny functions, as set out in Article 6 of the Constitution in respect of matters relating to all those duties within the terms of reference of the Cabinet Member for Business, Licensing and Planning and the Cabinet Member for Young People and Learning.

(b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's non-executive Committees and Sub-Committees, which are within the broad remit of the Committee, in accordance with paragraph 13 (a) of the Policy and Scrutiny procedure rules.

(c) Matters within the broad remit of the Cabinet Members referred to in (a) above which are the responsibility of external agencies and in particular to scrutinise matters relating to the provision of Health Services within Westminster, including the consideration of any reports referred by the local Health Watch.

(d) To scrutinise the duties of the Lead Members which fall within the remit of the Committee or as otherwise allocated by the Westminster Scrutiny Commission.

(e) To scrutinise any Bi-borough proposals which impact on service areas that fall within the Committee's terms of reference.

(f) Any other matter allocated by the Westminster Scrutiny Commission.

(g) To have the power to establish ad hoc or Standing Sub-Committees as Task Groups to carry out the scrutiny of functions within these terms of reference.

(h) To oversee any issues relating to Performance within the Committee's terms of reference.

(i) To have the power to scrutinise those partner organisations that are relevant to the remit of the Committee.

(j) To consider any Councillor Calls for Action referred by a Ward Member to the Committee.

February 2021

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February 2021

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