



Housing, Finance and Regeneration Policy and Scrutiny Committee

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Portfolio:

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Finance and Resources

1. Outturn

- 1.1 The General Fund revenue position has seen a net outturn of £3.916m underspend against an approved budget of £187.641m. This compares to a Period 10 (January 2019) forecast underspend of £4.141m. The revenue underspend will increase the Council's general reserves to £62.783m. This will increase the Council's financial resilience and ability to withstand any short-term funding shortfalls that may result from the Fair Funding Review and the Spending Review.
- 1.2 The HRA revenue outturn is a surplus of £4.678m, against a budgeted surplus of £6.993m. HRA General revenue balances, after the funding of the capital programme, have reduced to £17.234m in line with expectations within the HRA business plan approved in March.
- 1.3 The General Fund capital outturn represents a gross expenditure underspend of £54.858m against budget and a net underspend of £44.571m. This compares to a gross expenditure budget of £279.078m and income budget of £108.870m.
- 1.4 The HRA capital outturn has a variance of £12.305m (in year underspend) against a revised budget of £113.329m

2. Fair Funding, Spending Review and Business Rates Reform

- 2.1 The Government's Fair Funding Review and Spending Review may have an adverse impact on the Council's resources. The outcome of this is still uncertain, but Council officers are proactively working with Central Government to ensure that the needs of Westminster and London are considered as part of this review.
- 2.2 The Council are also currently part of the London Business Rates Pilot Pool which allowed 100% retention across London in 2018/19 and 75% this year. However, moving forward the Government are yet to decide on the new model for Business Rates and the Council will be working closely with other London Boroughs and Central Government on the reformed model.

3. SAP Implementation (Integrated Business Centre)

- 3.1 Now the launch is complete further work will be progressed to ensure new ways of working are embedded and benefits are realised in full.

4. Revenues (Council Tax and NNDR (Business Rates))

- 4.1 The Council Tax 2018/19 In-Year collection percentage was 96.7%, which is the highest rate achieved by the Council to date. Unfortunately, the NNDR (Business Rate) collection rate dropped by 0.4% to 98.0% compared with the high collection percentage achieved in 2017/18. This is primarily due to the number of company insolvencies in the borough last year. However,

a full review of our collection processes is being undertaken to seek to deliver further collection improvements in 2019/20.

5. The Transition from Housing Benefit to Universal Credit

- 5.1 All new claims, from non-exempt categories of claimant, have now moved to Universal Credit.
- 5.2 The City Council continues to work with the DWP on a regular basis to ensure that the future transition of existing Housing Benefit claimants (who are not from an exempt category) to Universal Credit will be as smooth as possible. This transition is called the DWP's Managed Migration and is due to start in 2020. The migration rollout will follow a DWP pilot in 2019 with a single local authority area (Harrogate).
- 5.3 The requirement to provide personal budgetary support and digital assistance has, from 1 April 2019, transferred from a local authority responsibility to a national DWP contract with the Citizens Advice Bureau (CAB). Details of the services being provided by the CAB are currently being sought by the DWP and the Council. At this stage, there remains a concern regarding the level of support to be provided to claimants when they complete their on-line Universal Credit application.

6. Community Contribution

- 6.1 The Community Contribution has raised £841,103 (including gift aid) to date.
- 6.2 The scheme has proved to be very popular with other local authorities, with around 20 Councils contacting the City Council for information and four local authorities confirming publicly that they will introduce similar schemes (The Royal Borough Kensington & Chelsea and the London boroughs of Lambeth, Richmond and Islington).
- 6.3 The City of Westminster Charitable Trust controls the Community Contribution Fund, including how much is allocated and which local projects are supported. The Trust is independent of the Council.

Treasury and Pensions

7. Treasury

- 7.1 Investment balances as of 31 March 2019 stood at £729.0m. The weighted average return on the 31st March 2019 was 0.95%. This compared to an average investment balance of £1.009bn in Period 11, which generated an average return of 0.94%.
- 7.2 Treasury investments at 31 March 2019 consisted of bonds, cash notice accounts, money market funds and fixed interest investments (cash lent to banks and local authorities for a fixed duration). All Prudential indicators to 31 March 2019 have all been complied with and all investments are within the limits as set out in the 2018/19 Treasury Management Strategy Statement approved by Full Council on 7 March 2018.

8. Pensions

- 8.1 The valuation of the Westminster City Council Pension Fund as at 31 March 2019 was £1.408bn. The estimated funding level for the Fund as assessed by the actuary at 31 December 2018 was 94.5%. The position is an improvement on the 31 March 2018 of funding level of 92.2% and is significantly up on the funding level of 80% that was calculated at the triennial valuation of 31 March 2016. An up-to-date funding level will be provided by the actuary once they have completed the triennial review as the actuarial assumptions and membership data are due to change.
- 8.2 The value of pension fund investments managed by the LGPS pool, London Collective Investment Vehicle (LCIV), at 31 March 2019 was £989m. The LCIV holdings represents 70% of the pension fund investments of £1.408bn at 31 March 2019.

9. Corporate Property

From 1 April 2019 Corporate Property moved from GPH to the new Finance and Resources Directorate.

Corporate Property Projects

9.1 Portman Children's Centre

The design team consultants were appointed in January 2019. The design team have been working closely with the key stakeholders to produce the design. The design will be finalised and put out to tender for contractor appointment by June 2019. The estimated start date is September 2019 with an estimated completion date of September 2020.

9.2 Coroner's Court

The scheme has been ongoing since 2012 and was revisited in 2016 when an Architect and Cost Consultant were engaged to work on a design. Funding has now been secured from the consortium partners (WCC, RBKC, LBB Merton & LBB Wandsworth) and now the design can be finalised in conjunction with the Coroner. The Architect and Cost Consultant are in place, but additional design team members will need to be procured. An outline programme is currently being worked on and we are looking at an estimated construction start date of 30th March 2020 and an estimated completion date of March 2021, but this will need to be confirmed as the scheme progresses.

9.3 Facilities Management Transition

The service agreement with The Link is will cease on 31st May. The contract with Amey is due to end on 31st May and a weekly demobilisation meeting is being undertaken up to contract end. The contract from the new service provider, Bouygues, will commence on 1st June and weekly mobilisation meetings are in place to ensure a smooth transition

9.4 City Hall Refurbishment

The refurbishment works have been completed, in time for the Council to commence the reoccupation on 4th February 2019. The final account is agreed with the contractor ISG, and outstanding snagging has been substantially completed. The letting of floors 1-10 has been

agreed and lease documents have been issued for sealing. The short term lease at Portland House was terminated on 24th March 2019 and the lease on 5 Strand is to expire on 24th June 2019.

9.5 Public Conveniences

An ongoing review is being completed of future service provision in respect of Public Conveniences. At present surveys of key sites are being finalised to provide improved information in respect of each site to advise of the condition of the buildings, understand future repair liabilities, consider any future alternative use and to provide a basis for commercial discussions with the market. It is envisaged that a property lease will be offered to the market with a view to identifying a tenant for viable public convenience sites.

10. Investment

- 10.1 For the 2018/19 financial year, the total gross annual income increase generated from the Council's investment property was broken down as follows:

Increase from Rent Reviews	£1,210,517
Increase from Lease Renewals	£113,178
Increase from New Lettings	£119,400
Total	£1,443,095

- 10.2 The new Managing Agents' appointment with Avison Young awaits the finalising of the legal documentation before commencement.
- 10.3 The year-end valuation exercise completed and reported as directed by Finance with sufficient input and challenge from Property to ensure a robust set of figures.
- 10.4 The total increase in the gross annual income generated by the Portfolio at the end of the 2018/19 Financial Year as reported by Avison Young was £1.443 million.

Regeneration and Development

11. Church Street

- 11.1 Following approval of the Church Street Masterplan in December 2017, the Church Street Regeneration Programme has been working with consultants and the community to create more detailed plans for Sites A, B & C and Gayhurst House on the Lisson Green Estate.
- 11.2 The programme developed a set of spatial options for the regeneration/renewal of residential and commercial property within these urban blocks. These options were put to the community for their views between 7 March – 30 April 2019.

11.3 During this time, the Council utilised 35-37 Church Street as a consultation base from which it hosted, an exhibition with models and visualisations of the options, workshops, drop in sessions and events. As well as being open every day from 10am to 4pm, it opened for evening and weekend events. The consultation team also visited local schools and community organisations. A meeting was held with the Committee of the Church Street Ward Neighbourhood Forum. The Council also undertook door knocking for all blocks in Sites A,B & C.

11.4 The four options for sites A,B & C were as follows:

- Maintenance
- Refurbishment
- Part refurbishment, part redevelopment
- Full redevelopment

11.5 The options for Gayhurst House were as follows:

- Maintenance
- Refurbishment
- Full redevelopment

11.6 A total of 310 members of the community visited the exhibition, responded to door knocking or participated in events. Of that number 236 people attended the exhibition and 75 people attended the themed drop-ins and workshops. A total of 145 people provided written feedback, including 90 respondents living on Sites A, B & C.

11.7 As well as public consultation, the Options were also assessed against the community's priorities and corporate objectives. The criteria included; Viability, Homes, Health and Wellbeing, Market and Enterprise and Movement.

11.8 The team also undertook soft market testing with developers to discuss their views on the options and if they would be interested in development partnership to deliver the scheme.

11.9 A Cabinet Member Report summarising the results of this phase of engagement and assessment of the evaluation matrix is being developed.

11.10 The report asks for the Cabinet Member to agree the recommended option for both schemes and permission to progress to the next stage of development planning. The preferred options will be developed into more detailed plans with the intention of presenting an Outline Business Case (OBC) to the Council towards the end of this year.

11.11 These plans will be reflected back to the community for their input prior to finalising the OBC designs.

11.12 As Sites A, B & C adjoin the weekday market the plans include the future development of the whole of the Market, including welfare facilities, storage and parking for traders.

11.13 An update on progress on the medium-term development sites will be provided in the next update paper.

12. Ebury Bridge

12.1 The Ebury Bridge renewal project is continuing to progress and Cabinet Member approval has been provided for the self-delivery of phase one of the renewal scheme. This phase will see 216 new homes built across two blocks of which a total of 175 will be affordable homes. This phase will also see the development of the first new public square and will set the design standards for the rest of the project.

12.2 All existing residents have been informed about the anticipated phasing of the scheme. Enabling work will start in October 2019 with construction work commencing on site from May 2020. The first new homes are expected to be delivered by 2023. This enlarged first phase will enable the majority of residents to have the opportunity to move once, straight in to their new home on the estate. All residents have been invited to drop-in sessions where the support they will receive through the move was outlined.

12.3 The Council have announced that they will shortly be looking for a contractor partner to deliver a design and build contract on the first phase of the scheme. The contract will be managed directly by the Council with close support from our design team. This is one in a number of different procurement streams that are being undertaken to progress the delivery of the scheme.

12.4 The project team have commenced pre-application design consultation primarily with estate residents on designs for the new estate. Sessions have been held looking at public realm, and the key design principles such as aspect, space between blocks and amenities. We will shortly commence consultation with both local people living close to the estate and recognised amenity groups within the proximity of the estate. To support this programme we are establishing a pop-up consultation space in a shop unit on Ebury Bridge Road.

12.5 The Community Futures Group are currently meeting every two weeks and are focusing on both key design decisions and the development of key resident documents. The group continue to play a key role in the project governance providing guidance and approvals to decisions around the project.

12.6 The re-housing team are continuing to work closely with estate residents to source appropriate homes in order to secure vacant possession of blocks involved in the initial phases of the scheme. This work has been successful in enabling land assembly ahead of work commencing later this year.

12.7 Consultation around the Meanwhile Use project on the vacant Edgson House plot is continuing. In June we will submit a planning application for the project and will share designs with residents and local consultees. There are also plans for specific Christmas meanwhile events such as Christmas markets and children's activities.

13. Paddington Green (Parsons North)

13.1 The Parsons North construction works are progressing well, with the main demolition near completion. The contractor is now preparing the site for piling. The preparation works involve

compacting crushed concrete which has resulted in vibrations. We have agreed a pattern of working with residents and neighbours which will reduce excessive vibrations and noise.

- 13.2 The overall completion date for the scheme remains Spring 2021. On completion the scheme will deliver 19 affordable homes, 41 private homes and improved landscaping.

14. Tollgate Gardens

- 14.1 Clarion, the developer of the scheme, are advising a late Summer 2019 finish for the overall scheme. Progress continues on- site, with key upcoming activity to include the installation of a new communal entrance to Tollgate House, landscaping of the new green areas, removal of the crane from the site and completion of the underground car park.
- 14.2 Consultation with residents on the process of allocating the new homes has recently completed. First priority for the new homes remains for residents of Tollgate Gardens who temporarily moved off the estate to enable the development to take place. We will confirm the lettings process in advance of the new homes becoming available for let. The scheme will deliver 86 affordable units on completion.
- 14.3 We have now agreed the appointment of the independent surveyor via a selection process that involved residents. This is to provide further assurance to the residents of Tollgate House following their request to understand the impact of the construction programme may have on the block. Tollgate House was retained and improved as part of the regeneration scheme.

15. Tenant Policy for Housing Renewal Areas

- 15.1 The Policy was consulted on from late November 2018 to 8th February 2019, and in summary it involved:
- Summary leaflet with feedback form in the regeneration bases and housing offices
 - A letter, summary leaflet and feedback form to all affected tenants
 - Details on the website
 - Evening and weekend drop-in sessions for Ebury and Church Street tenants of all tenures
 - Discussion at the Residents' Council
 - A range of ways to respond i.e. email, free post and with help at the drop-ins and from officers at the regeneration bases.
- 15.2 A further drop-in session was held for Church Street residents in April. A total of 26 responses were received, of which 21 were from residents. The final Policy will be published in June.

16. Carlton Dene, Peebles House and Westmead

- 16.1 Following approval of the report authorising the closure of Carlton Dene and Westmead, as

well as the demolition of Peebles House residents and tenants are being contacted to discuss their options and aspirations. The aim is to offer all residents of Carlton Dene and Westmead the chance to move to Beachcroft. Tenants at Peebles House will also be offered rehousing with the right to return to new council flats at Carlton Dene should they wish.

17. Beachcroft

- 17.1 Progress continues to be good: remaining on track for completion of the development and occupation in summer 2020. The site team won an internal award within their company (Durkan) for health and safety. As well regular monitoring our professional team members have visited the site to review progress. Arrangements are in hand for a topping out ceremony in the next weeks, dates will be shared when available.
- 17.2 Interest in the 31 flats for sale continues to be good and no difficulties are anticipated in securing sales.
- 17.3 Work is in progress on negotiating the care contract with Sanctuary and establishing effective estate management processes.

18. The Infill Programme

- 18.1 The Council has recently received planning permission for 6 new infill homes on multiple locations. The sites, which comprised of former office, utility and undercroft spaces, can now be used for much needed affordable homes.
- 18.2 Planning submissions are ready on a set of schemes currently being used as garage sites in Maida Vale, Regents Park and Westbourne wards. Subject to receiving planning permission, the sites will deliver 21 family sized homes which will be retained by the Council and let at social rent. We have committed to enabling local residents in priority need to have the first opportunity to bid on the new homes.
- 18.3 We have an active pipeline of new Infill schemes that we are progressing. Consultation events take place to understand the views of local residents and stakeholders on our proposals.

19. Wholly Owned Company

- 19.1 Approval of budget allocation for funding from the Council to support the Plan was approved by full Council in March 2019 as part of the Council's overall budget approval.
- 19.2 The Board is now considering the future pipeline of schemes for the WOC. This is being done as part of the Council's consideration of the overall regeneration and development pipeline and the funding available within the HRA and from other sources to support that pipeline together with assessment of the most appropriate delivery options. It is expected that the WOC will play an increasing role as more mixed tenure schemes come forward and especially in these times of economic uncertainty and a challenging housing market.

- 19.3 Work has commenced considering the development of a brand and communications programme for the WOC. Following an initial series of workshops a mission statement is being developed and procurement of a marketing and branding agency to begin the process of establishing the concept and name for the WOC.
- 19.4 The WOC will utilise Council staff to carry out its activities under a Service Agreement to be drawn up between the Council and the WOC. This would provide for re-charge of costs for the services provided. This Agreement together with the basis for re-charging services provided is currently in the process of development in readiness for the commencement of the first scheme in 2019/20.
- 19.5 In other operational matters, e.g. procurement of any direct services, the Board has agreed that Council processes will be followed. The intention is that the Company should operate so far as possible without creating the need for additional processes and procedures.
- 19.6 A bank account has been set up and a funding agreement is being drawn up between the Council and the WOC to record the arrangements and terms and conditions for the funding which the Council will provide to the WOC in support of its Business Plan. The funding will be finalised as the details for individual schemes are agreed.

Business and Enterprise

20. Business Westminster Website

The website has had 21,563-page views of which 17,149 were first time visitors. This equated to 79% of visits. The Connect Westminster broadband and connectivity pages remain the most visited, accounting for 5,426 (25%) of all site visits.

21. Street Markets

- 21.1 The new Street Markets Strategy is based on the findings of an intensive 12-week public consultation. The new plan sets out a range of improvements to public realm, onsite facilities and promotion.
- 21.2 The Strategy also includes tailored local plans for each of the individual markets. There is significant resident and trader support for improved sustainability, opportunities for young people, improved online and social media promotion and more extensive seating.
- 21.3 The London School of Economics has developed a methodology to measure the health of the Markets. Masters students have created a snapshot of how Berwick Street Market impacts on the local businesses, residents, workers and visitors. The students also undertook a comparison of how well Berwick Street performs in comparison to London's other Street Markets.
- 21.4 A sustainability audit of the markets has been undertaken. With this information, an accurate representation of pricing and products can be realised. A lifecycle analysis is also being conducted to understand how we can reduce the markets' carbon footprint.

- 21.5 A new trader handbook is now on Westminster's website, providing up-to-date information on each market, alongside fees and charges. Prospective traders can now see the whole process – from the initial application to securing a pitch.
- 21.6 The first dedicated trader newsletter was issued in April, providing traders with information on current market developments. The newsletter also informed on how Westminster is delivering the Market Strategy.
- 21.7 Local creatives are to be offered the chance to launch their products in the heart of Soho at Westminster City Council's first ever craft market in connection with Love your Local Market, a national campaign. New businesses are being given a free street trader pitch for the pop-up event at Berwick Street which took place on Saturday, 18th May. The aim was to give budding entrepreneurs an opportunity to run a market stall to experience how it could work for their fledgling businesses.
- 21.8 The rollout of new gazebos at Church Street progresses well. Traders have been enthusiastic and supportive of the initiative. A total of 98 new gazebo's will be on the Market by the end of May.
- 21.9 Finally, new ERDF funding will see the deployment of WIFI networks on all our street markets. This will be accompanied by a three-year programme of digital skills training for traders and local businesses to enable them to make the most of the new superfast connectivity in what will be the first fully digitised street markets in London.

22. Enterprise Spaces Network

- 22.1 This spring will see the launch of the Westminster Enterprise Space Network. The aim is to strengthen, enhance and grow the flexible workspace industry in the City of Westminster.
- 22.2 The network will enable businesses to be assisted through various support opportunities. Workspace providers who wish to become members of the network can do so at no cost. The providers will however be required to deliver several commitments including offering flexible, low-cost workspace - or other activities which have a direct positive impact on the local community. The benefits for members will include direct access to delivery organisations offering business support in: skills, finance, mentoring, talent and markets. Members will also see their workspaces promoted through numerous council channels and media platforms. There will be new opportunities for networking and collaboration with other like-minded experts. We are at the phase of communicating with our database of workspace providers to raise awareness of the programme and secure the first members for the network.

23. Enterprise Space

- 23.1 In summary, 172,000 square feet of enterprise space has been catalysed by the council, with 145,000 square feet in the pipeline, of which 35,000 square feet is forecast to be delivered in 2019-20 at the libraries, 470 Harrow Road, Ingestre Court and with the Crown Estate.

- 23.2 A WCC graduate programme officer, Lucia Ive, has commenced her six-month placement at the Paddington Works enterprise space. In addition to assisting to connect Paddington Works with creative industry organisations, we will seek to develop a plan for how WCC and Paddington Works can use the space as a community enterprise resource in North Westminster.
- 23.3 A London Councils' event on enterprise space took place at Paddington Works. The council was a panellist and presented its approach to securing enterprise space and its vision for a supporting small businesses and start-ups through fostering a network of enterprise spaces.
- 23.4 The launch of Pop Hub Leicester Square took place on 16th May, from 5pm-7pm, at 41 Whitcomb Street. The event celebrated the official opening of the new enterprise space and will highlight Westminster's commitment to supporting small enterprises. Pop Hub welcomed some 60 guests.
- 23.5 Plans to commence the trial of libraries enterprise space at Westminster Reference Library are afoot, with the roll out of six hireable desks between June and August.

24. Youth Engagement

- 24.1 Creative Industries Week will run from 8th to 12th July. Several employers who participated in STEAM week last month have also expressed their interest in Creative Week. The programme of events will be shared closer to the time.

25. Apprenticeships

- 25.1 A meeting was held on 24th April with the Apprenticeship Coordinator at Camden Council. The aim was to explore a collaboration aimed at increasing the uptake of apprenticeships by residents. In 2017/2018 there were 2,380 apprenticeship starts in Camden and 4,030 in Westminster respectively. However, in both cases, fewer than 10% of these apprenticeships were taken up by residents. Therefore, the apprenticeship providers will be invited to a roundtable to explore how we can work together to promote opportunities and increase the number of starts for residents.

Westminster Employment Service

26. Coaching

- 26.1 The Westminster Employment Service was invited again to speak at the coffee morning at St. Mary's Primary School. These coffee mornings bring parents together to discuss local issues. The Service has been attending these for the last couple of years to promote the project and lead discussions on the benefits of employment.
- 26.2 The team promotes the Service. Three recent job fairs which the team has either organised or attended include the Abbey Centre Spring Fair (9th April), the West London Jobs Fair, (10th April, picture below of the Lord Mayor opening) at the Beethoven Centre in Queen's Park and the Westminster Employment Service Job Fair (30th April) at Land Securities.



26.3 One of the managers of WES attended a Supported Internship Open Day for those with special educational needs and disabilities. A supported internship is a full-time work-based education programme, which is delivered over 11 months. Each intern's work placement is centred around their skills and career interests. Most of the placements will be within Westminster City Council, with some external employers providing other places. There will be 12 opportunities available for September 2019. The event was very well attended by potential interns who were also given a tour of 64 Victoria Street and introduced to prospective teams.

27. Performance & evaluation

- 27.1 The Westminster Employment Service has exceeded its 2018/19 target of supporting 750 residents into employment. The actual figure is 989 of which 343 are long term unemployed. A total of 453 residents have also been supported with work placements and volunteering to assist them to progress into work. The current average time our clients have been unemployed before starting our programme is two years.
- 27.2 The Service is developing an Evaluation Framework, this has been informed by our key stakeholders through a workshop held on 22nd May. This is to help shape how we evaluate and improve our services. The team will pick up on the suggestion of a longitudinal element to our evaluation following feedback from the CM Scrutiny Committee regarding the tracking of beneficiaries.

28. Partnerships and Innovation

- 28.1 The tender for the WES Greener Jobs Project has now gone live. This opportunity is an open tender available to any suitable bidder. The project will support 41 Westminster residents into work over a two-year period. This is through horticultural training, mentoring, employability support and accreditation. The horticultural activity will take place within the Paddington Opportunity Area. The closing date for applicants was 17th May, an assessment panel will then work through the submitted bids with the hopes of appointing a provider in June.

- 28.2 An opportunity to regenerate an old plinth in Victoria embarkment has arisen. The Economy Team has developed an initial options appraisal with input from Derwent London, Northbank and Silverfleet and will now draft a project plan to transform the area into a more valuable space.

29. Employer relations & Social Value

- 29.1 Council suppliers that have partnered with WES over the past month include RMG, Marston, Matix, Morgan Sindall and Oakray. All have committed a significant number of volunteering hours for the MyWestminster Day in June. The Employment Service will take a stall there on the day.
- 29.2 The Westminster Employment Service held a responsible business breakfast event on the 4th April 2019 at the Lord Mayor's Parlour at City Hall. The event was attended by council partners, including our suppliers (Everyone Active, United Living, Matrix and many others), local developers (Crown Estate, Landsec) and contractors (including Balfour Beatty, Sir Robert McAlpine, Multiplex). The aims were to celebrate joint social value successes with partners, to highlight the council's priorities connected to social value over the next 12 months and to encourage businesses working with the council.
- 29.3 Feedback from our recent survey will be used to inform our plans for the year ahead, the headlines include:
- The clear majority of businesses interested in a council contract said they would like to engage with the Economy team at the pre-tender stage to gain a better understanding of social value priorities in Westminster
 - 90% of businesses would like ongoing support from the Economy team to deliver social value outcomes in Westminster
 - 90% felt they would benefit from regular social value networking events where they could share ideas and best practice
 - 28 businesses requested a meeting with a member of the Economy team
- 29.4 The team has put in considerable work to design a social recruitment offer for hospitality businesses. Our design is summarised below. Insight sessions have been held with a wide range of businesses including hoteliers, restaurateurs and retailers with the support from BIDs and Westminster Kingsway College. Our emerging ideas for the service have been very well received by stakeholders and the Cabinet Member will be briefed in due course.

Service Design Inputs



29.5 **Section 106 and local benefit.** The Westminster Employment Service and colleagues in the Policy Team have completed working on expanding and tightening up guidance on an existing s106 policy. This is with the aim of increasing local benefit resulting from developments in the City. This new policy was approved by Cllr Beddoe in April and comes in to practice from May. <https://www.westminster.gov.uk/westminsters-city-plan-strategic-policies>

CASE STUDY



Mary Therese-Nanglegan is a Personal Caseworker for the Homeless, Employment & Learning Project (HELP) within the Westminster Employment Service (WES), working with those residents who are at risk of homelessness.

Mary-Therese helps clients move into sustainable employment and intermediate opportunities, i.e. placements, training, qualifications and voluntary work. This service involves providing advice and support to help clients achieve financial stability and sustain accommodation, where there is a threat of homelessness. Individuals are empowered to keep track, budget, choose financial products, plan and stay informed.

Please find below a case study detailing some of Maria Therese's recent work. Please note that the name of the client has been changed to protect her privacy.

Mary-Therese, HELP Personal Caseworker

HELP support empowers a client to have a brighter future

Kiya was referred by Housing Services, having been registered homeless with her boyfriend at the time. Kiya and her boyfriend has been asked to leave her boyfriend's mother's house following

several arguments. Following this, they were both sofa-surfing at a friend's house and even slept in her boyfriend's work van, at which point their relationship ended.

In 2016, Kiya came to the UK to study. She was told by her family that after her studies she should return to Dubai to have an arranged marriage. Kiya refused the marriage proposal and is now estranged from her family. She therefore applied for indefinite leave to remain in the UK after her course finished and was granted this last year.

Kiya graduated last year with an MSc in Structural Design, Construction Management with Sustainability and Mary-Therese referred her to our construction brokerage lead - Soyful Alom - to assist her in finding a job within her studied field. Kiya was subsequently offered a job as a graduate structural engineer.

As Kiya had not yet claimed any benefits, Mary-Therese assisted her with a one-month travelcard, to enable her to get to work until she received her first pay check. Kiya was also referred to Smart Works, as she had no work clothing due to most of this being left behind at her previous residence (her ex-boyfriends mother's house).

Kiya is enjoying her new job role and requires no further assistance. However, Mary-Therese will be checking in with her on a regular basis. Thanks go to Mary-Therese and our best wishes to Kiya. She has an exciting future ahead of her.