



City of Westminster

# Committee Agenda

Title:

**Economic Development, Education & Place Shaping Policy and Scrutiny**

Meeting Date:

**Wednesday 3rd April, 2019**

Time:

**6.30 pm**

Venue:

**Rooms 18.01 & 18.03, 18th Floor, 64 Victoria Street, London, SW1E 6QP**

Members:

**Councillors:**

**Karen Scarborough  
(Chairman)  
Geoff Barraclough  
Danny Chalkley  
Christabel Flight  
Elizabeth Hitchcock  
Eoghain Murphy  
Papya Qureshi  
Tim Roca**

**Elected Voting Representatives**

**Ryan Nichol, Parent Governor  
Vacant**

**Co-opted Voting Representatives**

**Simon Atkinson, Church of England  
Vacant, Roman Catholic**

**Non-Voting Co-opted  
Representatives**

**Sian Maddrell, Headteacher, Grey  
Coat Hospital  
Miles Ridley, Headteacher, St  
Peter's Eaton Square**



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

**Admission to the public gallery is by ticket, issued from the ground floor reception. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.**



**An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Sarah Craddock; 020 7641 2770.**

**Corporate Website: [www.westminster.gov.uk](http://www.westminster.gov.uk)**

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

## **AGENDA**

### **PART 1 (IN PUBLIC)**

**1. MEMBERSHIP**

To note any changes to the Membership.

**2. DECLARATIONS OF INTEREST**

To receive declarations by Members and Officers of the existence and nature of any personal or prejudicial interests in matters on this agenda, in addition to the standing declarations previously made.

**3. MINUTES**

To approve the minutes of the meeting held on 30 January 2019.

**(Pages 5 - 12)**

**4. CABINET MEMBER FOR ECONOMIC DEVELOPMENT, EDUCATION AND SKILLS**

Councillor David Harvey (Cabinet Member for Economic Development, Education and Skills) to update the Committee on current and forthcoming issues in his Portfolios.

**(Pages 13 - 26)**

**5. CABINET MEMBER FOR PLACE SHAPING AND PLANNING**

Councillor Richard Beddoe (Cabinet Member for Place Shaping and Planning) to update the Committee on current and forthcoming issues in his Portfolio.

**(Pages 27 - 30)**

**6. WESTMINSTER EMPLOYMENT SERVICE**

To review the progress made in the past 2 years since establishing the Service.

**(Pages 31 - 74)**

**7. TRACKER AND WORK PROGRAMME**

**(Pages 75 - 86)**

- a) To note the progress in implementing the Committee's Recommendation and Action Tracker.
- b) To provide comment and input in to the Work Programme for 2018/19.

**8. ANY OTHER BUSINESS**

To consider any other business which the Chairman considers urgent.

**Stuart Love  
Chief Executive  
25 March 2019**

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CITY OF WESTMINSTER

## MINUTES

**ECONOMIC DEVELOPMENT, EDUCATION AND PLACE SHAPING  
POLICY & SCRUTINY COMMITTEE  
30 JANUARY 2019  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Economic Development, Education and Place Shaping Policy & Scrutiny Committee** held on Wednesday 30 January 2019 at 7.00pm at **Westminster City Hall, 5 Strand, London WC2 5HR.**

**Members Present:** Councillors Karen Scarborough (Chairman), Geoff Barraclough, Danny Chalkley, Christabel Flight, Elizabeth Hitchcock, Eoghain Murphy, Papya Qureshi and Tim Roca.

**Co-opted Members:** Simon Atkinson, Sian Maddrell, Ryan Nichol and Miles Ridley.

**Also present:** Councillor David Harvey (Cabinet Member for Economic Development, Education and Skills) and Councillor Richard Beddoe (Cabinet Member for Place Shaping and Planning).

**Apologies:** Rebecca Carrigan.

### 1. MEMBERSHIP

- 1.1 The Chairman advised that the Council had agreed on the 23 January 2019 that this Committee would now be called the Economic Development, Education and Place Shaping P&S Committee. The Agenda had been published prior to the 23 January 2019. The Chairman further advised that Councillor Papya Qureshi had permanently replaced Councillor Andrea Mann on this Committee.
- 1.2 The Chairman welcomed Councillor David Harvey (Cabinet Member for Economic Development, Education and Skills) and Councillor Richard Beddoe (Cabinet Member for Place Shaping and Planning) to the meeting.
- 1.3 The Chairman advised Members that she would like all future Committee meetings to start at 6.30pm instead of 7pm and that the Committee Clerk would email Members confirming the new time for the meetings.
- 1.4 The Chairman welcomed Alexander Jan (Director/Chief Economist – Arup), Sarah Bevan (Programme Director, Planning and Development London First)

and Mark Henderson (Chairman- Gieves & Hawkes) who took part in the discussion on the Draft City Plan 2019-2040 – Economic Growth.

## 2. DECLARATION OF INTEREST

2.1 No further declarations of interests in respect of items to be discussed were made, other than those noted in the circulated schedule as set out below in paragraph 2.2.

2.2 Table of Member’s interests tabled at the Committee Meeting was as follows:

<b>Councillor/Member of the Economic Development, Education and Place Shaping P&amp;S Committee</b>	<b>Organisation</b>	<b>Nature of Interest</b>
Simon Atkinson	St Stephen’s Primary School	Headteacher
Geoff Barraclough	Dorothy Gardner Centre	Partner is a Governor at the school
Danny Chalkley	Burdett Coutts School Foundation	Trustee
Elizabeth Hitchcock	St Andrew’s Club	Trustee
Sian Maddrell	The Grey Coat Hospital School	Headteacher
Miles Ridley	St Peter’s Eaton Square School	Headteacher
Ryan Nichol	St Gabriel’s Primary School	Parent Governor
Tim Roca	Paddington Academy	Governor
Karen Scarborough	St Vincent’s School	Governor
	St Mary of Angels	Governor
	Young Westminster Foundation	Trustee
	St Marylebone Almshouses	Trustee

### **3. MINUTES**

- 3.1 **RESOLVED:** That the minutes of the meeting held on 19 November 2018 be approved for signature by the Chairman as a true and correct record of the proceedings.

### **4. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR ECONOMIC DEVELOPMENT AND SKILLS**

- 4.1 The Committee received a written update from the Cabinet Member who responded to questions on the following topics:

- the future service delivery and funding of Westminster libraries.
- the funding of the expansion project at King Solomon Academy.
- the difficulties that schools face with the new National Funding Formula.
- the future provision of the school meals service provided by Westminster.
- the opportunities for schools to 'buy in' Speech and Language provision.
- the review of the Early Years' Service to improve the Council's understanding of the current childcare market and overall service.
- the possibility of working with Business Improvements Districts (BIDs) to create job opportunities for young people.
- the Connect Westminster Project, the consultation on the Markets Strategy and the opportunities for including financial data in reports.

- 4.2 The Committee congratulated Ark Paddington Green Academy and Barrow Hill Junior School on their recent Ofsted inspection that judged the education at both schools to be good with significant strengths.

### **4.3 ACTIONS**

1. The Committee requested that the Independent Operational Review on the Early Years' Service be circulated to the Committee.
2. The Committee requested a briefing note on how residents were being informed of the 30 hours free childcare for working parents of 3 & 4 year olds.

### **5. QUESTION AND ANSWER SESSION: CABINET MEMBER FOR PLACE SHAPING AND PLANNING**

- 5.1 The Committee received a written update from the Cabinet Member who responded to questions on the following topics:

- the successful public consultation exercises undertaken on the draft City Plan, Oxford Street and Queensway.

- the outcomes from the Planning Review and the measures being implemented in the Planning Service and Planning Sub-Committee meetings.
- the allocation of the neighbourhood portion of the Community Infrastructure Levy (CIL) to neighbourhood forums and other community groups.
- the funding of the Strand Aldwych project.

## 5.2 ACTIONS

1. The Committee requested an update on the Berkeley Square project.
2. The Committee requested a briefing note on whether one of the outcomes of the Planning Review was to provide an Advice Planning Service to residents.

## 6. SCHOOL PERFORMANCE REPORT 2018

6.1 The Committee received a report summarising the outcomes of this year's tests and examinations in primary and secondary schools in Westminster and the key priorities for school improvement that emerge from the results. The report also included a summary on OFSTED inspection outcomes for Westminster schools.

6.2 The Committee discussed the education achievement data and each point of assessment, future challenges and considered key areas of success and areas to be developed. The key themes that emerged from the Committee discussion were:

- the importance of maintaining the educational levels in Westminster schools.
- the importance of strong leadership and governance within schools.
- the possible challenges that the new academic-led curriculum were causing schools and pupils (including the increase in fixed term exclusions).
- the importance of improving school attendance in Westminster schools.
- the opportunities for post 16 education, training and employment through the Westminster Economy Team, Enterprise Week and Careers Network.
- the importance of staff retention and offering teachers appropriate training.
- the timely re-evaluation of Westminster schools by Ofsted.
- the important role that the Local Authority continues to play in Westminster schools by using the expertise available, by identifying and intervening in failing schools, preparing for Ofsted inspections and providing opportunities for schools to 'buy in' specialist provision/services.

## 6.3 ACTIONS

1. The Committee requested that the validated progress data for the Primary phrase be sent to the Committee.

2. The Committee requested a briefing note on School Attendance in Westminster schools in the past 5 years.
3. The Committee requested a briefing note on staff retention in Westminster schools compared to other local boroughs.
4. The Committee requested a briefing note on the number of fixed term exclusions in Westminster schools compared to other local boroughs

6.4 **RESOLVED:** The Committee concluded with the following comments, which would be forwarded to the Cabinet Member for Economic Development, Education and Skills:

1. The Committee congratulated the schools for their continued progress and performance in being amongst the highest in the country.
2. The Committee acknowledged the important role of good governors and the value and importance of good leadership and succession planning in schools.
3. The Committee welcomed the opportunities for post 16 education, training and apprenticeships and the work related activities available to all schools.
4. The Committee highlighted the need for the Local Authority to continue supporting schools to promote good attendance strategies and explore new approaches to improve School Attendance in Westminster schools.
5. The Committee requested that the Local Authority continue to collect data on the number of fixed term exclusions in schools and that they be updated on progress in implementing strategies to reduce fixed school exclusions.

## 7. **DRAFT CITY PLAN 2019-2040 – ECONOMIC GROWTH**

- 7.1 The Committee received a report on how the proposed policies in the Draft City Plan aim to support and encourage Westminster's continued economic growth that could provide opportunities for all in line with the priorities of City for All.
- 7.2 The Committee welcomed the following witnesses who outlined their organisations' particular interest in economic growth in Westminster:
- 7.3 Mark Henderson (Chairman, Gieves and Hawkes/Chair, Mayfair Forum) commented on Mayfair as a world-renowned centre of excellence and luxury, including tailors, auction houses and hotels. He observed that there were 150 working tailors on Savile Row and a strong tradition of apprenticeships (80 completed). He emphasised the importance of protecting areas like Savile Row, especially given the extensive reach and impact on the UK economy.

- 7.4 Alexander Jan (Director/Economist, Arup) commented on the remarkable contribution that Westminster makes to the national economy. He observed that the challenge and dilemma was to determine the level to which the area could continue to accommodate levels of growth without damaging the “ecosystem” and cited the experience of RBKC as a way to inform how Westminster embraces opportunities for good growth.
- 7.5 Sarah Bevan (Programme Director, Planning and Development, London First) talked about the challenges of striking a balance between supporting good growth, respecting residents and delivering housing. She commented that, using the evidence base for the London Plan, growth projections were based on very different employment densities and ways of working.
- 7.6 The Committee then discussed the following issues with the witnesses:
- the importance of driving economic opportunities in the North West Economic Development Area (NWEDA).
  - the importance of policies that recognise the need for high quality digital infrastructure for modern businesses and the use of technology in driving economic growth.
  - the creation of apprenticeships and the need to develop strategies to encourage Westminster residents to take up employment within Westminster.
  - the importance of making young people aware of career opportunities through schools, colleges, career days and employment hubs.
- 7.7 The Chairman thanked everyone who had given up their time to attend the meeting and contribute to the discussion.
- 7.8 **RESOLVED:** The Committee concluded with the following comments, which would be forwarded to the Cabinet Member for Economic Development, Education and Skills:
1. The Committee welcomed how the proposed policies in the Draft City Plan aimed to support and encourage the continued economic growth for Westminster in line with the priorities of City for All.
  2. The Committee requested to be up-dated on the implementation of the strategies to promote the North West Economic Development Area (NWEDA).
  3. The Committee acknowledged the importance of creating employment opportunities for Westminster residents especially for hard to reach communities.

**8. ACTION AND RECOMMENDATION TRACKERS AND COMMITTEE WORK PROGRAMME**

**8.1 ACTION AND RECOMMENDATION TRACKERS**

8.1.1 **RESOLVED:** That the Action and Recommendation Trackers be noted.

**8.2 COMMITTEE WORK PROGRAMME**

8.2.1 **RESOLVED:** The Committee agreed to review Employment Support and Libraries at its next meeting.

**9. TERMINATION OF MEETING**

9.1 The meeting ended at 9.08pm.

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_

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City of Westminster

## Economic Development, Education and Place Shaping P&S Committee

<b>Date:</b>	3 <sup>rd</sup> April 2019
<b>Classification:</b>	General Release
<b>Title:</b>	Update from the Cabinet Member for Economic Development, Education and Skills
<b>Wards Affected:</b>	All
<b>Key Decision:</b>	No
<b>Financial Summary:</b>	Not Applicable

### Key Priorities

- Ensuring Westminster residents have the right skills and opportunities for today's and tomorrow's economic challenges
- Continue building on the success of our schools across the borough being some of the best in the country
- Widen the educational offer to young people to include vocational and alternative paths to employment and future careers
- Work with businesses to ensure Westminster has the best conditions to promote enterprise, growth and employment harnessing the networks and connections we have across the city
- Improve our outstanding library services whilst ensuring they are fit for purpose for the 21<sup>st</sup> century

This P&S report for Economic Development, Education and Skills, provides an update on the activities and priorities within my portfolio, if you require further details on specific items senior officers will be happy to provide this information outside the Policy and Scrutiny committee meeting including financial reports.

## **1. Economic Development**

### **Markets Strategy**

- 1.1 On 28 November 2018, Licensing Committee approved the findings of an intensive 12-week public consultation on the future of Westminster's Street Markets. Consultation on a draft strategy, and fees and charges options, ran from 6 August to 29 October 2018. The consultation received almost 850 responses from residents, traders and community groups.
- 1.2 Licensing Committee also approved proposals for revised application fees, including concessions for start-up businesses and resident traders, waivers for charitable or community organisations and a new daily charge for pitches. The introduction of the new charge will be applied from 1 April 2019, staggered over two years, to help traders prepare for the changes whilst closing the current Council deficit.
- 1.3 The next steps will see the development of a new Street Markets Strategy. The Strategy will draw heavily on the feedback received through the consultation. This included strong support for improved sustainability, opportunities for young people, improved online and social media promotion and the provision of seating. Local plans will be produced for each market, along with a performance framework. The final Strategy will be presented to Licensing Committee in March 2019.
- 1.4 The London School of Economics (LSE) is to develop a methodology to measure the health of Westminster Markets. Final year master students will undertake this project, developing a snapshot of how Berwick Street Market impacts on the local businesses, residents, workers and visitors. They will develop a tool for measuring the impact of the Market going forwards alongside undertaking a comparison of how well Berwick Street performs in comparison to London's other Street Markets.
- 1.5 A sustainability audit has been undertaken for all of Westminster Markets. With this information, an accurate representation of pricing and products can be realised. Further investigation is taking place into the options to introduce sustainable packaging into the market.

## **2. Economic Opportunity Strategy and City Skills Framework**

- 2.1 Officers are in the early stages of developing an Economic Opportunity Strategy and a City Skills Framework. To inform and shape these strategies, a series of thought leadership events are taking place with representatives from the worlds of business, education and think tanks.
- 2.2 The first seminar, which focused on skills, took place on 27 February 2019 and was chaired by Cllr David Harvey, Deputy Leader and Cabinet Member for Economy, Education and Skills. The panel included Philip Blond (ResPublica), Roy O'Shaughnessy (Capital City College Group), Claire Douglas-Pennant (Universal Pictures Home Entertainment), Paul Swinney (Centre for Cities) and Michael Lassman (Federation of Small Businesses).

Following a panel discussion about challenges and opportunities in addressing skills needs, the selected audience was given the opportunity to participate in a Q&A session.

- 2.3 The next seminar event will take place on 26 March 2019 and will focus on the creative sector.

### 3. Business and Enterprise

#### Connect Westminster/National Voucher Scheme

- 3.1 The Connect Westminster Project started in August 2017. It provides SMEs in Westminster and the West End Partnership area of Camden with vouchers worth up to £2,000. This is to upgrade their broadband to future proof their IT capacity. A total of £2.8m is available for this purpose which is partly funded through ERDF.

To date we have achieved the following:

- 3.2 Following the submission of a project change request, the duration in which Westminster City Council can issue vouchers has increased from December 2020.
- 3.3 Westminster businesses have also benefited from the gigabit voucher scheme run by Broadband Delivery UK. To date 139 businesses have been

Applications received	540 (211 connected to date)
Funding spent	£1,037,488
Suppliers registered	147
Average download speed uplift	1,636%
Average upload speed uplift	9,327%

connected; a further 97 are in the pipeline. This represents an investment of £679,116 in connectivity and exceeds that of any other London Borough.

#### Digital Street Markets

- 3.4 In early February 2019 the £1.2m European Regional Development Fund Digital Street Markets application was approved at outline application stage.
- 3.5 The project will deliver free Wi-Fi for traders within our six-street market to enable them to take card payments and generally increase their digital presence. To compliment this, improved connectivity training will be offered to traders to support them to make the most of the upgraded connectivity. The full application will be submitted in April and if successful the project will begin in July 2019.

## **STEAM Week**

- 3.6 TA programme for Science, Technology, Electronics, Arts and Media (**STEAM**) week has been developed which took place from 11 March, across five working days, 22 workshops and 15 assemblies were organised with 22 business partners including Google Digital Garage, The National Gallery, Blue Zoo, TFL, David Miller Architects, Victoria BID, Capita, Paddington Central and many more.
- 3.7 Twelve schools/colleges confirmed their participation. The programme engaged over 2141 young people and ran multiple competitions via social media. Members of the Economy Team and graduates also volunteered to help at events.

## **4. Apprenticeships**

- 4.1 On 24 January 2019, an Apprenticeship Information Session for careers leads in secondary schools (bi-borough) was delivered. Hosted by Landsec and delivered in partnership with ASK (Apprenticeships Skills and Knowledge project) the event was well attended. A member of the Integrated Gangs Unit, the VLE and LAC employment advisors were also in attendance.

## **National Apprenticeship Week**

- 4.2 The Business and Enterprise (B&E) team with Victoria and Northbank BIDs delivered an employer focussed apprenticeship breakfast event on the 4 and 6 March.
- 4.3 On 7 March 2019 the B&E team supported a “Hospitality Bus” visiting two Westminster schools – Westminster City School and Sir Simon Milton UTC. The bus is run by Umbrella Training, an apprenticeship training provider working with several Westminster hotels. The Bus, sponsored by hoteliers across Westminster, promoted a combination of hospitality careers and transport apprentices to the schools.
- 4.4 On the 8 March in 2019, in recognition of International Women’s Day, a “Women in Construction” careers panel was hosted at the City of Westminster College. One of the panel members was an apprentice. The audience was secondary school students and job seekers.

## **5. Enterprise Spaces**

- 5.1 One hundred and seventy-two sq. ft. of enterprise space has been catalysed over the past three years, with 153k square feet in the pipeline, providing space for an estimated 630 businesses. A further 30k square feet is in the pipeline for the next two years and this will support a further 160 businesses. The enterprise space network concept is being progressed with mapping of flexible workspaces in Westminster.

### ***Ingestre Court***

- 5.2 Huckletree plans to complete the fit out of by the end of April 2019 and have already had a high level of interest from small businesses. We are reviewing an additional funding request to further improve the space and site, using the opportunity to explore the creation of additional community space for residents to use. Ward councillors and the chair of the residents' association are being kept updated.

### ***Paddington Works***

- 5.3 Following the successful launch of Paddington Works and the Resident Enterprise Development Programme (REDS) at the end of last year, ten successful applicants have begun moving into the space, with all ten starting by the beginning of March. Over the course of the three-month programme, officers will sign post the applicants to council services and also support offered by our partners. An extensive communications drive is underway to ensure maximum profile is given for this project
- 5.4 Additionally, Paddington Works is due to host several Council events in the following months. This will include a London Council's Enterprise Space Workshop and a department away day. The project's investment partner is compiling supporting documentation to enable the joint venture work to reach its completion and anticipates transferring funding within the next six weeks.

### ***Additional Information***

- 5.5 Somerset House's grant agreement for their creative industries co-working space is to be circulated for signing. PopHub Leicester Square is now open and being used by 14 creative businesses which each have dedicated spaces. This is in addition to a growing number of other businesses who will use their shared workspace area.
- 5.6 Ingestre, Paddington Works and Somerset House will be promoted in the next Business Rates A-Z handbook. Other pipeline projects are being progressed.

## **6. Westminster Employment Service (WES)**

- 6.1 The Westminster Employment Service will exceed its 2018/19 target of supporting 750 residents into employment. The actual figure up until January 2019 was 753 of which 306 are long term unemployed. A total of 362 residents have also been supported with work placements and volunteering to assist them to progress into work. The Service also supports residents with long-term health conditions and disabilities. The current average time our clients have been unemployed before starting our programme is two years.
- 6.2 **Young People with special educational needs** - WES is working with Children's Services to design and implement the Supported Internship Programme, a work-based education programme for young people with special educational needs and disabilities that have Education Health & Care Plans. The proposal is to launch the programme in September 2019, with the

interns starting work with the Council in October 2019. The education and training will be delivered by City of Westminster College, with personalised support via Westminster Employment Coaches. Community recruitment activities are being planned to include an Open Day in March followed by a Recruitment Day in May.

- 6.3 **Support for young offenders:** The WES team have recently secured funding from the DWP to recruit a youth offending work coach to work alongside our existing coaches in leaving care and the Integrated Gangs Unit. The WES teams work in diverting young people out of crime has been successful. The WES team have identified additional demand for young people who have become 'looked after children' because they have been detained in custody for a long time, and for young people who have been in custody but are not involved in a gang.
- 6.4 **HELP:** The team are making changes to our Housing and Employment Learning Project (HELP), which has reached the end of a successful EU innovation pilot. The programme provides an integrated service to homeless families. The coaches from the charity Vital Regeneration are being brought into the Council to continue to deliver the service. Funding has been secured from the Flexible Homelessness Grant to provide that supports people in the community to get a job rather than lose their home. Social Services and the DWP have confirmed the both wish to continue the partnership due to the benefits that early intervention and multiagency support has achieved. In future, the team will be working alongside Shelter and Trailblazers the Council's homelessness prevention services.
- 6.5 **Digital Champions:** The Coaching team has received funding from Clarion Futures to run a Digital Champions scheme. A number of coaches will mentor volunteers who will then teach basic digital skills to our clients. The team have managed to recruit 16 volunteers who are also our own unemployed clients and wish to gain work experience. The Digital Champions will use lessons designed by OneDigital.
- 6.6 **Westminster City Council Business Survey (WES)** recently completed a survey with local businesses to find out about the challenges they experienced with recruitment, retention and skills. If you would like a copy of the findings please contact Simone Elliott, [selliott1@westminster.gov.uk](mailto:selliott1@westminster.gov.uk)
- 6.7 **Partnerships:** The Council has signed a contract with an NHS Foundation Trust to deliver additional employment support through GP surgeries for residents with mental health conditions. The NHS are in process of recruiting two Employment Specialists and a Team Leader. Our aim is for operational delivery to start in June.
- 6.8 **Employment & Skills Provider Network** – The next WES Provider Network will take place on 21 March 2019 at the Abbey Centre, Westminster. The focus will be on funding for voluntary and community organisations. The team are keen to explore ways of connecting different community funding pots including £3.7m recently secured by Paddington Development Trust to

manage a grants programme for community organisations across Central and West London.

6.9 **Employer Relationships** - Forthcoming events which the WES team are organising:

- **Breakfast network event, 4<sup>th</sup> April**, for council suppliers, contractors and developers.
- **Westminster Job Fair, 1<sup>st</sup> May, Landsec, 80 Victoria Street** - this will be our 2<sup>nd</sup> job fair and follows the success of our first job fair held last October.

6.10 **Social Value** - The City Hall Café on the 19<sup>th</sup> floor is now open for business. From April 2019 onwards, WES will welcome trainees and apprentices to the café, (providing people with a learning disability a place to gain skills, qualifications and employment). All roles paid at the London Living Wage. All profits made by our operator, a social enterprise, Unity Kitchen which is part of the Camden Society, will be reinvested into the community. Our plan during the year is to deliver cookery demonstrations and food-based events in the community, delivered by the Unity Kitchen and supported by WCC staff volunteering time.

7. **Westminster Adult Education Service (WAES)**

**WAES Traineeships – Support for young residents**

7.1 WAES has redesigned and broadened its training offer for young Westminster residents with a focus on the Hospitality and visitor Economy sector. Residents between the age of 16 and 24 are now taking advantage of our traineeships, which offers guaranteed places and job interviews for residents. In addition, to traineeships in Hospitality WAES offer has expanded to include Business Administration, Construction, Customer Service, Retail and Sports coaching.

7.2 WAES successfully hosted two Partner Breakfast Information Sessions on 29 January 2019 and 14 February 2019. These events were well attended by our partners. WAES hosted Westminster Employment Service, Job Centre Plus, Middle Eastern Women and Society Organisation (MEWSO), Lord Cricket Ground, Advisors from the Westminster City Council Leaving Care team and many more.

7.3 These events are aimed at the young people looking to enrol on WAES programmes starting in March 2019. The next cohort of learners are set to begin on Monday 11 March 2019. Following a meeting with WCC colleagues from Children Services, a further cohort is planned for April with an emphasis on recruiting Westminster residents who are Leaving Care. The WAES promise to these young people is everyone is guaranteed a place on a WAES traineeship.

## **WAES 2 Employment – expanding to the hospitality sector**

- 7.4 In addition to the teams work on WAES to Employment in construction, which WAES reported on in November, the team are pleased to be extending their work in the hospitality sector through new employer engagement activities. WAES have started to work on collaborating with hoteliers to find solutions for 'hard to fill vacancies'. The outcomes of these discussions has led to a new programme with a direct line of sight to employment. The team now have learners enrolled on the *WAES 2 Employment: Hospitality Sector Programme*. These learners will be training for job opportunities at some of the world's leading hotels based in Westminster such as The Ritz, the Marriott and Corinthia.

## **WAES Apprenticeships – going forward with new the Standards**

- 7.5 As an exemplary employer Westminster City Council has embraced the opportunity offered by the Apprenticeship Levy and has worked with WAES to recruit 18 apprentices over the past year, with a further 16 apprentices about to take up employment in the next 4 weeks. As the council's official training department WAES has led on the recruitment and training of 55 of these apprentices.
- 7.6 WAES has further supported this activity with the introduction of several new apprenticeship standards and this process continues, as more standards are made available for training. Many of our first cohorts have successfully been enrolled on the Apprenticeship standard for Operational Delivery Officer. Most are now ready for their End Point Assessment. WAES are proud to announce that some of these apprentices will convert to permanent roles within the Council.

## **WAES learners competing for industry standard recognition**

- 7.7 WAES are pleased to announce that WAES Hair and Beauty learners have submitted their entry for the Wella Professionals XPOSURE 2019. This award XPOSURE is a student hairdressing competition that has been running for 18 years. WAES learners have been entered for the competition and have the opportunity to be gain recognition for Gold, Silver and Bronze UK awards. Learners also have the opportunity to win an XPOSURE tailor-made mentoring day with an inspirational industry icon at the Wella World Studio, London. Previous WAES learners have been winners at the London Region event, so the team look forward to the announcement of the results on 25 March 2019.

## **Promoting Equality, Diversity and Inclusion**

- 7.8 A key focus for WAES this year is further improving our work on the Equality, Diversity and Inclusion (EDI) agenda. Our staff development day on 15 February 2019 focussed on improving staff understanding of EDI. Key themes included the exploration of subconscious bias through introductory lectures and supporting workshops lead by Christine Rose. Christine Rose is nationally recognised as an expert in Equality, Diversity and Inclusion. She is

lead adviser and consultant to many of the strategic partners she works closely with, including Ofsted, Education and Training Foundation, Association of Colleges, Association of Employment and Learning Providers, Equality and Human Rights Commission, NIACE and Natspec. The development day received great feedback, which was overwhelming positive. We intend to build on this work with further sessions, which will enable staff to use this in the delivery of programmes for our learners.

**LGBTQ+ celebrations:** In February 2019, WAES was fortunate to host as guest speaker, Jonathan Blake, a renowned LGBT campaigner- since 1949 and living with HIV since 1982. He is well known for his involvement with the - Lesbian and Gay men Support the Miners - movement and Pride the movie. Over 80 staff and learners attended his talk held on 27 February. This successful event brought the WAES community together to consider the challenges of identity many people face every day.

### **WAES Open days**

- 7.9 WAES launched the 2 February 2019 Open Day event with the theme of “Love Learning”. The day set out the creative entrepreneurs at the forefront of the event which ceramics for sale and fine art demonstration. Visitors experienced WAES curriculum through the theme of love seen in the floristry, family and community learning, fine art and fashion. Activities for families were provided so adults could enjoy their time at WAES to explore the breadth of curriculum on offer and discuss their next steps by accessing our high quality advice and guidance. This was a successful event with great visitor feedback that also included learners enrolling for courses starting in February 2019.

### **WAES and Well-being**

- 7.10 This year we have introduced a round of events for our staff to support their well-being at work. In March, staff competed in the WAES Chess Championship and attended the *Art Workshop for Well Being*. These initiatives are proving popular with our staff and making WAES a great place to work.

## **8. Education and Schools**

### **School Inspections**

- 8.1 Since the last scrutiny meeting the Ofsted inspection report for Burdett Coutts Primary School has been published. Burdett Coutts was judged to be continuing to provide a good education and effective safeguarding for their children. The report highlights that ‘*The leadership team has worked closely with other senior leaders and members of the governing body to identify the school’s strengths and where the school needs to do better... (evaluated) the school’s work accurately... (and) introduced key initiatives to drive improvements*’.

- 8.2 The current percentage of schools in Westminster judged to be good and outstanding remains at 95%, well above the national average of 86%.

### **Ofsted's New Education Inspection Framework**

- 8.3 The Education Inspection Framework is currently being reviewed by Ofsted. They are undertaking a consultation on a proposed new Framework for introduction and use in school inspections from September 2019. This will include placing a greater emphasis on inspecting the quality of the curriculum and meeting the needs of all learners, and less emphasis on using data to evaluate a school's effectiveness. The School Standards service recently organised a briefing for heads from John Kennedy, HMI and Deputy Regional Director for London on the implications of the proposed new framework for schools.

### **Schools Finance**

#### **Schools facing funding pressures and support provided**

- 8.4 At the end of 2017/18, one maintained nursery and six primary schools reported deficit balances.
- 8.5 One school expects to improve its position marginally by year-end and will also have a licenced deficit plan in place as of 1 April 2019. One school already has a plan in place, and several others will be established as a means of managing the deficits. Schools with deficits continue to be most vulnerable to fluctuations in budgets, despite the targeted support actively provided by School Finance in conjunction with School Standards and HR. Three additional schools expect to end the year with deficits.
- 8.6 Schools with licenced recovery plans are required to report monthly on their financial position, and regular reports are also requested from schools with deficit balances carried forward to 2018/19. This enables the finance team to identify where further support can be provided to facilitate better management of budgets.
- 8.7 In-school financial support varies considerably between schools, and while this can pose a challenge, schools also have bursars or buy in financial support to help manage their budgets. Training is being rolled out to selected schools with deficits, and the aim of this is to provide those with responsibility for decision-making with the tools needed to understand their budgets and manage resources effectively in light of the challenges in the current financial climate. Schools received formal notification of 2019/20 budgets at the end of February.

#### **High Needs Funding**

- 8.8 The high needs block is forecast to underspend by £0.464m in 2018/19, this position takes account of the £0.481m allocated as part of the Secretary of State's SEN funding announced in December 2018 and some of the one-off expenditure reductions in 2018/19. There have been increases in the

underlying expenditure within the high needs block due to increasing numbers and costs of high needs block placements, mainly due to meeting requirements under the 2014 Act; which extended support for pupils with Education Health and Care Plans (EHCPs) to age 25 and increased parental expectations of support available for pupils with special educational needs (SEN).

- 8.9 Officers are working with the high needs reference group to review all areas of expenditure within the high needs block and finalise proposals for reducing expenditure in the future years and ensuring the funding is used in the most effective way.

### **Special Educational Needs and Disabilities Inspection Preparation**

- 8.10 The local partnership is continuing to prepare for the SEND inspection and monthly meetings are held, chaired by the Executive Director, to oversee planning and logistics. A plan is in place to ensure an effective response once notification of an inspection is received from Ofsted. The requisite evidence and data is refreshed on a regular basis to ensure this is easily accessible when needed. Officers who are likely to be involved in a Focus Group with an inspector have been invited to attend preparatory meetings to ensure they are fully aware of the inspection framework and that everyone has a good understanding of the progress that has been made in Westminster as well as challenges.

- 8.11 The current SEND Strategy was published in April 2018 alongside an Action Plan. The Children and Families Act (CFA) Executive Board oversees the progress on implementation of the reforms and a self-evaluation document for 2018/2019 Q3 has recently been completed. This clearly sets out the strengths in the area and the areas that still require further work. The CFA Executive Board undertakes 'deep dive' reviews in to the different work streams and the most recent meeting focused on preparation for adulthood where there is evidence of increasing joint working and improvements in the outcomes for young people. There has also been a recent focus on the use of data in the early years to review local authority approaches to early identification, provision and outcomes in order to identify what more can be done to ensure joint working supports the work of schools and settings.

### **Special Educational Need and disability (SEND) Preparing for Adulthood**

- 8.12 The journey from childhood to adulthood for young people with Special Educational Needs and Disabilities (SEND), is commonly described as 'transition.' It begins in Year 9 (age 13/14) and continues up to the age of 25. With high aspirations, and the right support, the vast majority of children and young people can go on to achieve successful long-term outcomes in adult life.
- 8.13 In recognising this, we have developed a multi-agency 'Preparing for Adulthood Action Plan' for the Local Area. Service area leads from across Children's Services, Adult Social Care, the Economy Team and our local

Clinical Commissioning Group have worked together to identify key areas for development and improvement.

- 8.14 Some key early outcomes from this work have included improved standardised processes for planning between Children's and Adults' services; the introduction of a cross-sector Supported Employment Forum, which will oversee the implementation of a Westminster Council-led Supported Internship pilot starting in September 2019 working with Westminster Employment Service; and improved co-produced information around pathways to employment, which can be used by school staff and local families.

### **Speech and Language Therapy Services**

- 8.15 The CCG and Westminster Council have concluded negotiations and as a result the Council will be increasing investment by over £500,000 in line with agreed statutory responsibilities. Commissioners are now in the final stages of working with the provider to verify the specification and cost model for the 2019/20 Speech and Language Therapy Services contract for a new service to begin on 1 April. The new service will enable a whole system approach to meeting Speech, Language and Communication needs and provides more support to teachers and learning support assistants who are working with Children and Young People on a daily basis.

The Council are also looking to enhance the new service offer by:

- Creating a stronger targeted offer: schools will be offered a minimum of half a day per term of dedicated support aimed helping them create a communication supportive environment for all CYP with a particular focus on CYP with SLCN and improve their non-statutory offer.
- It is hoped that Tribunal support will be included in the core contract so there will be no need for further spot purchase
- The service will be asked to focus on co-design of training sessions with parents, carers, service users and teachers to ensure delivery is fit for purpose
- The service will be asked to maintain an online Communication Hub offering resources for parents, carers, service users and other professionals
- There will be additional support ring fenced for CYP in reception year to ease their transition between the Early Years and School Age services.

### ***Libraries***

#### **Independent library advisory board**

- 8.16 The board, chaired by Chris Cotton DL, concluded its investigations late last year and has been in the process of drafting its recommendations. The report

is being considered by Cabinet on 8 April 2019 when the report will be made public. Recommendations are for the Council to consider and for public consultation. The committee will be asked for its views on the Board's recommendations in due course. The Cabinet Member will encourage a public debate regarding the details of the libraries report to ensure there is full deliberation and residents will have an opportunity to be fully engaged in ensuring our libraries thrive and are fit-for purpose for the 21st Century.

### **Marylebone library**

- 8.17 The project team met in December 2018 to discuss the latest feasibility work conducted by iCON Building Consultancy for the remodelling of Seymour Leisure Centre as well as incorporating a bigger library with its own entrance on Bryanston Place. A report is being drafted to go to the Capital Review Group from the respective Directors of Community Services, Libraries and Corporate Property to consider the funding gap required to conduct a more fundamental redevelopment of the existing facilities.

### **Registration Service**

- 8.18 The Registration Service is working with libraries to introduce the EU Settlement Scheme, where customers without an Android device can upload documents and data in support of their application to be recognised as a settled EU Citizen in the UK. The fee is £14 (*The fee is the nationally agreed fee between Home Office and the Local Registration Service*). for a transaction time of approximately 10 to 15 minutes, and it is envisaged that customers will be able to use the self-service counter at Victoria Library.

### **Pilot Death Registration Service**

- 8.19 From 12 September 2018 until 23 January 2019, a pilot death registration service took place at St Mary's Hospital, following the pilot it has been found that the service is not viable. On average, usage of the service was at 30% capacity, which made it an inefficient use of officer's time, and the accommodation provided by St Mary's. Furthermore it was deemed there is not sufficient number of deaths at St Mary's Hospital to justify the attendance of a registrar each day.

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City of Westminster

## Economic Development, Education and Place Shaping Policy Scrutiny Committee

**Date:** 3 April 2019

**Classification:** General Release

**Title:** Update from the Cabinet Member for Place Shaping and Planning

**Wards Affected:** ALL

**Report of:** Councillor Richard Beddoe  
[rbeddoe@westminster.gov.uk](mailto:rbeddoe@westminster.gov.uk)  
0207 641 2621

### 1. The City Plan

- 1.1 A new draft City Plan was issued for informal consultation on 12 November until 21 December. The new draft Plan is the result of a complete review of the adopted City Plan (2016) and saved Unitary Development Plan policies (2007) and will create a single, up to date local plan to manage development in Westminster. It also revisits the strategic direction of Westminster's planning policies and ensures the City Plan is aligned with City for All objectives and is fit for purpose into the next decades.
- 1.2 Our draft City Plan contains numerous new proposed planning policies which I outlined at the previous PS Committee. Initial feedback on the draft policies indicated that a fresh approach to planning policy, and in particular the more streamlined approach to the policies, is very welcome. The scale and ambition of the plan received positive comments from a range of stakeholders. More flexible policies relating to retail are seen as reflecting a positive and pragmatic approach to the problems the high streets face. Many stakeholders welcome the setting of a higher housing target to deliver much needed homes, as well as a higher affordable housing target.
- 1.3 Officers have reviewed all of the responses submitted to the consultation and are assessing how best to respond to the feedback, either via tweaking our policies, clarifying details or reassuring stakeholders on the issues they raised.
- 1.4 However, we have been focussing on the main objections to the policies and have started the process of further engagement with our stakeholders to resolve them ahead of the next stage in the process. These include: amendments to the heritage and design policies; a different approach to private residential car parking to bring Westminster in-line with the approach

the rest of London takes; thresholds for when the mixed use policy applies; and the maximum size of new homes.

- 1.5 Following this process there will be another round of formal consultation known as 'Regulation 19', after which the policies will be further refined. We will then submit the plan to the Secretary of State and begin the formal examination in public process. At the end of the process the Inspector will determine if the plan is sound. Assuming the plan is found to be sound, we will adopt the new City Plan in early 2020.

## **2. Oxford Street**

- 2.1 Since the last update, a report was presented to Cabinet on the 25<sup>th</sup> February which outlined the results of the public consultation, the changes made to the Place Strategy and Delivery Plan as a result of the consultation feedback and the governance arrangements for the project (including reporting process). The recommendations outlined in the Cabinet report were approved.
- 2.2 The project team are currently working on the development of a business case to support the Council's £150 investment for the Oxford Street District project. An independent firm has been appointed to develop the business case and the final report will be presented to the next Cabinet meeting on 8<sup>th</sup> April 2019, for approval.
- 2.3 In parallel, various work-streams are underway to keep momentum and guarantee a timely delivery of the projects proposed in the Place Strategy. The team are also undertaking a procurement exercise for the appointment of a Design and Build contractor to deliver the ambitious proposals set out in the Place Strategy and are developing the phasing and programming exercise for the design and delivery of the projects set out in the Place Strategy.

## **3. Planning Review**

- 3.1 Since the last update we have introduced public speaking at planning committees. The first committee with public speaking took place on 26 February with three people applying to speak. The feedback from Members, speakers and officers has been positive. We will continue to monitor both the process to apply to speak and the committees to ensure positive engagement.
- 3.2 We are in the process of procuring a live recording system to be used at planning committees. This will allow people to watch the event live or to view previously recorded committees and encourage a wider participation in the planning process.

The project team are undertaking an end-to-end business process review to identify process efficiencies and ensure appropriate changes are made with the introduction of pre-application community engagement and delegated authority.

- 3.3 A series of visits to other planning departments has been planned to support the review of pre-application community engagement and delegated authority. Members of the Place Shaping and Town Planning department will visit

Camden, Wolverhampton and Cornwall councils over the next two months to review their processes and meet with their staff. This will support the work already underway by the Director of Place Shaping and Town Planning to review pre-application community engagement and delegated authority.

- 3.4 A new target operating model for the service will be considered following on from the business process review and the review of pre-application community engagement and delegated authority.

#### **4. Queensway**

- 4.1 Phase one (the western footway between Porchester Gardens and Moscow Road) which involves the widening of the footway in new York stone paving and the laying of new granite kerbs is now largely complete. Phase two (the western footway between Moscow Road and 71 Queensway) which involves widening of the footway and the realignment of the kerb line began on 4 March and is programmed for completion in mid-April. A Cabinet Member Report is currently being drafted in relation to phases 3, 4 & 5 which we expect to have ready for committee by the end of the month.

#### **5. Community Infrastructure Levy**

- 5.1 The Council has now collected £39.715m of CIL since the Charging Schedule came into effect in May 2016. This represents a further £3.965m collected since my last report.
- 5.2 When the CIL Cabinet Committee met in December 2018, it agreed the process for allocating the neighbourhood portion of CIL, allowing the neighbourhood forums and other community groups to apply for these funds. This neighbourhood portion represents approximately 15% of the total amount of CIL collected from development in each designated neighbourhood area. Officers have drafted the relevant documentation and the neighbourhood forums and other community groups will soon be contacted to advise them of the bidding process. A briefing will also be sent to ward members to advise them of their role in this process.

#### **6. Telephone Boxes and Advertising**

- 6.1 In a significant judgment, the Council has successfully challenged an appeal decision at the High Court relating to telephone boxes and permitted development.
- 6.2 The original appeal related to an application by New World Payphones to establish if 'prior approval' for replacement of two telephone boxes with a single new kiosk was necessary. At the same time, they had applied for advertisement consent for a digital advertisement panel on the kiosk. The Council refused both applications but an inspector subsequently allowed the appeal against the refusal of prior approval.
- 6.3 Westminster successfully challenged the Inspector's conclusion. Given that the kiosk was partly for the purpose of advertising — and not wholly for the

purpose of the operator's network — the High Court held that it fell outside the terms of permitted development. Accordingly, the Inspector had erred in allowing the appeal against the refusal of prior approval and his decision was quashed.

- 6.4 This judgment provides important clarification on the extent of permitted development rights for telephone boxes with advertising capabilities. Moving forward, such development should not benefit from permitted development rights, on the basis that it serves a dual purpose. A planning application would therefore be required.
- 6.5 The Council has long argued that phone boxes often do not serve the purpose they are supposed to and instead are used to generate income via advertising. Once installed they are frequently neglected, fall into disrepair and are open to misuse. This judgment is a significant step forward for Westminster and many other local authorities who are seeking to resist further proliferation of new telephone kiosks installed primarily for the purposes of advertising.

## **7. Mayfair Neighbourhood Plan**

- 7.1 The Mayfair Neighbourhood Plan is the second neighbourhood plan to be formally submitted (following the Knightsbridge Neighbourhood Plan which was 'made' in December). Following extensive engagement between officers and the Forum, the Plan is currently in the early stages of independent examination. A more detailed briefing on the progress of the examination will be provided in due course.

## **8. Strand Aldwych project**

- 8.1 Public consultation on the concept designs began on 29 January for a six-week period, closing on 13 March. The outcome of the consultation is being reviewed and an overview of the results will be set out in the next report. The consultation saw a good level of engagement with businesses and residents in the area, along with the project's main stakeholders. Early indications are that there is general support for the concept, with a few consistent issues being raised to develop further in the next design stage. All feedback from the consultation will be reviewed and taken on board to inform the development of the detailed designs.



## EDEPS Policy and Scrutiny Committee

<b>Date:</b>	3 <sup>rd</sup> April 2019
<b>Classification:</b>	General Release
<b>Title:</b>	Westminster Employment Service
<b>Report of:</b>	Barbara Brownlee, Executive Director, Growth Planning & Housing
<b>Cabinet Member Portfolio</b>	Cllr David Harvey, Cabinet Member for Economic Development, Education and Skills  <a href="http://www.westminster.gov.uk/cabinet">www.westminster.gov.uk/cabinet</a> )
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	<p>City of Opportunity is one of the five programmes of the Council's City for All Programme. City of Opportunity sets out the Council's ambition for everyone in the City to have the opportunity to build their lives, careers and families in Westminster.</p> <p>The Westminster Employment Service promotes opportunity for all through supporting residents into training and sustained employment. Outcomes which the Service supports include healthy, active lifestyles, economic independence, improve mental health and wellbeing and reduced isolation.</p>
<b>Report Author and Contact Details:</b>	<b>Tom Harding, Head of Westminster Employment Service x2244</b> <a href="mailto:tharding@westminster.gov.uk">tharding@westminster.gov.uk</a>

## 1. Executive Summary

- 1.1 The report summarises the progress which has been made by and the impact of the Westminster Employment Service.
- 1.2 The Service was launched in 2017 to support the *City for All* ambition - *Opportunity and Fairness* - and with the objective of transforming the lives of vulnerable residents, including the long-term unemployed through an effective back-to-work service.
- 1.3 In establishing the Service, the City Council recognised that there is (and remains) good provision for people who have low and moderate needs for support. The vast majority of this cohort returns to work within six months, either by themselves or with the assistance of Jobcentre Plus. However, for those who are out of work because of ill health: particularly anxiety, depression or low level mental health conditions, there is much less success at returning to work or, indeed, finding work in the first place.
- 1.4 The opportunity therefore for the Westminster Employment Service since has been to fill the gaps in provision through a network of employment coaches employed by the Council, working alongside local agencies, charities and the NHS to deliver an effective employment service.
- 1.6 The report and Background Information (Appendix 1) incorporates a wide range of information including independent evaluations, service user data, feedback from beneficiaries. The analysis provides Scrutiny with an overall assessment made during the first two years.
- 1.7 In summary, the Service is making a considerable impact on the lives of residents, including those with the most significant barriers to employment and children living in poverty. The quality of personalisation offered is seen as a key strength of our Service, as evidenced in the positive feedback from clients. Furthermore, the outcomes achieved represent considerable value for money for the Council – for every £1 invested in the Service by the Council, a further £89 of discretionary and external funds has been secured to support outcomes. Cost benefit analysis shows that just one project within our overall Service – the HELP project has delivered saving of roughly £450,000 over its two-year life time, primarily through reduced spend on welfare benefits and temporary accommodation
- 1.8. The Service outperforms comparable local and national services that are working with people with barriers to employment and the unit costs per sustained job are half the cost of comparable programmes. The ambition of the Service is to continue to improve the offer, focussed on increasing in-work support, doing more to help residents with mental health conditions and more effectively connecting in with skills providers to enhance the long-term careers prospect of residents.
- 1.9 A full Service evaluation is planned in 2019/20 and as set out below, the evaluation presents the Service and this Committee with an opportunity to understand in greater depth, how the Service is meeting local need.

## 2. Key Matters for the Committee's Consideration

Committee is asked to consider:

- I. The progress made in the past 2 years since establishing the Service.
- II. The issues or lines of enquiry which Committee would like to see explored in more detail through the evaluation in the next 12 months.
- III. Our plans and ambition connecting to local need and demand.

## 3. Background

- 3.1 Appendix 1 sets out further information regarding the Westminster Employment Service and for consideration by Committee:

Section	What the Section covers
<b>Introduction</b>	Overview of the purpose of the Service, who we help and the Business Case
<b>Context</b>	Demand for our Service from residents & employers City wide information on need for employment support
<b>Our Service offer</b>	Our Services for those that need our help the most and the way in which we work with local partners and employers including Council suppliers, developers and within the Council
<b>Partnerships</b>	Sets out the way in which the Service works with and supports local partners including charities, Colleges, the NHS and Government sponsored back-to-work programmes
<b>Service impact &amp; effectiveness</b>	Our key performance indicators and performance, value for money and return on investment analysis. This section also includes a summary from recent evaluations of our Service.
<b>Service user intelligence &amp; insights</b>	The section sets out the characteristics of our beneficiaries.
<b>Ambition &amp; Plans for 2019</b>	Including our plans to strengthen in-work support, the connection with skills programmes and a forthcoming partnership with the NHS to support residents with mental health conditions.
<b>Sustainability</b>	Information about how the Service is funded and our strategy for continuing and expanding our offer to help more residents in need and employers in the City.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Tom Harding x2244**  
[tharding@westminster.gov.uk](mailto:tharding@westminster.gov.uk)

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# Appendix 1

## Westminster Employment Service

Background Information for Scrutiny Committee

April 2019

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Section	What the Section covers	Page number
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2. Context	Demand for our Service from residents & employers City wide information on need for employment support	8
3. Our Service offer	Our Services for those that need our help the most and the way in which we work with local partners and employers including Council suppliers, developers and within the Council	11
4. Partnerships	Set out the way in which the Service works with and supports local partners including charities, Colleges, the NHS and Government sponsored back-to-work programmes.	20
5. Service impact & effectiveness	Our key performance indicators and performance, value for money and return on investment analysis. This section also includes a summary from 2 evaluations of our Service.	25
6. Service user intelligence & insights	The section sets out the Characteristics of our beneficiaries, feedback and a illustrative customer journey.	30
7. Ambition & Plans for 2019	Including our plans to strengthen in-work support, the connection with skills programmes and a forthcoming partnership with the NHS to support residents with mental health conditions.	35
8. Sustainability	Information about how the Service is funded and our strategy for continuing and expanding our offer to help more residents in need and employers in the City.	37

# 1. Introduction

# Overview of the Service

In July 2017, the Council launched the Westminster Employment Service to support the Council's ambition of a *City for All*. Our objective is to transform the lives of vulnerable residents through employment. Our service works with the support of colleagues from across the Council, partners and commitment of over 100 local employers.

The Westminster Employment Service is delivered by a committed team of employment coaches providing 1-2-1 support to residents in their communities. Our coaches work alongside our Westminster Adult Education Service, our employer team and a wide range network of local charities, Colleges and other public agencies.



# Who we help

We help residents with health conditions and disabilities to live independent lives, families looking to return to work and young people transitioning from not in education and employment, including our own children leaving care.

Page 3



# Focussing on those most in need

We have focused our services on residents with some of the most significant barriers to employment.

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The quality of personalisation we offer is a key strength of our services, evidenced in the positive feedback from clients.



# Justification & business case – recap

- Increasing the pool of skilled labour available is critical to the success of the UK's Industrial Strategy and London's economy. Our programme help address recruitment challenges faced by employers by preparing and training communities that experience high levels of worklessness
- A more localised workforce will **improve recruitment and retention**, drive productivity and support growth.
- There is **insufficient support for workless residents** through mainstream programmes to meet demand from residents – e.g. the Work & Health Programme and Working Capital will deliver jobs for an estimated 2% of the long-term unemployed population in Central London.
- The **employment rate of disabled people** in London is 28% lower than for non-disabled people in London and over 100,000 residents are long-term unemployed in Central London.
- Investing in more comprehensive **community-based support for priority groups** will reduce pressure on Jobcentre Plus and DWP and generate savings for public services.

## 2. Context

# Demand for our Service – residents

There is wide range of data pointing to the ongoing need for the Westminster Employment Service which includes:

## Low Income Households (Housing Benefit Claimants)

There are 22, 500 HB claiming households – of whom 15,800 have a lead claimant who is under 65 (Dec 2018). This would be around **17.5%** of households.

## Claimants & Economic Inactivity

Whilst the number of residents on Jobseekers Allowance is relatively low – 1,257 as of January 2019, there are 8,800 Employment Support Allowance claimants in Westminster (August 2018) with 75% of those claiming for over 2 years. Furthermore, there are high numbers of residents that do not claim benefits but want to work (described as Economically Inactive).

In September 2018, this stood at 8,500 and the rate on Inactivity in Westminster is **higher than London and UK rates.**

## Skills

Research undertaken by the IPPR for Central London Forward, 2017 also pointed to the specific challenges in London / Inner London regarding low skills and the challenge of progression in an economy with shrinking numbers demand for mid- skilled jobs: **the employment rate for adults with lower skills is 6.9% below the London average and over 12% below the national average.**



40%

Percentage of people in Westminster who struggling to cope financially in Westminster



58%

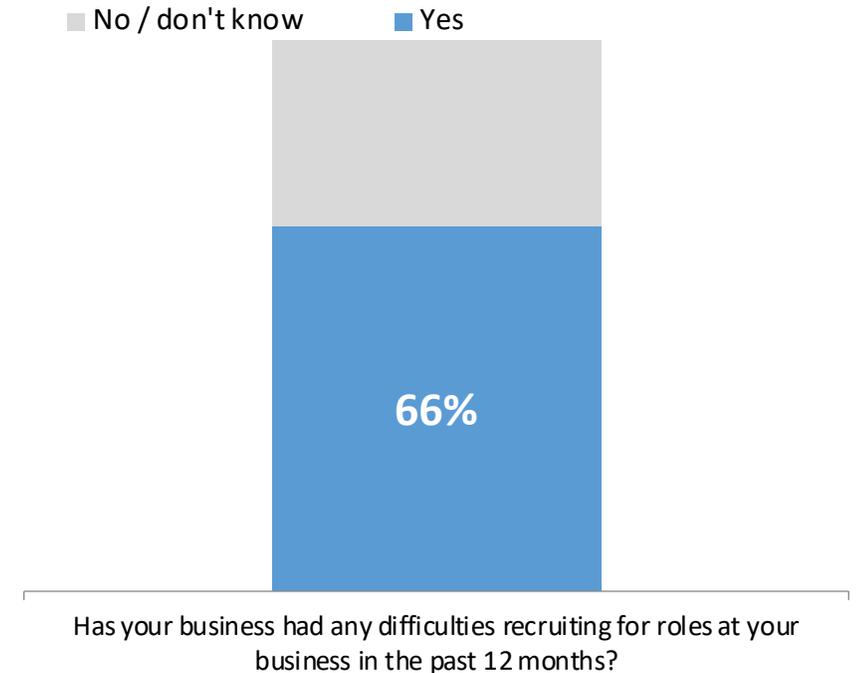
Percentage of Londoners in poverty who are from working families

# Demand for our Service – employers

Headline findings from a recent Westminster Business Survey (*ComRes, March 2019*) evidencing the demand from employers in Westminster includes:

- 66% of Westminster businesses reported having difficulties recruiting for roles in the past 12 months due to a low number of applicants, or a lack of experience /skills.
- 23% currently employ apprentices, and financial support for businesses is most likely to make doing this easier.
- 73% say that lowering costs of transport and commuting would be within the top three factors that would have a positive impact on staff retention. This is consistent with earlier findings around difficulties in recruiting.

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## 3. Our Service Offer

# Our Service for residents

## 1-2-1 Coaching & Personalised Support

- 25 to 35 clients – enables a through and flexible approach
- Page 46 Integrated Gangs Unit (IGU), Looked After Children (LAC) and Youth Offending Team (YOT) have even smaller caseloads (10 clients).
- Free and voluntary service, working in partnership with clients.
- All coaches undertake outreach and drop-in sessions at 1 locations at least.



# The teams in WES

We are made up of a number of different teams, each with its own focus:

- Homelessness, Employment and Learning Project (HELP)
- High Potential
- Integrated Gangs Unit (IGU)
- Parental Employment Co-ordinator (PEC)
- WES for All
- Care Leavers
- Church Street Team
- Families and Communities Employment Service (FACES)
- Troubled Families Employment Advisors (TFEAs)

# Recruiting and developing

- We will attract and recruit staff who understand our ethos.
- All new starters will have a 2-week induction.
- Training for coaches via the Adviser Academy in 3 areas:
  1. Core training
  2. Specialised training
  3. Advanced training
- Progression routes for new staff to join WES and develop their career, along with development opportunities for existing staff

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# Triage and Referrals

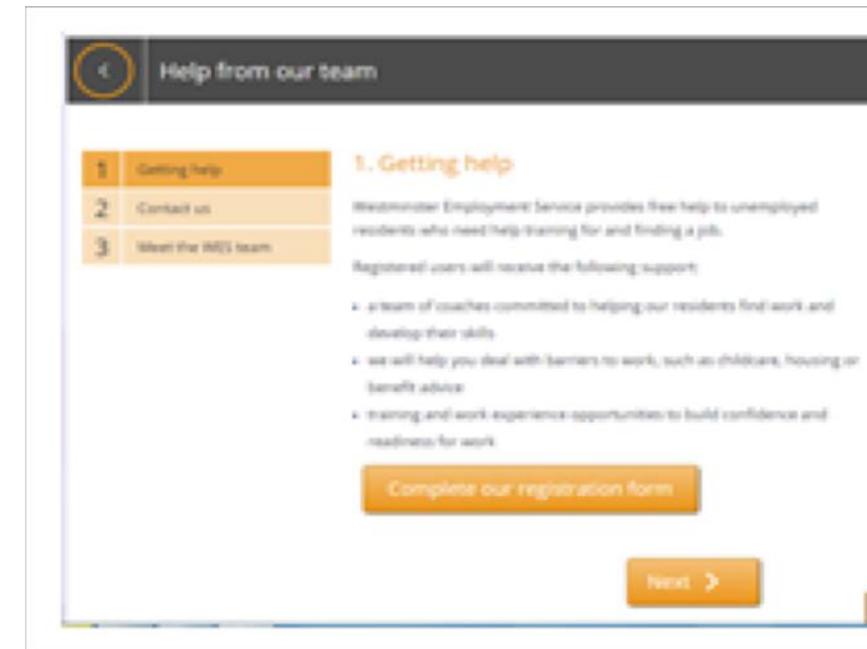
- Referrals to WES are via the website

<https://www.westminster.gov.uk/employment/my-account>

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Or via our paper form.

- For direct referrals, please ensure that the Triage and Referral Officer is informed [employmentteam@westminster.gov.uk](mailto:employmentteam@westminster.gov.uk)



# Services for Residents – case study

## Maureen's story

*"I feel as though the Westminster Employment has been a fantastic help to me. Having been unemployed for around 8 months before starting my apprenticeship at Westminster City Council, I was beginning to lose faith in finding work but Sarah Andrews and Ainhoa Quijano have been wonderful and supportive in helping me find work that suits me.*

*I like that it was a lot more personal and helpful than the help I got at the job centre. I could phone or email them anytime and ask for help, or make an appointment as and when needed rather than have a fixed appointment that I had to go to. They were available whenever I needed them and would even phone to check in if I hadn't had an appointment in a few weeks. I can honestly say the employment team here at Church Street is brilliant and I wouldn't be in the position I'm in now if it wasn't for them. They assisted me with updating my CV, finding work, filling out applications and remaining positive throughout my period of unemployment and were extremely empathetic when I wasn't feeling particularly optimistic about work.*

*Compared to the Job Centre and other employment agencies I had been working with, I would say the Westminster Employment Team is the most helpful, supportive and accessible."*

*Maureen, Westminster resident*



*Sarah Andrews is an Employment Coach working at the Regeneration Base in Church street*

# Service for employers

We work closely with a variety of employers to connect them with our communities

**Council Suppliers** - We work with council suppliers to deliver on employment and skills commitments connected to social value.

**Section 106, Employment & Skills** - Employment and skills deliverables set out as part of the section 106 policy

**Westminster City Council** - An exciting new project created in collaboration with the council's People Services team with the aim to offer opportunities within WCC to Westminster residents.



*Helder Branco, Senior Contract Manager,  
Veolia*

# Services for Employers

## Developers & Council contractors' commitments

We are proactively working with developers, contractors and council suppliers to deliver on their communities to provide employment opportunities to residents

Page 52

**94**



Developers  
with S106 commitments

**118**



WCC Contracts  
with Social Value

=

**1002 jobs\***

**1046 work placements\***

\*Commitments set by developers and contractors in the period 2016-2021



City of Westminster

# Services for Employers – case study

Unity Kitchen delivered by the Camden Society, 64 Victoria Street, 19<sup>th</sup> Floor Café

The City Hall Café on the 19<sup>th</sup> floor is now open for business. From April onwards, we will be welcoming trainees and apprentices to the café, providing people with a learning disability a place to gain skills, qualifications and employment with all roles paid at the London Living

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page. All profits made by our operator, a social enterprise - Unity Kitchen, part of the Camden Society, will be reinvested into the community and our plan during the year is to deliver cookery demonstrations and food-based events in the community, delivered by the Unity Kitchen and supported by WCC staff volunteering time.

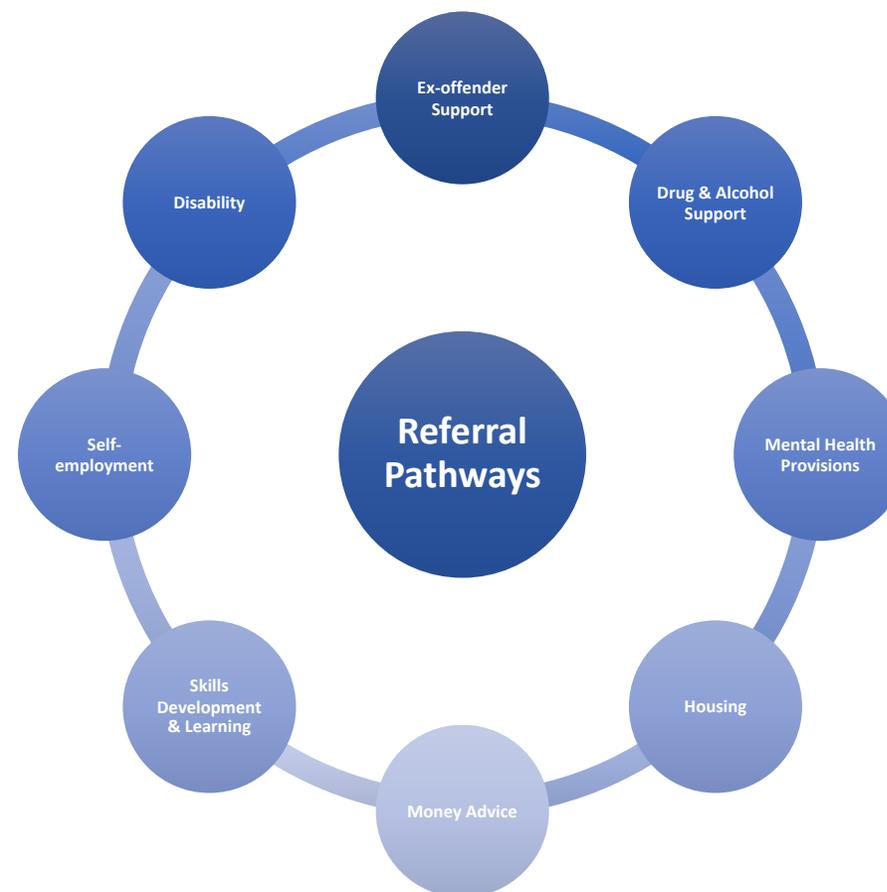


# 4. Partnerships

# Connecting with Services

WES are connected in with a database of over 100 employment, skills and resident support organisations. Some of the ways in which we work with our ever-expanding network are:

- ❖ **Referring WES clients** to suitable pathway support, as well as receiving referrals to WES from services. Working with others to support our client's journey and tackle any obstacles.
- ❖ **Advocating for smaller organisations** who require support when working with bodies such as London Councils, as well as supporting funding bids to LA and others.
- ❖ **Hosting and creating events** to share organisational practice, develop plans to tackle economic needs and to give a voice to all of our stakeholders.
- ❖ **Releasing a WES e-newsletter** to further reach organisations to work with, build awareness of the WES service and share collaborative efforts between WES and partners.
- ❖ **Creating partnering agreements** with organisations to underpin ways of working and collaborative focuses.



Department for Work & Pensions



# Notable Examples of Collaboration

- ❖ WES host a **quarterly Employment & Skills Provider Network Forum** with partners which regularly involves 40 – 60 people from a variety of organisations – events in 2018 all received 100% positive feedback when surveyed
- ❖ As of November 2018, WES have created a **bi-annual Employment Practitioner Forum** to give more of a voice and opportunity to shape delivery to all of the practitioners within Westminster. This includes colleagues from DWP, Ingeus, NHS and more.
- ❖ A variety of **Advisor Academy training sessions** are available at no cost to staff from organisations within the WES network
- ❖ **Co-located working opportunities**, such as a partnering agreement in place with City of Westminster College to utilise their employability hub space with Westminster-based employment practitioners. The hub has seen regular attendance from organisations such as Shelter (homelessness support), Ingeus (Work & Health Programme) as well as hosting staff from WES.



# Partnership with NHS



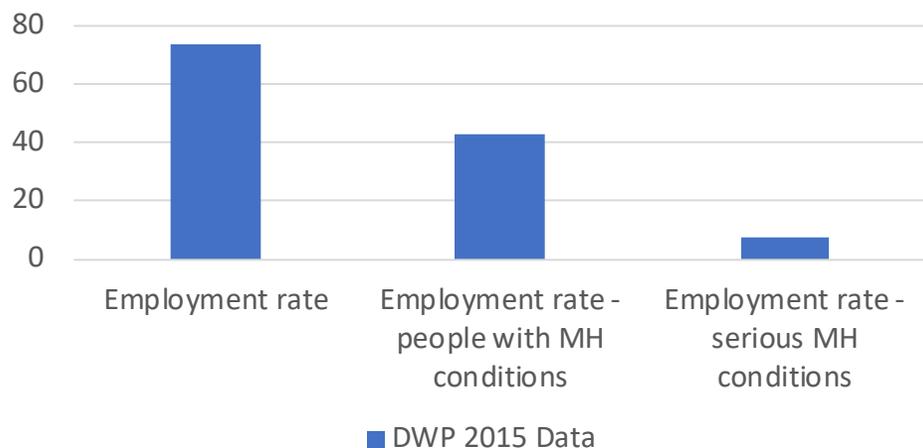
As of January 2019, WES have commenced a partnership with Central and North West London NHS Foundation Trust to grant funding in order to further support Westminster residents with mental health conditions.

The partnership will see CNWL Employment Services team rollout their Individual Placement & Support (IPS) employment model into Primary Care mental health support within Westminster, with Employment Specialists being integrated directly into Primary Care Plus (PCP) and Improving Access to Psychological Therapies (IAPT) services.

The project is forecasted to engage 259 Westminster beneficiaries over a 3-year period, with 83 projected to gain employment and 33 to sustain employment for over 3 months (working over 16 hours per week).

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Employment Rate Data



We see this partnership having additional benefits with regards to:

- An improvement in sustained employment outcomes for Westminster residents with moderate and severe mental illness
- An improvement in the quality of household incomes for service users
- A reduction in re-admissions into secondary care
- A reduction in utilisation of adult social care and other Council services
- An improvement in self-reported health, social and economic wellbeing for service users and their families

# Work & Health Programme

Westminster City Council are also one year into the joint commissioning of Central London Works, the sub-regional delivery of the DWP Work & Health Programme within Central London boroughs. The first year has seen:

- ❖ 118 Westminster residents start the programme, 9 of which commencing employment.
- ❖ Over 100 1:1 health practitioner interventions, alongside an array of group health and wellbeing workshops for clients.
- ❖ Production of an online digital hub for clients to book health support interventions and receive support through
- ❖ The commencement of the External Referral Organisation (ERO) process, meaning that local partners can now refer to the programme.
- ❖ Integration of the main delivery partner and supply chain partners' staff into co-located working spaces and WES forums.
- ❖ Collaborative working between Work & Health delivery partners and the WES wider network. Ingeus have referred clients to local courses, employment opportunities that have been shared through WES, as well as referring to places like The Abbey Centre – who deliver physical health classes for residents.

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Central London  
**WORKS**  
Work and Health  
Programme

  
Department  
for Work &  
Pensions  
In  
partnership  
with

# 5. Service impact & effectiveness

# Helping residents that need our help the most

Since the Service was established in 2017 (to March 2019), we have supported over 1600 residents into employment.

Of those supported into employment, 46% had been unemployed for 12 months or more.

	WES Coaching	Recruit London	Commissioned Partners*
Total number of residents supported into work in the last 2 years to date (2017/2019)	559 (Target 557)	218 (Target 248)	537 (Target 234)
Number of residents who started work in the last 2 years to date, who had previously been long-term unemployed	294 (Target 245)	156 (Target 176)	209 (Target 20)
% of job starts for long-term unemployed	53%	72%	39%

# Value for money & effectiveness

## Value for money

The average cost of placing an individual into sustained employment through the Westminster Employment Service is **£5,500**. The figure is based on the average cost in the period 2017-2019. This is more than half the cost of comparable back-to-work initiatives elsewhere (£10-£15K per sustained job)

Based on our budget for 2019/20, for every **£1 invested** in the Service via the General Fund, the Service leverages a further **£89**.

## Effectiveness

**70%** of residents that register with our programme move into jobs. The national average for similar hard to help groups is between 30-50%.

**65%** of residents that we help into jobs sustain jobs (for at least 6 months). The average for similar hard to help groups is about 40%

# Recent Jobs secured for clients



Page 6  
**Records Management Assistant**  
For WCC  
Graduate 1<sup>st</sup> experience



**Lab Technician**  
Refugee living in temporary accommodation



**IT Programmer**  
Long Term Unemployed



**Engineer**  
For a WCC Contractor  
Care leaver with MEng



**Shake Shack Team member**  
Part Time Mum with young children to look after



**Trainee Housing Adviser**  
Homeless Parent



**ECONOMY, WCC**

3 roles ( Team Support, Employment Coach, Apprentice)

**REGISTRARS, WCC**

15 Roles in the team in 2017/2018

# Evaluation findings

Two evaluations of the Service have been completed in 2018 & 2019 – an evaluation of the HELP project and a separate evaluation which has been undertaken by the Council’s Public Health Team (one of the funders of our Service). Key findings include:

## **Public Health Evaluation**

Their investment of £200,000 resulted in a potential 78 families and 154 children being taken out of poverty and a reduction in the number of people with a Common Mental Health Disorder.

## **HELP Evaluation**

Cost benefit analysis shows that EaSI HELP is providing public bodies with a net saving of roughly £450,000 over its two-year life time, primarily through reduced spend on welfare benefits and temporary accommodation.

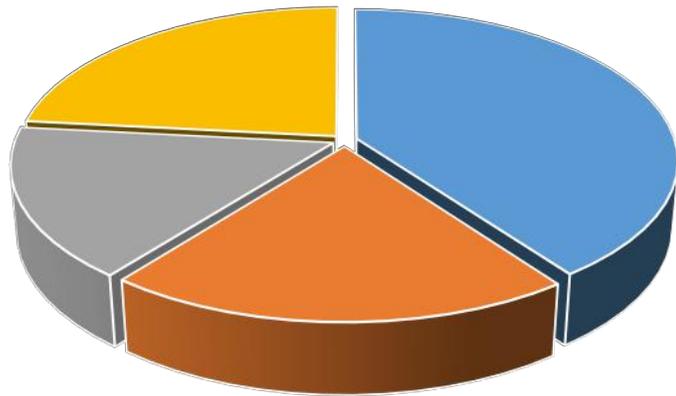
# 6. Service User Intelligence

# Characteristics of our Service users

In the past two years, the Westminster Employment Service has had an increasing focus on reducing long-term unemployment and supporting groups with significant barriers to employment.

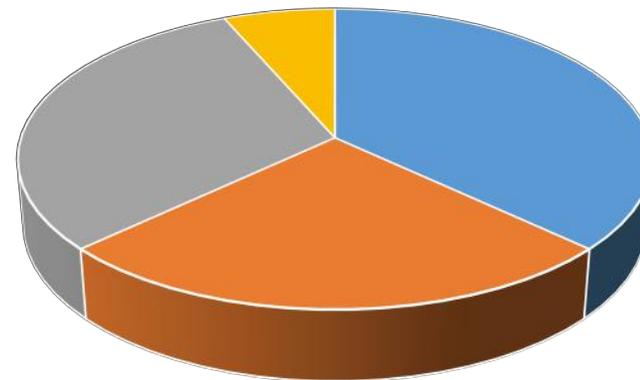
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Length of time unemployed



■ 24 months Plus ■ 12 - 23 months  
■ 6 - 12 months ■ 0 - 6 months

Highest number of enrolments by ward

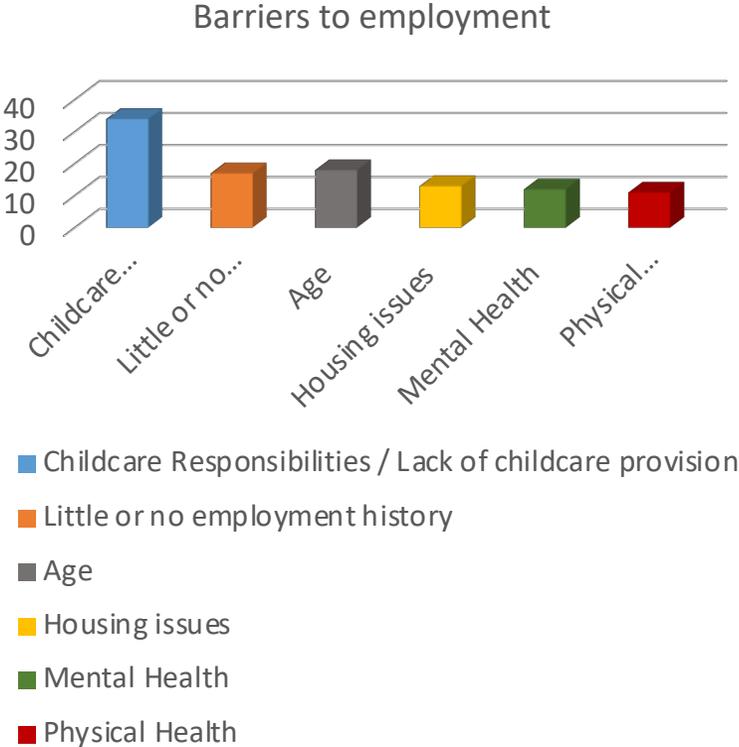
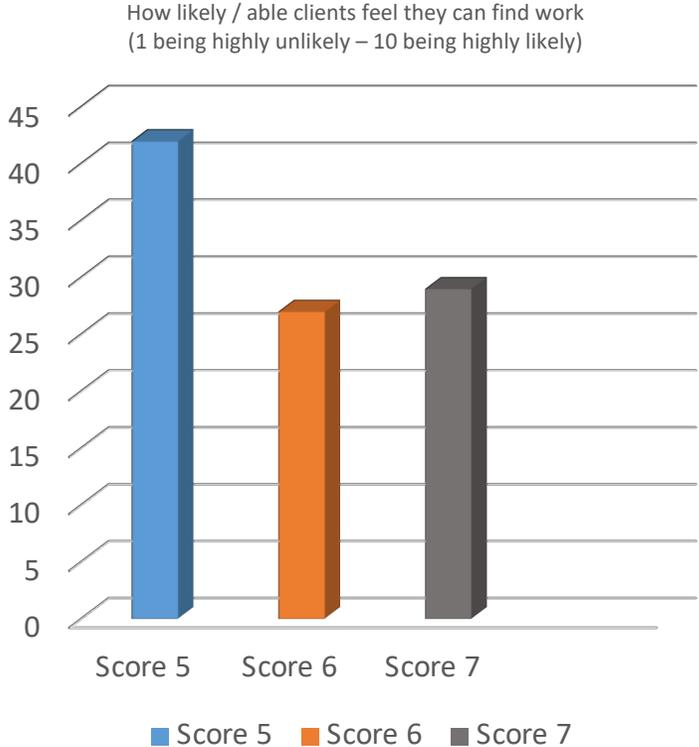


■ Church Street ■ Harrow Road  
■ Maida Vale ■ Queens Park

# Barriers to employment

When clients enrol with our Service, the majority of residents feel unsure about whether they actually can find work. The biggest barrier to employment reported by our clients is childcare.

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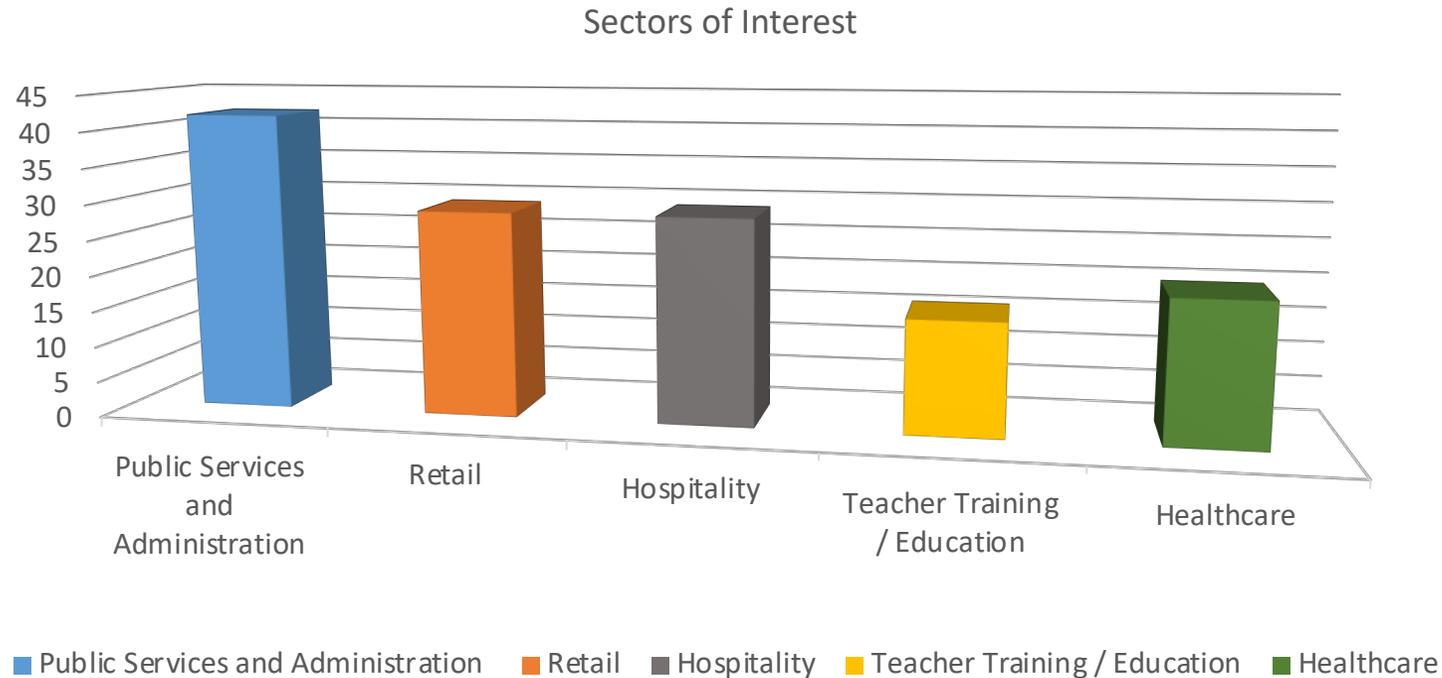


# Career & jobs which our users are interested in

The top 3 sectors / roles which our clients are interested in are Public Services & Administration, Retail and Hospitality /Events Management.

We use intelligence to source the right job opportunities to meet the needs of our clients.

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# What our Service users say

From our recent Public Health evaluation, service user feedback was overwhelmingly positive.

- Clients highly value the person-centred approach adopted by our Employment Coaches, who reportedly go above and beyond to support clients with their employment, education and wider needs.
- By contrast, client's experiences of clients that had previously used an alternative employment service were not positive. Service users expressed that it was impersonal, did not tailor jobs to individual's needs and did not provide support with any element of the application process e.g. CV preparation or interview skills.

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***'You know the good thing with [the Coach], she's not an officer, she's a friend, you can feel free to discuss with her your situation'***

# 7. Ambition & Plans for 2019

# Priorities

Our ambition in the next 12 months is to continue to improve the quality of our offer, help more residents into work and to stay in work. We will do this by:

- Deliver additional in-work support for our clients including through 121 support, a discretionary fund and career plans.
- Increasing support available for residents with mental health illnesses and children leaving care.
- Develop our collaborations with Colleges and WAES to deliver a skills & employment offer / pledge to those that need our help the most.

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# 8. Sustainability & funding

# Overview of our funding

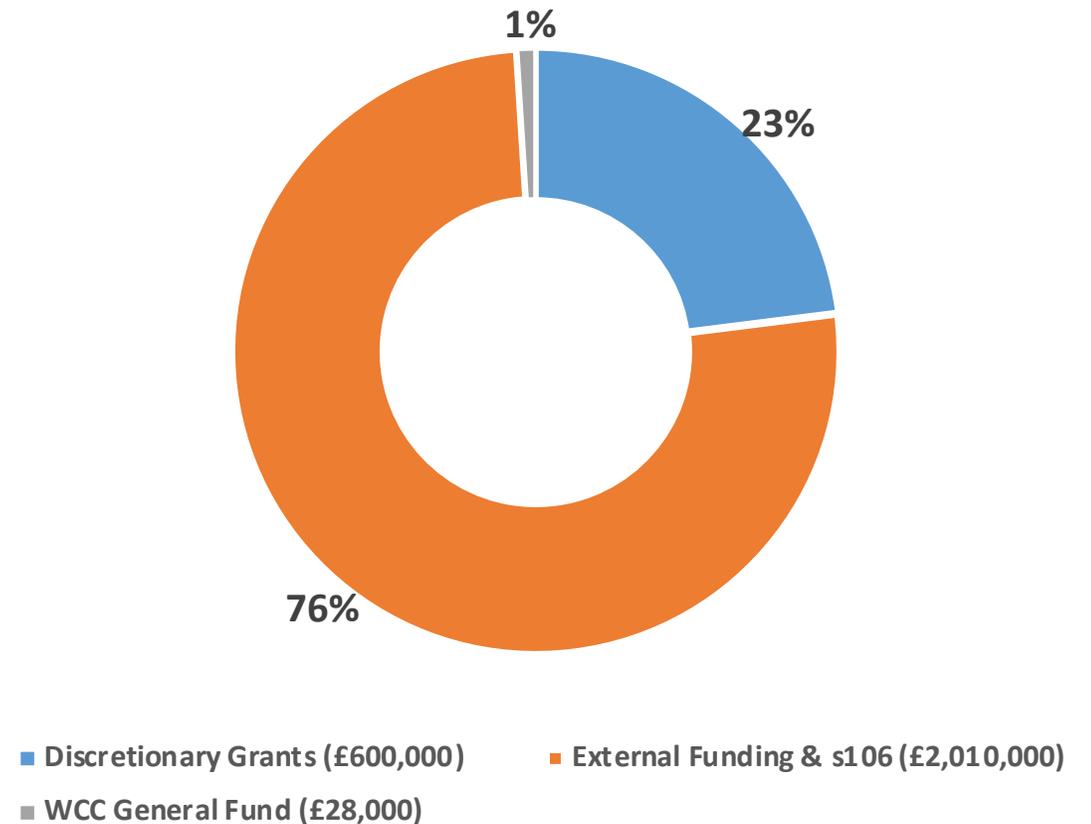
The Service is a discretionary function and the majority of funding is via external funding & s106 and discretionary WCC grants. In 2019/20:

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- Funding from 16 different funders in 2019/20
- Only 1% from the General Fund
- No guaranteed income or underwriting agreed

Most of the funding is time-limited and is not re-occurring income. It is vital to our Service that funding supports the Service but doesn't prescribe how we deliver the Service.

Source of Funding 2019-2020



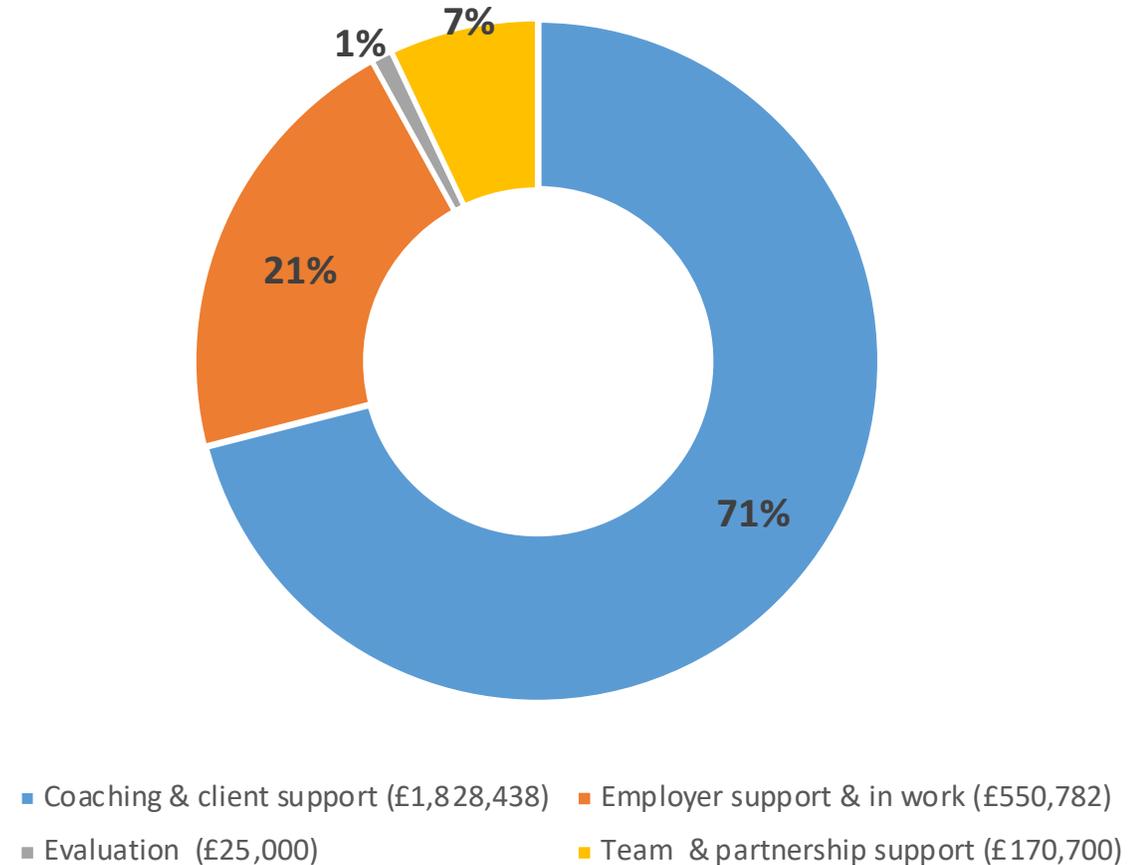
# How we spend our money

The majority of expenditure profiled is in relation to our Coaching function. In 2019, this includes external coaching support via the NHS and Green Jobs projects.

Additional profiled expenditure for 2019 includes for a whole Service Evaluation, in-work support for our clients and a new employer relations team

Our priority in the next year is to seek approval for and to implement revised s106 guidance for developers.

How we spend our money 2019-2020



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## Economic Development, Education and Place Shaping Policy & Scrutiny Committee

<b>Date:</b>	3 April 2019
<b>Classification:</b>	General Release
<b>Title:</b>	<b>2018/19 Work Programme and Action Tracker</b>
<b>Report of:</b>	Director of Policy, Performance & Communications
<b>Cabinet Member Portfolio</b>	Cabinet Member for Economic Development, Education and Skills Cabinet Member for Place Shaping and Planning
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Artemis Kassi x 3451</b> <a href="mailto:akassi@westminster.gov.uk">akassi@westminster.gov.uk</a>

### 1. Executive Summary

1. This report presents the current version of the work programme for 2018 – 2019 and also provides an update on the action and recommendation trackers.

### 2. Key Matters for the Committee's Consideration

- 2.1 The Committee is asked to:

- Review and approve the draft list of suggested items (Appendix 1) and prioritise where required;
- Note the action and recommendation trackers (Appendix 2); and
- Finalise items for the meeting on 10<sup>th</sup> June 2019.

### 3. Changes to the work programme following the last meeting

- 3.1 At the first committee meeting in June 2018, and in subsequent discussions, members reviewed and suggested items for inclusion in the Work Programme. These are reflected in Appendix 1.

- 3.2 The Committee is asked to review the Unallocated Items with a view to finalising the topics for the June meeting. The Committee is requested to note that, following the establishment of the Communities and Customer Services Policy and Scrutiny Committee and re-alignment of portfolios, some items no longer come within the remit of this committee. Officers will suggest other potential items for the Work Programme.
- 3.3 The Committee may wish to deal with these Unallocated Items as substantive agenda items at a subsequent meeting in the next work programme or to receive a briefing.

**If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Artemis Kassi**

**[akassi@westminster.gov.uk](mailto:akassi@westminster.gov.uk)**

**APPENDICES:**

**Appendix 1-** Suggested Work Programme

**Appendix 2-** Action and Recommendation Trackers

**Economic Development, Education, Community and Place Shaping Policy and Scrutiny Committee**  
**2018/2019 Work Programme**

<b>ROUND ONE</b> <b>11 JUNE 2018</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor David Harvey Cabinet Member for Economic Development, Education and Community
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Richard Beddoe Cabinet Member for Place Shaping and Planning

<b>ROUND TWO</b> <b>17 SEPTEMBER 2018</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To receive an update and provide "critical friend" challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Community
Social Value	To review the social value work which Westminster is undertaking (including the changing nature of Social Value, the scale of the opportunity, its work with Heart of the City, section 106, CIL and the role of technology)	Greg Ward
SEND Strategy (briefing)	To review the Strategy and provide comment	Ian Heggs

**ROUND THREE  
19 NOVEMBER 2018**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To receive an update and provide "critical friend" challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Community
Education – School Organisation and Investment Strategy	To receive an update and provide comment on the strategy	Ian Heggs Wendy Anthony
Early Years Funding	To review nursery funding (member request)	Ian Heggs Anita Stokes

**ROUND FOUR  
30 JANUARY 2019**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To receive an update and provide "critical friend" challenge	Councillor Richard Beddoe Cabinet Member for Place Shaping and Planning
City Plan	To review the draft City Plan and provide comment as part of the consultation process	Julia Corkey Ezra Wallace
Education – School Performance report	To evaluate areas of success and areas to be developed. To make recommendations	Ian Heggs Richard Stanley

**ROUND FIVE  
3 APRIL 2019**

<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To receive an update and provide "critical friend" challenge	Councillor David Harvey Cabinet Member for Economic Development, Education and Skills
Employment Support	To review the provision of employment support	Greg Ward

<b>UNALLOCATED ITEMS</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Westminster Employment Service/Hubs linked with adult education	To review the Westminster Employment Service one year on, with particular focus on the assistance provided to the long-term unemployed (member request)	Greg Ward
Active Westminster	To review, including an update on Moberly Sports Centre	CCS Policy and Scrutiny Committee
BIDs	To review the work of these and similar council-supported bodies (member request)	Greg Ward
Libraries Advisory Board	To review how scrutiny's previous recommendations have been acted upon	Michael Clarke
Create Church Street	To review this project, supporting and encouraging arts and culture in a local community	CCS Policy and Scrutiny Committee
Made in Libraries/Fun Palaces	To evaluate key areas of success of the Made in Libraries pilot project and where lessons learnt are applicable to the Fun Palaces national scheme pilot	Michael Clarke
Healthy Eating and Physical Activity in Schools	To review how healthy eating and physical activity are supported in Westminster schools (member request)	
The Planning Process	For the committee to be briefed on the planning process in the City	Michela Leoni/Marina Mollà Bolta

**TASK GROUPS AND STUDIES**

<b>Subject</b>	<b>Reasons &amp; objective</b>	<b>Type</b>
Access to culture	To review how Westminster families, particularly those on low-incomes, can access culture within the City (member request)	Task Group commissioned at committee meeting in November 2018. First meeting held.
Volunteering in Westminster	Scope of volunteering in Westminster. Evaluate the cost of volunteering to individuals and organisations. What value does volunteering add to those who receive volunteering and volunteers themselves? Long-term impacts of volunteering. Investigate whether the council should do more to direct volunteering towards priorities	Task Group

## ACTION TRACKER

### Economic Development, Education, Community and Place Shaping Economic Development, Education and Place Shaping

<b>ROUND 4</b> <b>30 January 2019</b>		
Agenda Item	Action	Status/Follow Up
Item 4 Cabinet Member Updates Policy and Scrutiny Portfolio:	The Committee requested that the Independent Operational Review on the Early Years' Service be circulated to the Committee.	Completed
Cabinet Member for Economic Development, Education and Community	The Committee requested a briefing note on how residents were being informed of the 30 hours free childcare for working parents of 3 and 4 year olds	Completed
Item 5 Cabinet Member for Place Shaping and Planning	The Committee requested an update on the Berkeley Square project.	In progress
	The Committee requested a briefing note on whether one of the outcomes of the Planning Review was to provide an Advice Planning Service to residents	In progress
Item 6 School Performance Report (2018)	The Committee requested that the validated progress data for the Primary phase be sent to the Committee).	Completed
	The Committee requested a briefing note on School Attendance in Westminster schools in the past 5 years	Completed
	The Committee requested a briefing note on staff retention in Westminster schools compared to other local boroughs	Completed
	The Committee requested a briefing note on the number of fixed term exclusions in Westminster schools compared to other local boroughs	Completed

<b>ROUND 3</b> <b>19 November 2018</b>		
Agenda Item	Action	Status/Follow Up

Item 5 Cabinet Member Updates Policy and Scrutiny Portfolio: Cabinet Member for Economic Development, Education and Community	The Committee requested a briefing note on the Active Streets Pilot.	Completed
	The Committee requested a briefing note on whether 'Active Minutes' in Westminster's schools had increased in the past year.	Completed
	The Committee requested a briefing note on the next steps for Special Educational Needs and Disabilities (SEND) in Westminster.	In progress
Item 6 Cabinet Member for Place Shaping and Planning	The Committee requested an update on the Berkeley Square project.	In progress
Item 7 School Organisation and Investment Strategy 2018	The Committee requested that they receive regular updates regarding the potential expansion of Pimlico Academy (particularly Professor Ryan and Councillor Andrea Mann).	Completed. Committee to receive updates when available
	The Committee requested a briefing note on the capacity/admission criteria of the Sir Simon Milton Foundation UTC.	Completed
	The Committee requested to see the report commissioned on staff turnover in Westminster's schools.	Completed
Item 8 Early Years	The Committee requested a briefing note outlining how the Early Years Team would be updating their operational procedures.	Completed

<b>ROUND 2 17 September 2018</b>		
Agenda Item	Action	Status/Follow Up
Item 5 Cabinet Member Updates Policy and Scrutiny Portfolio: Cabinet Member for Economic Development,	The Committee requested that detailed data/financial implications for services be included in future reports.	Noted
	The Committee requested a briefing note on the operation of the Brexit Helpline including the questions asked and the number of calls received.	Completed

Education and Community	The Committee requested a briefing note on the operation of the resident's discount offers at the Moberly and Jubilee Sports Centres.	Completed
	The Committee requested to see the September newsletter produced by the Kings Business School.	Completed
	The Committee requested a briefing note regarding the Hub Westminster shareholder dispute including the outcome from the meeting in October.	Completed
	The Committee requested a briefing note regarding the individual funding for each pupil the introduction of The National Funding Formula for schools.	Completed
	Councillor Harvey to arrange a meeting with Councillor Mann to discuss the development of the new Cultural and Heritage Strategy.	Completed
Item 8 Social Value Presentation	The Committee suggested that the diagram on how Section 106 Employment and Skills Commitments works be made available to members/business/public	In progress

<b>ROUND 1 11 June 2018</b>		
Agenda Item	Action	Status/Follow Up
Item 5  Policy and Scrutiny Portfolio: Cabinet Member for Economic Development, Education and Community	Site visit to the Sir Simon Milton Foundation Technical College	Completed. Visit by members scheduled for April 2019
Item 6 Cabinet Member Updates: Policy and Scrutiny Portfolio: Cabinet Member for Place Shaping and Planning	Briefing note on the payment of the Community Infrastructure Levy for the committee	Circulated and completed



**RECOMMENDATION TRACKER**  
**Economic Development, Education, Community and Place Shaping**  
**Economic Development, Education and Place Shaping**  
**Policy and Scrutiny Committee**

<b>Recommendations from the meeting on 19 November 2018</b>
<b>RECOMMENDATION 1</b>
Work with primary schools to identify creative ways of meeting the financial challenges caused by surplus primary school places.
<p><b>Cabinet Member comments:</b></p> <ul style="list-style-type: none"> <li>• We will work with schools (and the academy sponsors/Diocesan authorities where appropriate) to identify opportunities to protect the viability of schools and bring forward initiatives which support the City for All objectives.</li> <li>• Training sessions will be offered to all schools with surplus places that have a deficit budget position or are at risk of moving into a deficit budget. Officers will support schools in producing deficit recovery plans. All options including federating schools and having joint leadership teams will be discussed.</li> </ul>
Recommendation is <b>AGREED</b>
<b>RECOMMENDATION 2</b>
Seek good examples from other local authorities to learn from their strategies for dealing with financial challenges caused by primary school place surpluses and improve existing practices.
<p><b>Cabinet Member comments:</b></p> <ul style="list-style-type: none"> <li>• We are aware that many authorities across London face similar challenges. We will be contacting them directly and through representative bodies such as London Councils to identify suitable policies</li> </ul>
Recommendation is <b>AGREED</b>
<b>RECOMMENDATION 3</b>
Review ways of gathering data to identify the number of children eligible to the free entitlement to nursery provision with a view to ensuring that those who are eligible can access the offer
<p><b>Cabinet Member comments:</b></p> <ul style="list-style-type: none"> <li>• We use the DWP list of families who they have identified as eligible and reach out to those identified using various methods including outreach home visits.</li> <li>• As a means of further promoting the free entitlement, officers have recently</li> </ul>

introduced a new initiative called Busy 2s. This has involved the introduction of a 'ticket' as part of the initial letter to parents. The letter (laying out instructions and ticket) is sent in a blue envelope addressed to the child. Parent takes this Busy2s directly to the pre-approved setting and child can start as soon as possible in the relevant term.

- Once the child has accessed Busy 2s for a term, the parent is sent a personal invite from the Early Years Service to attend an employment, training or volunteering event delivered by FACES to arrange a one-to-one as some parents may not want to attend an event. Parents are then tracked to ascertain whether their child would be eligible to access 30 hours' childcare once they turn three years.
- The initiative, whilst in its infancy, has been successful in bringing together a more collaborative approach with partners across the Early Years sector and FACES.

Recommendation is **PARTIALLY AGREED**

#### **RECOMMENDATION 4**

Facilitate the sharing of knowledge or lessons learnt from the outstanding nursery schools within the city, especially concerning provision for nursery pupils with SEND.

#### **Cabinet Member comments:**

- Verbal update to be provided at the committee meeting.

Recommendation is **AGREED/PARTIALLY AGREED/NOT AGREED** (*delete as appropriate*)