



City of Westminster

Economic Development, Education Community and
Place Shaping
Committee Briefing

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1. Physical Activity, Leisure & Sport

The Active Queen's Park Project: Redevelopment of Moberly & Jubilee Sports Centres

- 1.1 The new Moberly Sports Centre opened to the public on 30th June 2018. There were some delays with Practical Completion due to a number of construction issues outside of the Council's control but SLM worked hard to complete its operator's Fit Out as quickly as possible to avoid further delays.
- 1.2 Councillor Harvey also spoke a special Preview Event on 28th June with local community groups and sports clubs, the leisure operator, Developer and members of the design team to thank everyone for their support for the project over the last 7 years.
- 1.3 The £28m Sports Centre was delivered through an innovative partnership with EcoWorld as the Developer (formerly Willmott Dixon Regen Ltd) selling new homes to fund the leisure facilities. The project is the first new build of a public swimming pool in Westminster for nearly 40 years and is a great example of the ActiveWestminster strategy coming to life as an Active Place and community hub for the Queen's Park Ward.
- 1.4 Councillor Harvey was supported at the official opening by British super-middleweight boxing champion James DeGale and double Olympic champion gymnast Max Whitlock, Ashley Theopane former British light welter-weight boxing champion and ActiveWestminster Champion of the Future, Melita Emmanuel- Carr who recently won a silver medal at the Commonwealth Games as part of the women's basketball team.
- 1.5 The opening weekend was a great success with over 5,000 visits on both days and almost 400 members signed up. There was a full taster programme of activities which were free and well participated. Overall the vast majority of feedback has been very positive despite some snagging issues which are being monitored by colleagues in Growth, Planning and Housing during the 12 months defects period with Willmott Dixon. To date over 2,000 new members have signed up at Moberly as well as the existing 650 who were transferred over from Jubilee when it closed and there have

been over 70,000 visits to the centre. In addition there are over 700 swim members signed up.

- 1.6 All classes were moved over from the Jubilee Sports Centre to the new Moberly in order to minimise disruption to existing members. Officers are continuing to negotiate with EcoWorld to agree the plans for phase 2 of the scheme which will enable a new Community Sports facility to be delivered at the site of now closed Jubilee Sports Centre. Some hoardings are being designed to promote access from the Jubilee site to the new Moberly. The Council has security measures in place to protect the vacant buildings from squatters and anti-social behaviour before EcoWorld formally take possession.

Apprenticeships across Community Services

- 1.7 Teams from across Community Services have been working hard to establish new apprenticeship opportunities throughout the service and create new sector specific professional development opportunities for existing staff. The current recruitment of apprenticeships includes:
- 9 apprentices at Sayers Croft Field Centre and includes 1 apprentice that is based within the Forest Schools programme at Paddington Recreation Ground.
 - 4 apprentices are in place with the leisure contractor, with an addition 6 being recruited throughout the leisure contract (part of our social value commitment of the new leisure contract), 1 of which will be a engineering and maintenance apprentice
 - 4 further apprentices based in leisure contract' community sport team, which has attracted external sponsorship
 - 5 placements across the newly formed Physical Activity, Leisure & Sport team with 1 of these specialising in Insight and another in Marketing

MyWestminster ActiveStreets Project

- 1.8 Officers across City Management and Communities are developing plans to build on existing work around 'ActiveStreets', which is a key commitment within the Physical Activity, Leisure & Sport strategy – as well as the draft Biodiversity and Open Spaces strategy. This is not a new concept as it has been promoted through the Physical Activity, Leisure & Sport for some time, but this is an excellent opportunity with it becoming a key MyWestminster project. This will also see the development of school based ActiveStreets and the team hope to implement one at St Mary Bryanston Square CE Primary School following the recommendation from the School Clean Air Audit.

ActiveWestminster Strategy

- 1.9 The new Physical Activity, Leisure & Sport (PALS) strategy 2018-2022, ([ActiveWestminster – Activate Your City, Lives & Neighbourhoods](#)) launched on the 21st March 2018 at the Greenhouse Centre, Marylebone.
- 1.10 Our strategy provides a framework, which will build on the positive achievements made to date and to help us work together to better address our key challenges. This strategy has not been developed in isolation. It has been developed to facilitate impact, not simply to sit on a shelf. It sets out clearly our ambitions for physical activity,

leisure and sport and how we will work together via our underpinning principles to achieve these ambitions. We cannot achieve these changes alone.

Key actions for summer 2018:

- Reorganisation of the Physical Activity, Leisure & Sport Team to better reflect the new themes and priorities of the strategy.
- ActiveStreets pilots (note above).
- Begin the removal of prohibitive signage (No Ball Games, No Cycling etc)
- New ActiveWestminster [website](#) & app.
- Launch ActiveWestminster networks, refresh ActiveWestminster Partnership & recruit the ActiveWestminster Board

Outdoor Learning Sayers Croft

1.11 The Forest School based out of the Environmental Area at Paddington Recreation Ground continues to go from strength to strength with over 8,000 participants last year. During the summer a small programme of improvement works has got underway that will safeguard and renew pathways, planting and general upkeep of the environmental area. The success of the programme has recently been recognised by Kensington Palace and officers are in discussion with the Private Secretary to HRH the Duchess of Cambridge about a possible high profile visit in October 2018.

2. Business & Enterprise

2.1 Business Westminster Website

The business website has received 11,288 unique page views, a nine percent increase on last month. There is now significant traffic to the CSR page.

2.2 Broadband

Below is an update on the improvements to connectivity provided through the Connect Westminster voucher scheme since its launch in August 2017.

Applications received	469
Vouchers issued	363
Funding invested	£928,809.65
Download speed uplift (%)	2,659%
Upload speed uplift (%)	17,882%

2.3 Following collaboration between the Economy Team and Community fibre on connecting major Soho residential towers there is now opportunity to rollout out superfast broadband to every property within the surrounding yellow area over the next year. Given the number of creative enterprises in close proximity, this is an important development. As a wider application, identifying and connecting a tower of residential properties which can then serve as a beachhead for further rollout appears to be a promising model.

Westminster Business Unit

- 2.4 In the current financial year, the Westminster Business unit has handled 121 business enquiries received by phone, email, drop-in sessions or events. The most common remain affordable workspace, licensing and support with starting up a business.

King's Consultancy

- 2.5 Last year's successful collaboration with Kings College offering free consultancy to small companies is to be repeated. Students at the Kings Business School will work on live projects with SMEs and provide additional capacity to solve business problems or look or boost revenue. The opportunity will be promoted through the September newsletter, partner newsletters, the enterprise space network and to applicants for transitional business rates relief

Corporate Social Responsibility

Social Value highlights include:

Saint Aymes

- 2.6 Two sisters started Saint Aymes selling luxury, artistic, edible chocolates. They then branched out, creating a boutique café which has proven to be a popular destination and a hit on social media. Richard Branson, Baroness Karen Brady and 10 Downing Street all count themselves as customers. Partly as a result, the sisters are Young Entrepreneurs of the Year as well as being designated a Virgin Start Up. The Saint Aymes sisters have agreed to join the Women in Enterprise panel for Enterprise Week. Conscious of their new presence in Westminster at the Brunel Building in Paddington, Derwent London are keen to play an ever more proactive role in the Westminster community. Derwent run a community fund that provides grants to grass roots community groups and has expressed a keen interest in youth engagement and the Pop-up business school. They are particularly looking to sponsor new projects in Paddington and to include some of their more famous clients. One such client is Sony Film. Economy colleagues will assist Sony in shaping their offer. There is significant potential for a collaboration at Paddington Works which now boasts state of the art film and animation editing suites.

Westminster Lions Awards

- 2.7 The Economy Team continues to provide support to PPC for the Westminster Lions Awards. Three potential corporate responsibility case studies have been identified. Films of these exemplars: Odelay Films, David Miller Architects and Willmott Dixon will be played during the awards ceremony itself.

Diverted Giving

- 2.8 The diverted giving campaign cleverly uses contactless technology to raise funds to support front line rough sleeping support services. The campaign also intends a behavioural shift by encouraging people to gift money to organisations instead of direct giving which discourages rough sleepers from seeking help and encourage substance misuse. In parallel the team is working with the BIDs to pool resources in an attempt to reduce the number of rough sleepers within Westminster.

Enterprise Space

- 2.9 Vacant possession has finally been secured at **Ingestre Court**. WCC are now working with the preferred workspace provider to complete fit out at the earliest opportunity. The current expectation and assuming the preferred tenant transacts relatively swiftly, a Lease could be in place by the end of September. However, there are still outstanding negotiations to take place with residents on a suitable location for new community space.
- 2.10 Cllr Harvey has met with the **Crown Estate**. In partnership with the Council, plans are in development for the launch of social impact space next year.
- 2.11 A General Manager, Sam Margolis, has been recruited for **Paddington Works**, which will launch formally on Tuesday 30 October. The CM has received a briefing note on final matters ahead of entering in a joint venture agreement. Outstanding issues include agreeing the rent review, a potential contingency reserve and the quantifying and appropriate distribution of the final fit out costs.
- 2.12 In what may be an encouraging sign of the types of companies the new facility will host, the first company to be accommodated is a referral from Film London. Indeed, Film London will continue to list Paddington Works on their website and include regular updates in their sector bulletin. In a sign of further progress on the Communications Strategy approved recently by the CM, the Marble Arch BID will offer the same service.

One of three new graduate interns to join the Economy Team, Sisley Hamer will work at Paddington Works for six months as part of her graduate internship.

- 2.13 The Economy Team anticipate a date in October for the **Hub Westminster** shareholder dispute mediation. In the meantime, a draft business plan for a new site has been developed in anticipation of a resolution of the current legal conflict.
- 2.14 A Cabinet Member Report is to be prepared for **Lisson Arches**. The report will outline the process for securing a workspace provider. The Council's vision for Lisson Arches enterprise space is to create a thriving low cost facility for businesses that require a light industrial, creative or research and development environment - along with a proactive business support offer. It is hoped the new space will benefit as many local residents as possible through jobs and skills development.
- 2.15 **Social Enterprise UK** has expressed early interest in the space. An interest that extends to the Lilestone Street site and the embryonic plans for a Wellbeing Hub to be based there. This is part of their wider vision for the establishment of a social enterprise campus in the Church Street Ward. Social Enterprise UK are a leading global authority on social enterprise and possess the most significant network of social enterprises in the country. The organisation is a strategic partner to six government departments and has led public policy on social enterprise for some 15 years. Social Enterprise UK also has unrivalled business relationships. There will be a competitive tender for these Church Street Ward sites but it is encouraging to receive such exciting, early high profile interest.
- 2.16 Network Rail has allocated an officer to review the disposal of the **Canal Side** demise. The primary contact will meet the Economy team and will conduct a site visit. This location is an empty slice of land opposite Great Western Studios in Westbourne. These are still complications because of the many layers of ownership of this site.

2.17 There is potential to convert some of Westminster's unused **public conveniences** into space for artists. Some of these toilet blocks are surprisingly large and are in central locations:

- Paddington Gardens - 452 sq. ft.
- Wellington Place - 431 sq. ft.
- Embankment Gardens - 907 sq. ft.

Discussions with the Corporate Property Team are on-going.

2.18 The launch at Whitcomb Street will take place in November. Granted a short term lease, Interim Spaces will create 7,500 sq. ft. of enterprise, artist and event space. In a high profile acknowledgement of our sponsorship of this opportunity, Westminster Council will be invited to the event and the CM asked to formally open the space.

2.19 Westminster Council participates in Enterprise Week each year as an official partner of Global Entrepreneurship Week - the world's largest entrepreneurship campaign. Preparations are well underway for the Week that takes place from 12th-18th November. Working with the business community, the council supports young people to raise aspirations, develop an appetite for success, broaden their horizons and explore the world of business and entrepreneurship.

2.20 This year, the Business and Enterprise team will work with an ever more exciting range of organisations to deliver a flagship event on each day. Highlights include, Bright Ideas Trust who will launch the event which includes a dedicated networking lunch for members of the business community. The Zoological Society will run a social hackathon that will involve students coming up with solutions to Zoo challenges. Allbright, the women's network, will host the Women in Enterprise Panel. Incipio Group are to design a business simulation task and JLL, Capita and Ryder will deliver a design challenge for young people.

2.21 In addition to the flagship events, there will be several further workshops throughout the week to be delivered by David Miller Architects, Virgin Start Up and other Westminster businesses. A briefing note will follow on and will include detailed suggestions for the CM's role in the Week.

2.22 The next Business Unit event will take place on 25 October from 6 -7:30 pm at the Greenhouse Sports Centre. Following a successful tried and tested format, there will be a "market place" for business support, with various council teams and external organisations occupying the stalls. As there is a Church Street focus, the regeneration team will be there as well as employment advisors and local business support organisations. The CM will be invited to speak at the occasion.

Pop-Up Business School

2.23 We received initial feedback from the Pop-Up Business School that took place in July. We anticipate a full evaluation in September and will follow up with a review of participants' progress in January (six months after the school). However as an interim report:

- Attendees: 108
- Trading by the end of the week: 28%
- Attendees unemployed: 38%
- Attendees self-employed: 24%

- Average confidence, happiness, business skill and self-efficacy rating before (out of 10): 5.3
- Average confidence, happiness, business skill and self-efficacy rating after (out of 10): 8.4 - a 3.1 increase in this index.

Apprenticeships and Youth Engagement

- 2.24 The Business Team, working with Nathalie Lam, a Workplace Coordinator for the Crown Estate, assisted one of their service providers to hire three apprentices. Following successful work trials by three Westminster residents through the Restart programme (a joint initiative between the Crown Estate and Recruit London), Capital Maintenance, the Crown Estate supplier, has offered the three residents plumbing, painting and decorating and electrical apprenticeships respectively. The employer was pleasantly surprised with the level of government funding available and found the support provided by our Apprenticeship Development Officer relevant, useful and easy to access. Two of the three residents had been previously in care.
- 2.25 A graduate has been secured to support the apprenticeship and youth engagement agenda and will conduct desk based research to develop insights into apprenticeships across the businesses landscape. This will include a focus on organisations with graduate schemes. The graduate who will be in place from October to March 2019, will also support the design and delivery of youth engagement activities.

Westminster Employment Service (WES)

Coaching

- 2.26 The WES Team provides the operational link to the Work and Health Programme that went live in March - a programme delivered by the provider Ingeus. Their frontline staff work alongside WES at the Maida Vale Employability Hub. Referrals to the Work and Health Programme from the Jobcentre Plus (JCP) have been disappointing to date and so the team is helping both Ingeus and JCP to increase referrals to the programme from various Westminster community projects. A closer look at the performance of the Work and Health Programme will be included in the September CM update.
- 2.27 A member of the WES management team attended a Church Street Networking Lunch. The first in a series of planned monthly events, colleagues from different teams came together to discuss the regeneration of the Church Street area and how closer collaborative might benefit residents in the area.
- 2.28 The Coaching Team were also one of the subjects for the recent Ofsted inspection of Children's Services. Informal feedback from Ofsted was positive and Children's Services will receive a formal letter from the inspectors in the autumn.
- 2.29 Members of WES and the Economy Team attended a cross departmental workshop on Youth Engagement. The aim, to develop the offer for young people by creating newly integrated and innovative services. A paper on existing employment provision for priority groups, including those at risk of offending, offenders themselves, 'looked after' children and NEETs will be presented at a forthcoming CM meeting. The attached case study for this month is topical as it is from Kirsty Warren, Employment Coach for the Integrated Gangs Unit (IGU).

- 2.30 There is a large cohort of unaccompanied minors coming through the Care Leaver's service and Children's Services are keen to find training and work placements for them. Many care leavers want to work straight away and not spend time developing their English skills - an area of development that is often in need. Children's Services will therefore explore how WAES and WES can provide further support on this issue.
- 2.31 A business case is to be put to the Ebury Estate Regeneration Office to fund an employment coach based part time at the site and part time at WAES Pimlico. The purpose would be to work with residents of the estate and surrounding postcode alongside the Pinnacle Community Engagement Manager. The post holder would run group sessions to engage BAME women, single people with health conditions and young people from Ebury Estate and Chelsea Barracks social housing. The objective is link these groups into training and employment. The business case will also offer to ensure that s106 requirements include relevant opportunities for local people.
- 2.32 This month, WES took colleagues from Public Health, Policy, Recruit London and the Trailblazer's project on a 'walkabout' of some of the front-line employment services across the Borough.
- 2.33 The tour included an introduction to a number of specialist WES teams: HELP, FACES, the Looked After Children's Leaving Care Service, the Parental Employment Co-ordinator, High Potential and Church Street. The idea was to give colleagues a greater understanding of our integrated model. The quality and passion of the front-line coaches was clearly displayed.
- 2.34 Discussion centred on helping people into long-term financial and practical independence, life coaching, addressing barriers to childcare, confidence building, training, English language skills, good mental health and the benefits of working together in an integrated model.

Employer updates

- 2.35 The team is working with developers and contractors to create employment and skills plans that offer meaningful opportunities to local residents. Impressive wins include:
- St Edwards (part of the Berkeley Group) on 9 Millbank – committed to sixty five employment opportunities for residents over four years
 - Multiplex on 8-10 Broadway – Committed to two hundred employment opportunities for residents over three years
 - Carey's on the Old American Embassy - Twenty five employment opportunities for residents over two years
 - Sellar on Paddington Square - One hundred and fifty employment opportunities for residents over four years
 - Obrascon Huarte Lain on the Old War Office - One hundred and fifty employment opportunities for residents over five years
- 2.36 Together, over the next five years, this totals almost **600 additional employment opportunities**, all targeted at Westminster residents from developments all over the city. A consortium of developers with s106 commitments is also working with the team and Children's Services on a programme specifically designed for care leavers, as referenced above. The consortium includes Sir Robert McAlpine, Multiplex and Careys.

- 2.37 In August, the Employer Engagement Manager, in partnership with Recruit London, arranged for residents to meet with ISG, the developer working on the City Hall refurbishment. Twenty residents were interviewed and five were offered roles.

Business Survey

- 2.38 Under the CM's direction, there are new plans for the rollout of a business survey. In a collaboration with PPC, the survey is intended to provide a clearer insight into what is currently missing in the local skills and employment market and what might be needed to bridge the gap. The objectives are to better understand if there really is a gap between employment provision and need, identify constraints and challenges to the jobs market, improve recruitment and retention rates and propose future activities businesses might undertake to address these issues. The survey is expected to roll out next month.

Other updates

- 2.39 Our next Employment & Skills Provider Network meeting will be on 25th September and is to be hosted by Paddington Central. Paddington Central will brief charities and other providers on a new five-week employability course to be launched in October, a course our Partnerships Coordinator is helping Paddington Central to design.
- 2.40 Members of the WES management team have met with representatives from the Peabody Employment, Training and Job Brokering Service. A process for cross-referrals and sharing employment opportunities was agreed.
- 2.41 To help the coaches learn more about the range of employment services, the team will start to map provision. As well as helping front line staff and residents, the exercise will assist in better understanding gaps in provision and judging where additional capacity is needed.

Performance & plan

- 2.42 Notable successes this quarter included Job Starts and Long Term unemployed - with 117 Job Starts of which 79 were long term unemployed. This is a conversion rate of 68%.
- 2.43 As this data is thought to be so valuable, the CM report will in future include a monthly performance dashboard and other intelligence about our clients. This follows changes to our data platform and a review of the information the team captures. New material will now include client barriers to work, the ward in which they reside, their career and job aspirations and their length of unemployment.

2.44 Business Improvement Districts (BIDs)

The BIDs in Westminster are taking an increasing role in place leadership and the driving of local economic growth. There are seven occupier BIDs (note that two separate BIDs of Piccadilly and St James's, Leicester Square, and Piccadilly Circus are under the single brand of Heart of London Business Alliance). Below is a summary of some of the ways the BIDs support wider Council priorities:

Victoria BID

- Victoria BID's focus is to give back to the community at a local level and the BID has developed a number of charity partnerships.
- Supports of British Science Week.
- Runs events for Mental Health Awareness Week.
- Supports the 'Westminster Sings' campaign

Baker Street Partnership BID

- Baker Street BID set up a 'Smarter Giving' programme, which enables members to direct social value locally.
- The programme promotes collaborative volunteers, brokers' donations, fundraises, promotes skill sharing and mentoring, creates charity collaborations, and generates work experience and placements.

Northbank BID

- Northbank BID also has a social value steering group. The focus is on employment for young people through apprenticeships and internships.
- Northbank also supports Westminster Enterprise Week.

Marble Arch BID

- Helped source panellists for the Women in Enterprise Event for Westminster Enterprise Week 2018.

Paddington Now BID

- Paddington are committed to Clean Air initiatives through Action Days, and by encouraging a 'Click and Collect' service for workers and businesses.
- "Time for Paddington" work with over 80 schools and community partners in Westminster. This includes support for health, housing, and the elderly, mental health, assisting young people to lead positive lives, families and homelessness.
- Paddington offers a range of community projects in which business can get involved, from tea parties for the elderly, to gardening and decorating for housing schemes.

Heart of London Alliance BID

- Promotes Recruit London to all its members (see above under Westminster Employment Service). Since Heart of London Business Alliance partnered with Cross River Partnership to offer its members a free local recruitment service, a total of 95 job vacancies have been filled at 19 of their business members. This has generated recruitment savings of £270,000.

New West End Company BID

- Created an Air Quality Strategy with the support of Cross River Partnership.
 - Targets include reducing vehicles by 50% in the core West End and delivering 2 000 new retail jobs and apprenticeships.
 - The West End Buyers Club is a preferred supplier scheme for members that aims to reduce the need for vehicles in the West End. A pilot in Bond Street led to a 95% reduction in waste vehicle movements.
- 2.45 A BID roundtable took place on 6th of September, Cllr Harvey chaired the roundtable, Cllr Ian Adam Presented on new strategies to rough sleeping, street entertainment and new neighbourhoods approach, the meeting was positive and constructive and there was agreement that there would be further and more regular collaboration with WCC and the BID's.

WAES

- 2.46 The largest local authority education provider in London, WAES's learner population reflects the borough's diversity. Funded by the Education and Skills Funding Agency, the service is part of the Growth, Planning and Housing department. WAES board of governors includes elected members of the City Council and representatives from the community and local organisations. The Service continues to provide training and learning programmes to support the Council's agenda and to meet the educational, employment and personal needs of local residents. In the last academic year (1 August 2017 to 31 July 2018), over 3300 Westminster residents accessed and completed a range of courses for work, study and recreational purposes. Additionally, WAES supported the delivery of apprenticeships for 36 City Council apprentices. The Service collaborates with other key services like Early Years, Economy, Libraries and Public Health to deliver key priorities in employment, health and mental-wellbeing.

3. Education and Schools

3.1 Overview

The Bi-Borough Education Service is responsible for maintaining high standards, assessing and meeting the needs of children with Special Educational Needs and Disabilities (SEND) and ensuring that we have sufficient places in schools across Westminster City Council and Kensington and Chelsea.

Performance in Westminster schools is amongst the highest in the country and this includes the performance of individual pupil groups, such as those on free school meals. Ofsted judges 98% of local schools as Good or Outstanding.

In Westminster, there are:

- 4 nursery schools
- 41 primary schools
- 12 secondary schools
- 3 special schools

- 3.2 A full list of schools showing the number of pupils on roll and the proportion of children on free school meals and with SEN is shown below.
- 3.3 Full briefings can be arranged for members on any aspects of the service to provide further details to this overview.

Summary of School role, Free School Meals and Special Educaiton Needs - Source - Schools Census Jan 2018

	Roll	FSM		Special Education Need			
		Number	%	Education Health Care Plan		Sen Support	
				No	%	No	%
2131026 Tachbrook	54	3	6%	0	0%	5	9%
2131046 Dorothy Gardner	105	6	6%	2	2%	19	18%
2131052 Mary Paterson	64	8	13%	1	2%	11	17%
2131053 Portman	85	6	7%	2	2%	24	28%
2132000 Ark Atwood*	442	64	14%	15	3%	17	4%
2132001 Minerva Academy*	87	15	17%	5	6%	3	3%
2132002 Wilberforce Academy*	193	73	38%	4	2%	49	25%
2132003 Pimlico Primary Academy*	192	61	32%	5	3%	39	20%
2132004 Churchill Gardens Academy*	232	80	34%	25	11%	38	16%
2132005 Paddington Green	244	103	42%	5	2%	33	14%
2132032 Barrow Hill	223	40	18%	3	1%	23	10%
2132189 Edward Wilson	376	143	38%	11	3%	51	14%
2132208 Essendine	445	69	16%	6	1%	31	7%
2132244 Gateway*	669	192	29%	16	2%	119	18%
2132418 Millbank Academy*	381	94	25%	20	5%	33	9%
2132778 George Eliot	426	80	19%	8	2%	18	4%
2132799 Hallfield	455	109	24%	7	2%	73	16%
2132816 Robinsfield	185	7	4%	2	1%	12	6%
2132844 Queens Park	310	91	29%	6	2%	29	9%
2133306 All Souls	201	45	22%	5	2%	20	10%
2133316 Burdett-Coutts	242	57	24%	5	2%	32	13%
2133351 Hampden Gurney	234	12	5%	4	2%	15	6%
2133381 Our Lady of Dolours	240	56	23%	6	3%	42	18%
2133414 St Augustines (WCC)	227	62	27%	7	3%	37	16%
2133418 St Barnabas	142	47	33%	2	1%	9	6%
2133424 St Clement Danes	224	29	13%	10	4%	24	11%
2133432 St Edwards	325	78	24%	5	2%	17	5%
2133440 St Gabriels	188	53	28%	6	3%	23	12%
2133446 St Georges	189	18	10%	4	2%	15	8%
2133451 Soho Parish	178	15	8%	5	3%	26	15%
2133453 St James & St John	176	16	9%	0	0%	14	8%
2133473 St Josephs	282	20	7%	8	3%	14	5%
2133496 St Lukes	200	27	14%	3	2%	19	10%
2133511 St Mary Magdalene	210	52	25%	6	3%	24	11%
2133520 St Marys Bryanston Square	207	36	17%	7	3%	28	14%
2133532 St Mary of the Angels	287	48	17%	10	3%	42	15%
2133539 St Matthews School, Westminster	214	48	22%	4	2%	21	10%
2133580 St Peters	204	35	17%	7	3%	22	11%
2133582 St Peters Eaton Square	306	17	6%	5	2%	19	6%
2133590 St Saviours	224	13	6%	2	1%	14	6%
2133598 St Stephens (WCC)	194	68	35%	6	3%	22	11%
2133610 St Vincents	230	17	7%	4	2%	20	9%
2133611 St Vincent de Paul	220	20	9%	1	0%	54	25%
2133623 Westminster Cathedral	196	29	15%	7	4%	34	17%
2133653 Christ Church Bentinck	203	51	25%	3	1%	29	14%
WC Primary	10911	2213	20%	275	3%	1263	12%
2134000 Marylebone Boys School*	464	91	20%	4	1%	53	11%
2134001 Harris Sixth Form	525	66	13%	4	1%	31	6%
2134003 Sir Simon Milton UTC	115	53	46%	0	0%	12	10%
2134004 Harris St Johns Wood (QK)	1242	358	29%	13	1%	136	11%
2134628 Grey Coat Hospital*	1047	98	9%	14	1%	117	11%
2134673 St Marylebone*	1090	108	10%	28	3%	51	5%
2134687 Westminster City*	784	123	16%	13	2%	111	14%
2134723 St Augustines High School	959	260	27%	42	4%	140	15%
2134809 St Georges*	945	150	16%	17	2%	265	28%
2136905 Paddington Academy*	1201	393	33%	39	3%	128	11%
2136906 Westminster Academy*	1094	299	27%	11	1%	263	24%
2136907 King Solomon Academy*	912	337	37%	25	3%	79	9%
2136908 Pimlico Academy*	1181	343	29%	30	3%	105	9%
WC Secondary	11559	2679	23%	240	2%	1491	13%
2131101 Beachcroft*	74	18	24%	8	11%	62	84%
2137000 St Marylebone Bridge Academy	57	18	32%	57	100%	0	0%
2137042 College Park	100	53	53%	99	99%	1	1%
2137184 Queen Elizabeth II Jubilee School	69	28	41%	66	96%	3	4%
WC Total	22770	5009	22%	745	3%	2820	12%

Ofsted focused visit feedback

3.4 On 7th and 8th August, Ofsted conducted a two-day “Focused visit” in Westminster City Council looking at our front door services - Early Help, the Multi-Agency Safeguarding Hub (MASH), Access and Assessment and the Integrated Gangs Unit (IGU). We had some very positive feedback about the quality of work in Westminster, in particular:

- Multi-Agency Safeguarding Hub enquiries leading to effective risk analysis and appropriate decision making.
- The Integrated Gangs Unit adds real value.
- Practitioners use creative approaches to direct work with children.
- Responses to referrals are timely.
- Child protection concerns are quickly identified leading to timely interventions to safeguard children.
- There was evidence of good threshold application and timely response to children.
- Systemic work was embedded in practice.
- Staff morale in Westminster is high, social workers who spoke to inspectors were very positive about their experience of working in Westminster.

We have also had some helpful recommendations about areas for development for the future. Focused visits result in a written letter highlighting strengths and areas for development. They do not result in any change to a Local Authority’s grading. Our letter was received in early September and has been published on the [Ofsted website](#).

Passenger Transport

3.5 Passenger Transport services are provided for children and young people with Special Educational Needs and Disabilities (SEND) who are eligible for home to school travel assistance. Transport is provided in taxi and minibus provision dependent on the route requirements and needs of the child or young person. This update outlines changes in place from September 2018 at the start of the new school year.

3.6 A new taxi service commenced in September 2018, this follows a procurement exercise and approval to appoint a number of taxi providers onto a Framework for Passenger Transport Taxi services. The new taxi arrangements include a clearer pricing schedule and quality enhancements across a number of areas; including staff continuity, staff training and improvements to the fleet. Parents were consulted to inform the new specification and have been communicated with throughout the procurement and mobilisation process. Parents and carers have also been written to directly by the Council to confirm the specific arrangements in place for their child from the start of term. For taxi routes where there has been a change of provider or staff, parents and carers have been contacted with offers of ‘meet and greets’. The taxi providers have now successfully mobilised ahead of the start of term, taking into account the individual needs of each child based on their unique travel plan.

- 3.7 The current minibus arrangements will continue under the current contracts until August 2019. A new service will commence in September 2019. However, on Friday 17 August 2018, the Council was informed that one of two minibus providers, Starbus, went into administration. The Council took immediate actions to find an alternative provider. A competitive three -stage tender process was undertaken and contract was awarded to CT Plus. In their tender submission CT Plus demonstrated an ability to mobilise ahead of the start of term to ensure service continuity whilst delivering a quality service that understood the specific needs of the service users. Wherever possible CT Plus have looked to maintain staff continuity to minimise the disruption to service users.
- 3.8 The interim contract with CT Plus will be in place for 12 months while a planned procurement for all minibus provision takes place. The recommendations for the new minibus contract award is expected in May 2019, for the service to commence from September 2019.
- 3.9 Passenger Transport services are continued to be overseen by the Council's dedicated in-house Travel Care and Support Team. The team provides contract management, logistical support and a daily helpdesk function for parents, carers, schools and day centres.

School Test and Examination results

- 3.10 Following this year's school tests and examinations, we are able to report some excellent outcomes for our children and young people. While we are still collating the overall GCSE and A-level scores, our secondary schools have reported high levels of achievement with many positive stories of progression onto university, employment and graduate-level vocational training. In responding to the challenges of the new secondary curriculum and examination requirements that have been introduced in the last two years at GCSE and A-level, initial analysis shows that the results in our schools continue to be well above national averages.
- 3.11 For primary schools, the Department of Education (DfE) has now published the provisional outcomes for each borough in the country. 70% of children in the final year of their primary school achieved the expected level in reading, writing and mathematics, which demonstrated a 2% improvement on 2017 results and 6 percentage points above the national average. I would like to take this opportunity to congratulate the achievements of all the children and young people in our schools this summer.
- 3.12 When all the data has been made available to the service, a full report on this year's school test and examination results will be taken to the Economic Development, Education and Community Policy and Scrutiny Committee at the January 2019 meeting.

Progress with secondary school expansions and Portman Children's Centre

- 3.13 There are four schools in the Secondary Schools Expansion programme, each providing an additional form of entry throughout Years 7 to 11. All secondary schools were invited to participate in the programme. Three out of the four of the selected schools to date have proceeded in close collaboration with the Council dealing adeptly with the design, construction and financial challenges presented. The current position is as follows:

Westminster City School

- 3.14 The expansion consists of a new annexe providing classrooms and replacing the former Arts and Religious Education block, for which the facilities have been re-provided in the main buildings. The new building was opened in February 2018, enabling the school to provide an additional 20 places per year group in state-of-the-art facilities. The actual school requirement is accommodated in two floors, but to maximise the site potential the building has three floors. Part of the top floor is currently being occupied by the school's Trust and could be adapted for school use to deliver extra places in the future if required. The Trust covered the additional capital costs of the element of the scheme.

St George's Roman Catholic School

- 3.15 The new accommodation is being provided in a vertical extension on one side and a rooftop extension. An additional 30 places per year group have been provided from September 2018. The work is due to be completed in November 2018.

King Solomon Academy (KSA)/ Ark Paddington Green

- 3.16 Both schools are now run by Ark Multi-Academy Trust (MAT). When Paddington Green converted to academy status in August 2017, the opportunity was taken to develop a scheme involving the two schools. The project is due to start in September 2018 with improvements at Ark Paddington Green. The majority of primary age pupils will move to this site for the new academic year in 2019, enabling the school to offer 90 places overall at primary level. The works at KSA will commence later in 2019 and complete in 2020, when the secondary cohort will expand by one form of entry, from 60 to 90 pupils per year.

Pimlico Academy

- 3.17 Following an initial options appraisal with Future Academies, the scheme was paused, but discussions have now restarted. These discussions are at an early stage and a further update will be provided in spring 2019.

Portman Children's Centre

- 3.18 The Children's Centre and Nursery School has been temporarily decanted to Lilestone Street, a vacant Council building, to enable Portman Children's Centre to be refurbished as a new Family Hub. This will follow the model which has been successfully completed at Bessborough Street. A review of the specification and financial implications is underway.

Queens Park Nursery

- 3.19 The building where the nursery is situated is being sold by City of Westminster College. The Council is keen to maintain the nursery on this site if possible as there is an identified need locally for this provision. We will work with City of Westminster College to explore all possible options and

Schools funding

National Funding Formula (NFF) for schools for 2020/21

- 3.20 The National Funding Formula will replace local arrangements and make school funding uniform across England. The formula is being used as a calibrating mechanism in 2018/19 and 2019/20, generating notional budgets per school, but the authority will retain overall control of how to share core funding between schools. In July 2018 it was announced that this will continue for 2020/21. The transitional period will continue to supply minimum pupil funding per head and all Westminster Schools will receive funding above this level in the local formula.
- 3.21 Local Authorities (LAs) continue to be able to transfer 0.5% of the schools block to high needs with the agreement of the schools' forum and consultation with all local schools.

The NFF for central school services in 2019/20

- 3.22 The central school services block within the Dedicated Schools Grant (DSG) will continue to provide funding for LAs to carry out central functions on behalf of compulsory school age pupils in state-funded, maintained schools and academies in England. Westminster's provisional funding shows a reduction of £24,000.
- 3.23 The block will continue to cover the two distinct elements of ongoing responsibilities and historic commitments. From 2020/21, the DfE expect to start to reduce the historic commitments element of the central school services funding block where authorities' expenditure has not reduced. This is likely to further reduce Westminster's allocation.

Deficits on LAs DSG accounts

- 3.24 With effect from 2019/20, the DfE intends to tighten the rules governing deficits in Local Authorities' overall DSG, under which LAs have to explain plans for bringing the DSG account back into balance. Westminster City Council's 2017/18 DSG had a surplus carry forward of £4.080m, although the high needs block overspent by £1.1m in 2017/18 in line with the majority of LAs (estimated £140m overspend across London).

Teachers' Pay Award

- 3.25 The DfE has confirmed the 2018 teachers' pay award, which will see a 3.5% uplift to the main pay range; a 2% uplift for the upper pay range and a 1.5% uplift for the leadership pay range. This will be funded through a separate teachers' pay grant, covering the difference between the award and the cost of the 1% award that schools would have anticipated under the previous public sector pay cap. This grant will be over and above the core funding that they receive through the NFF. Children's Service Finance are following up with the DfE to ensure that the grant covers special schools, hospital schools and alternative provision.

Schools' Balances

- 3.26 Out of the 40 schools maintained by Westminster City Council, seven schools had deficit balances as at 31st March 2018. This shows a reduction of two schools from nine schools in deficit as at 31st March 2017. These schools are working with the LA to action deficit recovery plans.

SEND Strategy and the Action Plan

- 3.27 This briefing provides an overview of the SEND Strategy and the Action Plan, and it outlines the information identified as part of our self-evaluation which highlights key strengths and areas for development. Cllr Jacqui Wilkinson as Deputy Cabinet Member for Economic Development, Education and Community is now leading on SEN and Schools Capital.

Overview

- 3.28 Public Health, Children's Services and the CCGs have worked in partnership to develop a Bi-Borough SEND Strategy. The reforms are overseen by a joint Children and Families Act (CFA) Executive Board. The Strategy and the Action Plan stemming from it, along with an updated Self-evaluation report are part of the preparation process for the Local Area SEND Inspection.
- 3.29 Westminster Strategy for Children and Young People with Special Education Needs and Disabilities (SEND) aged 0-25 and SEND Action Plan
- 3.30 The SEND Strategy (2018-2021) has been developed by Local Children's Services, Clinical Commissioning Groups (CCGs) and the Westminster Parent Participation Group and reflects the views of the children and young people with SEND on how the services are shaped and delivered. Our vision underlined in the Strategy is that children and young people with SEND "achieve well in early years, at school and at college, and lead happy and fulfilled lives."
- 3.31 The Strategy is complemented by an Action plan detailing how we will achieve the vision and outcomes. The four outcomes outlined in the Action Plan are as follows:
- Children and young people achieve the best they can in education.
 - Young people have the skills necessary to get a job (with support where necessary).
 - Young people are able to live as independently as possible (with support where necessary).
 - Children and young people lead healthy, active lives and are a visible part of their community.
- 3.32 We will achieve this by working closely with families, young people, parents, schools, Health and other partners. The reforms are overseen by a joint CFA Executive Board chaired by the Executive Director of Children's Services. The CFA Board recently commissioned an updated Self-Evaluation Framework to understand how the reforms are being embedded.

Westminster SEND Self-evaluation Framework (June 2018)

- 3.33 The updated Self-Evaluation outlines our key strengths and areas of development for the next year. Some highlights of each are provided below:

Key Strengths

- 3.34 Attainment and progress: The level of attainment and progress in Westminster is one of the best in the country for those with Education, Health and Care plans (EHCPs) and those on SEN Support. The majority of WCC pupils with SEN have their needs met within a mainstream school.

- 3.35 Children and young people in Special Circumstances receive good provision which improves their outcomes; those that are LAC are very well supported by the Virtual School. Also, those with complex mental health difficulties and their families receive accessible and well-coordinated support.
- 3.36 Joint Commissioning Plan: The Local Authority and CCG have developed a shared Joint Commissioning Plan in relation to agreed commissioning priorities and next steps. Related work streams are progressed via multi-disciplinary working groups that are governed under a Joint Commissioning Board.
- 3.37 Involving children and young people in service design and delivery: Key strength in Westminster City Council is the co-production and engagement by the Local Authority and CCGs, particularly through the parents' forum - Westminster Parent Participation Group.

Areas for development

- 3.38 Early identification, diagnosis and post diagnosis support: Waiting for a diagnosis of ASD can be a challenging and stressful time for children and young people and their families. It is important that they have appropriate and timely support at this critical time.
- 3.39 Information and signposting: The Local Offer needs to be reviewed and updated in consultation with parent/carers and key stakeholders.
- 3.40 Service provision: Numbers of children with SEND are increasing and this needs to be reflected in future planning and capacity building.
- 3.41 Transition: Among some parents there is uncertainty and a lack of confidence over the transition process to adulthood. Further joint working across organisations is required to simplify processes and communication with families, and to promote pathways to post-16 education, employment, and supported/independent living.
- 3.42 Wider impact: Children and young people with a special educational need are more likely to have poor mental health and wellbeing, are less likely to progress into college education, more likely to experience unemployment, and more likely to have contact with the youth justice system.
- 3.43 Further research: A comprehensive and combined SEND database, across education, health and care, would help plan for the future.

4. Libraries

Marylebone library

- 4.1 A new library for Marylebone will be provided at the Seymour Centre and work to plan and design it, alongside improvements to the sport and leisure facilities, is underway. Co-location with sports and leisure will enable libraries and leisure to work together, promoting well-being and physical and mental health, and encouraging people to take part in activities. The new library will provide a modern, sustainable and relevant service for the whole community with a great choice of books, up to the minute IT facilities and a comprehensive programme of events. Following public consultation on changes to the leisure offer, there is some public support for reopening the disused larger pool, which, if feasible, requires a revised programme and timeline, with changes to the library proposal as a consequence. Officers are working on a revised scheme, which would still provide over 1000 m² of library space in an integrated design but feasibility studies are required to determine the

deliverability of the overall scheme. It is intended to complete this during the rest of 2018 and consult residents and stakeholders on proposals early next year.

Libraries Advisory Board

- 4.2 The board is chaired by Chris Cotton former CEO of the Royal Albert Hall and tasked with advising and supporting the Council in developing a long term strategy for its library service, taking account of external development and Westminster's needs and priorities aligned to City for All. Its report is now in the final stages of drafting and an update will be provided to the Committee in due course.

Registration Services

- 4.3 The General Register Office of England and Wales (part of the Home Office) carries out assurance reviews of local authority registration services every two years. This involves an examination of the security arrangements for the security of official forms used in the registration of births, marriages and deaths and data storage arrangements and security of records and information. A review in July 2018, concluded that the City of Westminster Registration Service provides "High" assurance, an improvement on the "Satisfactory" level achieved in 2016. Over 1700 bookings have now been taken for the refurbished Old Marylebone Town Hall, with 855 ceremonies already held since it reopened in January 2018. The majority of couples who marry here are from London and the South East, but a significant number are from Europe, America, the Far East and Australia as well as the rest of the UK.

5. Voluntary and Community Sector (VCS)

VCS Support Contract

- 5.1 The Voluntary and Community Sector Support Service is a commissioned service, managed within the Council by the Policy, Performance and Communications Department. The provider of this service acts as a conduit and coordinator between the City Council and the large and complex range of organisations that make up Westminster's Voluntary and Community Sector.
- 5.2 The contract for this service was recommissioned at the end of last year and the service specification was expanded and enhanced in a number of aspects at that time. One area for major development is the contribution One Westminster make to our Corporate Social Responsibility agenda – the aim is for them to develop and deliver and 'brokerage' service to connect Westminster businesses with VCS organisations they can support within their local area. This is a work in progress and following a corporate-community engagement event hosted by One Westminster on Thursday 7 June, as part of their contribution to Volunteers' Week, we are looking at how their specific contribution to the wider CSR agenda can complement other initiatives such as Heart of the City and in so doing ensure it delivers maximum added value.
- 5.3 To this end the work of the VCS Support contract holder in this area is being looked at in context with a range of other work which supports out CSR and Social Value aims. An important step in this was a multi-departmental 'Responsible Business' workshop held in August, which looked at priorities and synergies across a range of work streams with a view to increasing visibility and coordination overall. Among the teams and work areas participating were the Employment and Skills, Business

Engagement team, Policy & Strategy team in PPC, Heart of the City, our Responsible Procurement approach and the Lion Awards.

Westminster Advice Services (WASP contract)

- 5.4 A full procurement procedure has recently been undertaken to recommission our Advice Services and we are now at the final stages of clearance to award the contract, which will commence immediately once this is confirmed. The opportunity is being taken to build some additional elements, which were previously commissioned separately, into the service scope. This will achieve better alignment and efficiency and improve residents' access to comprehensive advisory service in multiple locations across the city. The Licensing Advice service (which helps people navigate and engage with our various licensing services) is being incorporated, and we are adopting the debt and welfare benefits advice service currently provided by City West Homes to their residents. The new contract will also absorb the provision previously offered by the Public Health-commissioned Advice Plus service.
- 5.5 In the new specification there is an emphasis on focusing on outcomes, ongoing service development and effective partnership working between the contract provider and a wide range of local stakeholders including health partners and VCS organisations.
- 5.6 As noted in a previous update, since November 2017 Westminster City Council in partnership with Citizens Advice Westminster and the Migrants Resource Centre, has provided an advice service for EU nationals living in Westminster who have concerns about their status in the run up to Brexit. From the 5th June, the previous helpline number was replaced with a new low- cost number: 0300 330 9011. The telephone service is available on Tuesdays and Thursdays - 11am – 2pm.

Wider Community Strategy

- 5.7 Recent discussions have brought into focus the many links and interdependencies between various pieces of work, all of which relate to Voluntary and Community services, cross sector working, and the facilitation of resilience and cohesion across Westminster's diverse community in general. All of our work on the VCS and businesses is relevant to this, including CSR initiatives and business engagement, but also our volunteering programmes, our strategic approach to VCS use of council building space, our role in shaping the way the VCS access funding, and ideas coming out of the Community Cohesion Commission are all highly relevant. Operational council services which support the community as a whole and help to bind people together are also related – e.g. work on the future of libraries (Libraries Advisory Board) and the Advice Services developments, referenced above.
- 5.8 Another important part of the picture will be our development of a Community Engagement Strategy for the council to drive forward future community engagement. This includes methods for how we will use data insight to better understand our community, develop a comprehensive community engagement programme encompassing events such as MyWestminster Day and Open Forum as well as engagement with harder to reach groups and be more closely aligned with our consultation processes across council departments.

Voluntary Community Sector Stakeholders

- 5.9 On 4th September Cllr Harvey met with key VCS groups from across the borough (Cardinal Hume Centre, The Abbey Centre and One Westminster) in a recent roundtable, the meeting was constructive and positive with a follow up intention to develop a possible new compact with VCS's and WCC.

Contract Performances

The Voluntary Community Sector (VCS) Support Service (provided by One Westminster)

- 5.10 Figures from the latest monitoring report (May to July 2018) demonstrates that the majority of KPI's were met or exceeded.

Statistics below support this:

- WCN Events: Percentage of attendees rating the quality of events as good or excellent - 93.5% (target 90%).
- Networking: Percentage of attendees stating they are more aware of other VCS organisations and more able to start partnerships and undertake new ways of working with other VCS organisations – 98.7% (target 80%).
- Influencing: use of social media to distribute key messages of importance to the local VCS and to funders – 76.9% (target 70%)

- 5.11 The only KPI underperforming is the percentage of service users who state that support or referral by One Westminster has helped their organisation become more sustainable - 66% against the target of 80%. Officers will monitor this KPI more closely, but are not overly concerned at this stage.

Team Westminster Flagship Volunteering (provided by Groundwork)

- 5.12 The Year 3 annual report (August 2017- July 2018) shows that overall the contract is performing well. Evidence of this is shown by some statistics below across the three strands:

- Westminster Active: The number of new volunteers placed in regular one-off opportunities (inclusive of any opportunity with sport or active element) – 120 against the annual target of 120 volunteers (102%).
- Ambassador: Team Westminster ambassadors spent 3657 hours volunteering at several high profile events. This exceeded the yearly target number of 3000 hours by 122%.
- Social Action: The number of individuals involved in community action events was exceeded at 113%.

- 5.13 The Groundwork Flagship contract was procured in 2015 for three years with the option to extend for an additional two years. This contract has steadily improved in its delivery and presence in Westminster. Officers have recommended a contract extension for the remaining 2 years.

Volunteer and Outreach Development (provided by One Westminster)

- 5.14 Year 3 Quarter 3 (May to July 2018) show that the VOD contract is meeting most of its targets. However, the 'hard to reach' group understandably still presents some challenges. Interestingly the percentage of homeless volunteers who are homeless has been exceeded this quarter at 108% while volunteering among the older people aged 65+ is reported at 40%. The formal meeting for this report is pending and officers will ascertain the reasons behind this and report accordingly.

Team Westminster Do-It local website (Provided by Vivo Rewards Ltd.)

- 5.15 The Do-It Westminster site continues to run successfully. As of 11th September, there were 417 live opportunities in Westminster. In the week prior to that, 54 people registered their interest, 11 opportunities and 96 organisations were added. Overall, 1,949 hours have now been logged by volunteers for opportunities in Westminster.

The total amount of user signups across Team Westminster is 1,301.

6. Community Engagement Strategy

- 6.1 A key recommendation of the Council's recent Community Cohesion report was to do more to bring people together and engage with traditionally harder to reach groups. The Community Cohesion review itself involved a year-long period of engagement activity with groups across Westminster.
- 6.2 The report was launched at an event – hosted by the Leader - in November 2017 with over a 100 key stakeholders representing community groups, partners, residents and businesses across the city. The Leader also attended a Westminster Community Network meeting in March to discuss how the Council can work together with voluntary groups to strengthen community identity.
- 6.3 Building on this, officers are developing a Community Engagement Strategy for the Council to drive forward future community engagement. This includes methods for how we will use data insight to better understand our community, develop a comprehensive community engagement programme encompassing events such as MyWestminster Day and Open Forum as well as engagement with harder to reach groups and be more closely aligned with our consultation processes across Council departments

My Westminster Day

- 6.4 To help 1,300 people from different neighbourhoods from across Westminster to meet people from different backgrounds, feel part of their community and feel proud to live in Westminster, attended by 3,000 people from across Westminster, attended by 44 community and voluntary sector exhibitors representing community projects and services, Westminster Employment Service who registered 40 people on the day to take part in the employment programme, which double the number they would usually expect at an event of this size Westminster Early Years spoke to around 150 families about childcare, children's centres, parent champions and child development and connected with 20 organisations about collaborative working to support parents One Westminster who spoke to 100 people about volunteering.

Open Forum

- 6.5 Open Forum was established to exchange ideas and collaborate with those who live and work in Westminster and local community organisations, to improve the way that the council engages with key audience groups. Open Forum meetings are open to all and hosted by the Leader of the Council.
- 6.6 Venues for Open Forums rotate around the city to allow accessibility to different neighbourhoods. The most recent Open Forum in January 2018 was held at Westminster Academy. The format for the January session included some changes following feedback from residents on the previous October 2017 event.

These included:

- An extension of the overall time by 30 minutes to enable more questions from the floor.
 - The availability of CityWest Homes staff and Morgan Sindell contractors to support specific casework.
 - Additions to the feedback form to pick up ideas from residents about general ways in which the Council could engage better with residents.
- 6.7 There were 116 attendees in total. Topics discussed covered broad themes across housing, planning, transport and community safety, all driven by residents with a mix of questions submitted in advance and asked on the night.
- 6.8 The Next Open Forum will take place on 26th September, Regent Hall, 275 Oxford Street

7. Culture and Heritage

- 7.1 A new cultural strategy is being developed that will highlight the value of culture to Westminster's economy and its residents. The strategy will identify the specific levers which the council has at its disposal to support Westminster's vibrant creative economy, develop employment opportunities, and improving health and wellbeing of Westminster residents through expanding access to all those who live in the borough.