



**City of Westminster**

**Economic Development, Education, Skills and  
Place Shaping  
Committee Briefing**

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**Author:** Councillor David Harvey

**Portfolio:** Deputy Leader and Cabinet Member for  
Economic Development, Education and Skills

**Please contact:** David Lee  
[dlee@westminster.gov.uk](mailto:dlee@westminster.gov.uk)

**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.

**Economic Development**

**1. 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 and 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<sup>st</sup> 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 spring 2019.

## 2. Business & Enterprise

### Connect Westminster

- 2.1 The Connect Westminster Project has been running since August 2017, providing SMEs in Westminster and the WEP area of Camden with vouchers worth up to £2,000. This is to upgrade their broadband in order to future proof gigabit capable connections. A total of £2.8m is available for this purpose, partly funded through ERDF.

To date we have achieved the following:

Applications received	529 (153 connected to date)
Funding allocated	£974,621.32
Suppliers registered	147
Average download speed uplift	1,636%
Average upload speed uplift	9,327%

- 2.2 An evaluation has been commissioned to scrutinise what the impact the scheme is having on the recipients' productivity as well as creating case studies on a number of the participants.

## **Digital Street Markets**

- 2.2 In November, a £1.2m European Regional Development Fund application was submitted to support market traders and businesses to allow them to benefit from trading online. If successful, the project will deliver a free Wi-Fi offer for market traders to enable card payments on the market, free digital, commercial training for traders and start-up support for new businesses. We expect to hear whether the bid has been successful next month.

## **Westminster Enterprise Week**

- 2.3 Westminster Enterprise Week 2018 took place from 12 – 18 November 2018 as an official partner of Global Entrepreneurship Campaign. The Business Team has supported entrepreneurs to bring together an exciting schedule of activities and experiences, including practical workshops, pitching sessions, tours of industry workspaces, panel discussions, business challenges and assemblies.
- 2.4 Westminster Enterprise Week provides an ideal opportunity to demonstrate the excellent enterprise support and opportunities available to young people within the Borough.

Young people engaged	1,078
Number of events	24
Attendees happy with events	94%
Better understanding of business & enterprise	88%
Schools engaged	9
Businesses engaged	28

A full evaluation of Westminster Enterprise Week is available on request.

## **Pop-Up Business School**

- 2.5 The second Westminster Pop-Up Business School took place at Paddington Arts between the 26 November and 7 December 2018. The event was collectively funded by Derwent London, Octavia Housing Association, Blenheim Drug and Alcohol support service and the City Council.
- 2.6 The Pop-Up school will deliver a further two-week programme expanding on previously covered sessions. These will cover keeping customers, pitching products and services, negotiation, website development and increasing income.

Number of attendees	148
Average number of days attended (max 10)	6.4
Percentage who are ready to trade following the course	30%
Percentage who are almost ready to trade following the course	69%
Made a sale	21%
Percentage of participants who were unemployed	39%

A full evaluation of the Pop-Up Business School is available on request.

### **3. Enterprise Space**

- 3.1 Following the launch of Paddington Works in November 2018, the team received 20 applications for the Resident Enterprise Development Scheme. This is an offer to local residents of three months of free co-working space at Paddington Works.
- 3.2 Pop-Hub enterprise space at Leicester Square continues its fit out. One floor is currently occupied by a number of creative entrepreneurs. The co-working space offers a desk at £65 a month, significantly below the market average. The centre will be fully open in February. The space will provide 8,000 square feet of affordable workspace.
- 3.4 The Council continues to facilitate enterprise space although as the market for this develops, will take more of a facilitating role without being directly involved in future shareholding. This plays to the Council's strengths while de-risking the programme.

### **4. Youth Engagement**

- 4.1 A large amount of activity is planned during Q4 of 2018/19. During this period the following activities are planned:
- Hospitality Week, will take place between 25 February and 8 March 2019. The intention is to raise awareness about the various careers available to young people in the sector.
  - Westminster STEAM Week, will take place from the 11 to the 15 March 2019. This week will raise awareness of the opportunities in areas such as Science, Technology, Engineering, Arts and Maths. Partnering with employers, the team will deliver a programme of events to showcase these sectors.

- National Apprenticeship Week, will take place from 4 to the 8 March 2019. The programme will emphasise engaging employers on apprenticeships.

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

5.1 **The Westminster Employment Service is on track to support 750 residents into employment in 2018/19.** The actual figure up until November 2018 was 611 and over 200 further residents have been supported with work placements and volunteering to assist them to progress into work. The Service also supports residents with long-term health conditions, barriers to work and, disabilities. The current average time our clients have been unemployed before starting our programme is two years.

5.2 **Innovation** - Five Business Improvement Districts have expressed an interest in co-designing a hospitality and careers project with the Council and have committed over £175,000 for a new service, to be launched later in the spring. The team will use the results from a City wide business survey. Isabelle Bernard has been appointed as the interim project manager. Our aim is to launch a service later in the spring and by May 2019.

5.3 **Young People & NEETs** - The WES, in collaboration with Children's Services, has re-established the NEET (not in education, employment or training) panel. The panel's role is to increase 16-18 participation in education, employment or training. The Employment Service roles will co-ordinate the panels, cross check data and provide primary employment pathways.

5.4 **Learning & peer review event** – On 12 December 2018, a HELP (Housing Employment Learning Project) Peer Review event was held at Park Plaza Hotel in Victoria. The day was introduced by the Leader of the Council. Professor Nicholas Pleace, Director of the Institute of Housing Policy at the University of York, reviewed the project and presented to National and Local Housing and Employment Organisations from the UK and across Europe. The audience included delegates from Malta, Lisbon, Belgium, Netherlands, and Finland.

5.5 **Social Value** - Lauren Bailey has joined the team to help Council contractors to meet their Social Value commitments. The team also completed the process to appoint an operator to run the **City Hall Café**. A Social Enterprise is our preferred supplier. The successful provider will be announced later in January 2019. Our ambition is to create a Café that operates as a training

facility. All staff will be paid the London Living Wage and support will be in place to help people with barriers to work and disabilities. Our provider is also committed to a no single use plastics policy and will host events in the community to promote healthy eating. Participants will include with local schools.

5.6 **Mental Health & Employment** – The team has designed a new employment offer for residents with common or complex mental health problems with NHS Trust. The new service will build on existing activity delivered across London’s secondary mental health services and will involve integrating employment specialists into primary care health teams. General Practitioners will be able to refer to the service which will be live from April.

5.7 **WES Case Study** - Kieron De-Courci (Kie) is the Troubled Families Employment Advisor (TFEA). He is employed by the DWP and is based at Westminster City Council at Frampton Street and also at City of Westminster College, at their Maida Vale Campus. Kie has regular caseload review meetings with Will Miller, the Deputy Service Manager at Westminster Employment Service. These review progress with the residents he works with.

5.8 Below is a case study detailing Kie’s work with a resident which was well received by his DWP colleagues as a case study at a recent conference. The study demonstrates the joined-up nature of Kie’s work.

#### **Persistence and working with partners yields results**

5.9 Kie began working with Raja in November 2016. At the time Raja was claiming Employment and Support Allowance. On returning to Jobseeker’s Allowance, according to Kie, Raja experienced “a definite boost in enthusiasm”. Kie started to see her at the Maida Vale Campus of City of Westminster College, a convenient location for Raja. He initially referred her to Get Set UK, for a catering role. Raja was not successful as it came to light that she had a criminal record she had assumed was spent. Kie then put Raja forward for a role with McDonald’s, again through Get Set UK. Unfortunately, this role did not give her the flexibility she needed to meet her childcare needs.

5.10 In December 2017, Kie referred Raja to Gingerbread, which provides single parents with the skills and opportunities needed to gain employment.

5.11 Raja successfully completed their course and was subsequently put forward for a job with Marks & Spencer’s in March. At 20 hours per week, this tied-in well with her childcare commitments.

- 5.12 After working for Marks & Spencer for a month, Raja decided to apply to Caterlink for a dinner lady role as this better suited her childcare commitments. With support from GetSet and Kie, she was successful. However through no fault of her own, Raja fell into rent arrears. Kieon attending a Homelessness and Employment Learning Project (HELP) roundtable meeting raised Raja's rent payment issues with a Senior Benefits Policy Officer. The officer in question investigated further and promptly resolved her rent arrears.
- 5.13 It has been quite a journey for Raja but with a successful conclusion. This could not have been done without Kie's ongoing support and the network of professionals that he called upon - including Raja's Work Coach, Pat Cummings; additional support for her childcare needs; the HELP team; GetSet and Gingerbread. This all round teamwork has led to a positive transformation in Raja's life.
- 5.14 Kie recently spoke to Raja who has been offered a permanent place in a school. This has significantly boosted both her wellbeing and confidence.

## **6. (WAES) Westminster Adult Education Service**

### **London New Year's Day Parade (LNYDP) 2019.**

- 6.1 WAES led Westminster City Council's float entry for the London's New Year's Day Parade on 1 January 2019, titled '*Westminster's World in a Suitcase*'.
- 6.2 Our float was inspired by the stories of people who have travelled to Westminster, seeking a new future through employment, education and housing or visiting famous landmarks. The float celebrated how the borough supports people across the world, offering life-changing opportunities in their 'City for All'. Our parade entry was a collaborative project with the innovative storytelling company *A World in a Suitcase* leading the creative design and *DreamArts*, who created songs and dances for the Parade. Both organisations work to inspire and transform people's lives through the arts. Although, not the winning entry this year, the partnership work with the organisations involved celebrated the diversity of the communities that we work with and seek to engage positively.

### **Leader's Christmas card**

- 6.3 WAES learners on our community-based watercolour classes were given the opportunity to design the Leader's 2018 Christmas card. These learners are all aged over 55. The winner and all learners who submitted entries attended a reception hosted by the Lord Mayor, Councillor Lindsey Hall and the Leader of Council, Councillor Nickie Aiken at which the winning entry was unveiled.

- 6.4 These community classes promote lifelong learning, supports community cohesion and helps to improve health and well-being. The winner in her press release stated:

*“I started the art classes provided by Westminster Council at a very difficult time in my life. They are affordable and welcoming to everyone. I found that I enjoy painting and it has tremendous benefits to my health - my blood pressure went down and my spirits lifted. The teaching is excellent and being in a class with others is great fun”.*

### **2018-19 Update and Self-Assessment Report (SAR) 2017/18**

- 6.5 WAES has had a busy start to the 2019 Spring Term. Doors opened on 2 January 2019 to welcome new learners and returning learners progressing to the next stage of their programme. Our learner numbers at the end of the autumn term had improved significantly compared to the same time last academic year.
- 6.6 Our Self-Assessment Report (SAR) for 2017-18 will be submitted to Ofsted by 31 January 2019. We have self-assessed as “good” based on the outturn of results last year and our assessment against the key judgements. This is a good outcome, particularly balanced against the challenges with changes in qualifications and funding methodology.
- 6.7 The launch of the WAES new strategic plan will be take place in February, marking the start to a new way of delivering for all our stakeholders, with a clear focus on ensuring that all our learners regardless of their starting points are well supported to achieve their goals. More details to follow in the coming weeks

### **Open events at WAES**

- 6.8 The Service held two open events in November and December. The first open event of the academic year was hosted at our Pimlico centre on 14 November. This vibrant event set out our curriculum offer. Work from the Fashion, Floristry and Graphic Design departments was showcased, to name just a few, giving prospective learners the opportunity to ‘have-a-go’ and experience hands-on learning. It was a lively evening with learners taking their next step towards their career aims by taking advantage of the advice and guidance available.
- 6.9 On 13 December 2018, the Lisson Grove open event celebrated learners’ enterprise skills with sales in Christmas floral displays and ceramics. The curriculum displayed a broad variety of ‘have a go’ activities. Our learners with learning disabilities and difficulties managed the refreshment stand and served visitors a complementary hot chocolate and mince pie.

- 6.10 The next event is on Saturday 2 February 2019 and will be held at the Lisson Grove centre. Doors open at 10am and close at 2pm. The campaign for the event is 'Love learning' where learners will be able to enrol on new programmes and progress from one level onto the next.

### **Community and Family Learning**

- 6.11 The WAES Family and Community Learning team has a wide reaching delivery across Westminster, and is involved in many projects.
- 6.12 This year WAES is working in partnership with 21 organisations across Westminster, delivering 31 community learning funded projects. Our key focus for this round of funding was on Health and Wellbeing and Digital Inclusion Learning projects for hard to reach learners based in Westminster. Outlined below is an overview of some of the projects:

#### **The West End Community Trust**

##### **(a) Project: Smartphone**

- 6.13 To enable older and long term unemployed people better understand the functionality of their smart phones and tablets so that they can fully utilise the capabilities of the device.
- 6.14 To increase community cohesion by recruiting volunteer tutors from the local business community and the local Soho Parish School.

##### **(b) Church Army - Marylebone Project**

###### **Project name: Pathway to Independence**

- 6.15 To equip the women with the knowledge and the tools needed to recognise potential threats that could put their personal life at risk in different contexts.
- 6.16 The project will support the women's journey towards living an independent life and to develop awareness and confidence. In particular, it will focus on delivering life skills sessions around: Self-defence, Sexual Health, Street Safety, Safeguarding, Domestic Violence Awareness, Drug & Alcohol and Harm minimisation, CyberSafety, Fraud Awareness and Healthy Relationships.

##### **c) WAES Family Learning:**

###### **Project name: FRED - Fathers Reading Every Day**

- 6.17 This is a Family Learning literacy project with Edward Wilson School, encouraging fathers to read with their children every night and as a result improve their reading age and attainment.

#### **d) Maida Hill Place**

**Project name:** The Big Eat III

- 6.18 Courses will prepare participants for paid work in the catering industry; setting up a market-based food business; and encourage further study for a City & Guilds cooking qualification. Particular emphasis will be placed on the underlying nutritional value of food with an introduction to plant-based menus.

#### **e) Greenhouse Sports**

**Project name:** Just for Women

- 6.19 Weekly workshops to provide local female residents aged 19+ from the Church Street ward with the opportunity to take part in regular physical activity in a safe, fun and female-only environment.

### **7. Education and Schools**

#### **School inspections**

- 7.1 Since the last scrutiny meeting three Ofsted inspection reports have been published for the following schools: Ark Paddington Green Academy, Barrow Hill Junior School and the Dorothy Gardner Centre. The quality of education at both Ark Paddington Green and Barrow Hill Junior was judged to be good with significant strengths. The Barrow Hill report commends the impact of leadership in the school: '(the headteacher), the governing body and the senior leadership team have together created a culture of continuing improvement. This is seen in pupils' very strong progress in reading, writing and mathematics, and across the wider curriculum'.
- 7.2 The Ark Paddington Green Academy report also recognises the quality of school leadership and the high quality professional development '*The quality of staff training and development is exemplary. This made a significant contribution to improving the quality of teaching and pupils' outcomes.*' In recent years the education service has worked closely with both schools to provide appropriate support, challenge and advice and help to bring about these outcomes. This included close joint working with the school's governing body as they developed a plan to convert to academy status with Ark in 2018 in order to improve standards.
- 7.3 The report on Dorothy Gardner judges the school to be requiring improvement. Under the leadership of the new executive head teacher and with the support of the education service an action plan is in place to address the areas for improvement that were highlighted in the inspection. A new school improvement board is in place, led by the newly appointed chair of governors, and an external governance review is underway. The inspectors recognised the positive impact of the new executive headteacher in taking forward the school: '*(He) is ambitious for the children at the school. He has*

*provided a renewed sense of direction and motivated staff, governors and parents and carers. This is now having a positive impact on the pace of improvement'*

- 7.4 The current percentage of schools in Westminster judged to be good and outstanding is 95% compared to the national average of 86%.

### **Early Years Update**

- 7.5 An independent operational review was undertaken of the two sovereign early years' teams in Westminster and RBKC between July and October 2018. Both councils, whilst committed to delivering improved outcomes for children and young people are under increased financial pressure with reduced funding from Central Government. In particular, there is a need to future proof services for 0-5 year olds and build a high quality network of provision, as well as further develop and protect extended wrap around provision for 0-14 year olds (25 years with SEND).
- 7.6 The outcome of the review recommended the integration of the two early years teams into one Bi-Borough Childcare & Early Education Service to facilitate streamlined leadership and management and a more integrated approach to providing sufficient good quality early years provision and childcare across the whole early years sector including schools for 0-14 year olds.
- 7.7 It was acknowledged that there is insufficient understanding of the current childcare market to enable identification of gaps in provision and the potential for growth particularly around school age childcare.

### **Background & Rationale for change**

- 7.8 In March 2018 the dissolution of Tri-Borough arrangements and the move to new Bi-Borough Children's Services resulted in an opportunity to look at and clarify current roles and responsibilities within the two Early Years Teams in WCC and RBKC and their operational functions. The landscape for early years nationally has changed with the introduction of the Early Years Funding Formula (EYFF), implementation of 30 hours free childcare for working parents of 3 & 4 year olds from September 2017 and uncertainty surrounding the future funding of maintained nurseries.
- 7.9 The statutory duties placed upon each local authority set out in Childcare Act (2006) and Children & Families Act (2014) will be met in full by offering a more integrated service through more collaborative working with partners in Social Care, Education and Health; and by creating greater synergy between all providers of Childcare and Early Education. The review recommendations

will support both boroughs in increasing the number of children achieving a good level of development (GLD) at age 5. Moving forward, the service will in partnership with School Standards focus on raising attainment for the most disadvantaged children and narrowing the gap between the attainment of children eligible for Free School Meals and those who are not.

### Next Steps

- 7.10 A 30-day staff consultation will be launched on 8 January 2019 and will run until the 8 February 2019. The consultation process should be completed and the results finalised by the 15 February 2019 at which point the new Bi-Borough Childcare & Early Years Structure will be published.

### **Update on the expansion works at King Solomon Academy**

- 7.11 The expansion of King Solomon Academy to provide 150 extra secondary school places over a five- year period has moved a step closer with the appointment of Morgan Sindall under a Pre-Contract Services Agreement. Works are due to begin this term to refurbish Ark Paddington Green so that primary pupils across both sites can start there in September 2019, at which point work will begin at KSA to provide the additional secondary places. The scheme will be completed by September 2020. The new schools will provide three forms of entry throughout. Ark Paddington Green will also get a new nursery in a separate building and, at a later stage, a new MUGA. KSA will benefit from a new dining hall by enclosing what is currently an open atrium. ARK are also contributing £1.1M towards the project.

### **Progress with delivery of the WCC SEND Strategy**

- 7.12 A new SEND strategy and action plan was launched in April 2018, alongside a complex Joint Strategic Needs Assessment for Westminster. There has been good progress since then:
- The views of children, young people and parents are being captured through the Parent Carer Forum, working groups and surgeries feeding into CFA board.
  - We provided schools with guidance on their statutory duties in readiness for the new academic year in September 2019.
  - We developed a quality assurance framework – in the absence of a national framework – meaning more EHCP are good quality aligning this with the increase in the number of plans completed in 20 weeks.
  - A focused audit has taken place of looked-after children with EHCPs and an audit of home-educated children with EHCPs will take place shortly.

7.13 For the Local Offer a rigorous self-evaluation is in place, regularly updated and published on the Local Offer website. A Bi-Borough Local Offer Steering Group oversees delivery of an Action Plan that is owned by a dedicated Local Offer Coordinator. The Group is co-chaired by parents from WCC and RBKC and includes officers from Education, Health, Social Care and Adults Services.

7.14 Local Offer Parent Champions operate in Westminster, supporting the promotion of the website through community connections. We are also working with local schools to develop and promote good practice.

### **New Supported Internship offer from September 2019**

7.15 As part of our commitment to support young people with special educational needs and disabilities in their preparation for adulthood, our Education and Economy teams are working together to develop a Westminster Supported Internship programme, which will be delivered with local partners, including City of Westminster College from September 2019.

7.16 Supported Internships give young people aged 16-24 with special educational needs and disabilities real-life work opportunities to develop their work-related skills, including qualifications, with the intention that this could lead to permanent employment. They are structured study programmes delivered by further education providers, however, they are based primarily at an employer and most of the learning is undertaken in work placements. While in a placement, the interns receive support from a Job Coach, while employers are given training and support so that they can effectively mentor the young people that they are working with. Interns on our programme will work in three placements during the academic year and, as the lead employer, Westminster City Council is planning to provide a wide range of placements across the organisation.

7.17 Over the coming months, we will be developing and finalising the details the programme, including the specific work placements that the Council will be offering. We will also be promoting the programme with local families, delivering open days and undertaking the recruitment process for potential interns. We will continue to update the Committee as this progresses.

## **Schools funding announced for 2019-20**

### **7.18 Additional Funding for High Needs and Dedicated Schools Grant Settlement 2019/20**

On 17 December 2018 the Secretary of State (SoS) for Education announced additional revenue funding in 2018-19 and 2019-20, and extra capital funding in 2019-20, to provide support for children and young people with special educational needs and disabilities (SEND), as well as the 2019-20 Dedicated Schools Grant (DSG) allocations to local authorities (LAs).

### **7.19 Additional Funding for Children and Young People with SEND**

Concerns have been raised by schools, colleges and LAs about the pressures on high needs budgets where the costs are rising. Additional high needs funding allocations were announced across all local authorities, of £125 million in each of 2018-19 and 2019-20. The allocation for Westminster City Council is £481,248 for both 2018-19 and 2019-20 which will go towards the current 2018/19 annual forecast overspend on the high needs block of £621,000. A further £100 million top-up to the Special Provision Capital Fund in 2019-20 was announced. This additional funding will provide more SEND places in schools and colleges.

7.20 To support LAs in carrying out their statutory EHC plan assessment process and to support schools and colleges in their work with families, funding was announced for training more Educational Psychologists (EPs), to reflect increased demand. Classroom teachers and those in training will also have a greater focus on supporting children with SEND.

### **DFE Settlement 2019/20**

7.21 The distribution of the DSG to local authorities is set out in four blocks for each authority: a schools block, a high needs block, an early years block, and the central school services block.

7.22 Table 1 shows the published final 2019-20 allocations of Schools Block funding, Central Schools Services block funding and High Needs block funding compared to 2018/19. The initial allocation for the early years block is included.

Table 1 – Provisional NFF and DSG in 2019/20

<b>Block</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Change</b>	<b>% Change</b>
Schools	£112.414m	£112.171m	-£0.243m	-0.22% / +1% per pupil
High Needs *	£25.151m	£25.896m	+£0.745m	+2.96%
Additional High Needs Funding 17/12/18	£0.481m	£0.481m	-	All additional funding
Central School Services	£1.120m	£1.086m	-£0.034m	-3.04%
Early Years**	£13.396	£13.491m	+£0.095m	+0.71%
<b>Total</b>	<b>£152.562m</b>	<b>£153.125m</b>	<b>+£0.563m</b>	<b>+0.37%</b>
Allocation is before deduction for academies				
*before deductions for High Needs Places				
** Early years 2019/20 allocation is the initial allocation				

7.23 The provisional schools block funding is £112.171m based on 18,382 pupils which is a reduction of 204 pupils (minus 460 primary pupils and plus 256 secondary pupils). This is a 1% per pupil increase. Primary schools with falling rolls will need to consider how to set balanced budgets and the education finance team will support them.

### **Passenger Transport**

7.24 The procurement for Passenger Transport minibus service is due to be launched in January 2019. The service provides for children with special educational needs eligible for travel assistance to school or college, and vulnerable adults travelling to day activities as part of their social care provision. The new service has been designed incorporating feedback from consultation and engagement and provides an opportunity to formalise service improvements for better contract management.

7.25 The new contracts will be jointly procured with the Royal Borough of Kensington and Chelsea. Contract award recommendations are expected in May 2019, for contracts to be awarded in June 2019. This will enable successful providers time to work with the Council, partners, parents, carers, schools and day centres to ensure a smooth transition to new arrangements. Successful providers will be required to take into account the individual needs of each service user and offer 'meet and greets' to service users and families in advance of the service commencing.

7.26 The service will commence for vulnerable adults in August 2019 and eligible children from September 2019.

## **School Meals**

- 7.27 There are currently 34 primary schools in Westminster provided with a school Meals service from a centrally managed contract which is due to end in April 2019, with provisions to extend the contract further if required. A review and consultation exercise took place with schools, parents and pupils to understand the strengths and shortcomings of the current school meals contracts and to help inform recommendations on future options.
- 7.28 The broad themes of the engagement feedback are that while some schools are happy with the service, for others the service is not performing to expected standards despite there having been some improvements. Most schools expressed a wish to recommission the provision themselves to achieve a more bespoke service that is responsive to their requirements. Out of 34 schools, 32 have opted-in to extend the existing contract for 12 months up to April 2020.
- 7.29 The extension will enable service continuity while giving schools the opportunity to design and buy school Meals service that meets their requirements. Schools have already begun forming clusters to enable them to benefit from economies of scales and shape the service according to their agreed requirements and priorities.
- 7.30 The Council is offering a programme of information, advice and guidance to support schools. This includes an overview guide, sharing best practice from other schools and facilitated workshops with expert speakers.

## **Trailblazer Site: Young People's Mental Health School Support Teams**

- 7.31 The government published a Green Paper in December 2017 to develop plans for improving emotional wellbeing and mental health support for children and young people. Following a highly competitive national bid process, West London CCG (NHS), in partnership with MIND and the Royal Borough of Kensington and Chelsea (RBKC)/Westminster City Council (WCC), have been chosen to be part of the first wave of Trailblazer sites for the new Mental Health Schools Support Teams.

The programme will cover the West London CCG catchment area which consists of all of RBKC and wards in North Westminster above the Harrow Road.

7.32 The Trailblazer programme will provide a significant enhancement to local emotional wellbeing services for children and young people 5-18 years. The programme is fully funded for the first 2 ¼ years. The new service will be provided by MIND, the mental health charity, and will be targeted at low to moderate mental health needs working alongside existing CAMHS services. The programme consists of two new teams totalling 16 specialist child emotional wellbeing and mental health staff. Staff in the new service will participate in a specialist emotional wellbeing training programme and will be placed within the schools setting. Schools eligible for the programme will be expected to appoint a mental health lead and asked to host a trainee beginning in late March 2019. The teams are expected to be fully operational by December 2019.

### Update on Speech and Language Therapy Services

7.33 Commissioners have been in discussions with counterparts in the CCG to agree a revised costing model for Speech and Language Therapy across Westminster and Kensington & Chelsea to better reflect the statutory responsibilities of both organisations. A breakdown of areas of responsibility are set out below. These will be subject to a formal agreement or contract with the CCG.

Service	Funding responsibility
<b>Early Years</b>	
<b>Universal and Targeted</b> Support and training for early years settings and parents	CCG
<b>Specialist</b> <ul style="list-style-type: none"> <li>• Assessment of all children 0-5 with SLCN</li> <li>• Treatment of all children 0-5 with SLCN where speech and language therapy is not specified in Section F of an EHC Plan.</li> </ul>	CCG
<b>Specialist</b> Treatment of all children with speech and language therapy specified in Section F of an EHC Plan.	LA
<b>Specialist</b> Treatment of all children in Reception Year	LA / CCG

<b>Education</b>	
<b>Universal</b> Range of training courses to support identification of children with SLCN.	CCG / LA
<b>Targeted</b> SALT support to schools to support a whole-system approach to children's communication	LA / Schools
<b>Specialist</b> Delivery of all SALT specified in Section F of EHC Plans	LA
<b>Specialist</b> <ul style="list-style-type: none"> <li>• Delivery of all SALT specified in Section G of EHC Plans</li> <li>• Delivery of health-related interventions such as dysphagia or dysfluency</li> <li>• ASD diagnosis service</li> </ul>	CCG

7.34 The next step will be to formally agree this position with the CCG and finalise the demand based cost model that has been developed in conjunction with this agreement. This in turn will form the basis of a financial agreement with the CCG that will outline the funding of the Speech and Language Service going forward.

7.35 Furthermore, contract arrangements for speech, language and communication needs are being refreshed from April 2019 in line with the current contract end. It is not anticipated that there will be a new provider at this time or that there will be major disruption to existing provision, however, there will be an increased focus on developing a more graduated offer of support. Under the new arrangements the Local Authority will be the lead commissioners for the school age Speech and Language Therapy Service and the Clinical Commissioning Group (Health) will be the leads for the early years' service. Both the Local Authority and CCG will continue to oversee the provision jointly.

7.36 The key new areas of focus for the specification are:

- Building on the existing training offer and support to schools to directly deliver a stronger early intervention targeted offer, and;
- Looking at the interface between the early years' service and the school age service to improve school transitions for children and young people.

Some of the recent developments within the service including:

- A range of training opportunities available to schools, practitioners and parents from the Therapy Service and the Westminster Training and Outreach Team to support the development of a whole-system approach to speech, language and communication;
- A termly newsletter from the Speech and Language Therapy Service;
- Waiting times in early years having significantly improved for pre-school children meaning they are receiving intervention earlier (within 6 weeks for the majority of children), and;
- The first of a series of dedicated speech, language and communication focused sessions was held in October at the SENCO forum to support best-practice sharing.

## **8. Sports and Leisure**

### **ActiveWestminster Awards 2018**

- 8.1 In December 2018, 220 guests gathered at Lords Cricket Ground to celebrate the achievements of all those that contribute to Physical Activity, Leisure and Sport in Westminster. Guests and award finalists were joined by the Lord Mayor and sporting celebrities to announce the winners across 10 award categories. The 2018 awards received a total of 170 nominations and an increased number of unique nominations than 2017 (unique nominations equate to different individuals). 220 guests attended the awards in total, which is on a par with 2017.
- 8.2 Engagement on Twitter surpassed the amount of traffic/communications from 2017 and we used Instagram this year for the first time. 3,475 accounts were reached on Instagram with over 300 viewers (not followers).
- 8.3 The team have already started to consider lessons learnt and will be considered the 2019 event in the next couple of months to mark the 10<sup>th</sup> year anniversary of these highly successful awards.

## **Chelsea Barracks Sports Centre**

- 8.4 The legal agreements for the Sports Centre have now been finalised and the planning reserve matters approved demonstrating good progress has been achieved given the size and complexity of the wider Programme. There is a requirement to fund the future fit-out works for the leisure centre, which is currently scheduled to start construction in Q3 2023 and complete and open in Q4 2026 and ensure it is accounted for with the General Fund Capital Budget.
- 8.5 The provisional sum forecast is £6m based on the works carried out by the Cost Consultants Paragon last year and includes indexation. The project has a notification mechanism 24 months, prior to implementation so further details will be provided nearer the time, once final dates and costs are finalised in that period leading up to construction. Growth, Planning and Housing colleagues are liaising with Finance on this issue. Officers have also registered an interest to apply for CIL funding to fund two moveable floors in the swimming pools and this will be progressed as detailed design evolves. The Developer is indicating good progress is being made with other phases of the project and there may be an opportunity to deliver the community facilities earlier than predicted. This will need to be considered in further detail in the coming months.

## **Paddington Recreation Ground – Playground Works**

- 8.6 The children's playground at Paddington Recreation Ground is currently undergoing a major renewal following consultation last year as the previous playground required refurbishment to ensure continued safety and engagement of users. Following the consultation period, Ruth Willmott Associates (RWA) along with the winning bidder, Playscheme, produced designs incorporating feedback from playground users to create a wholly redesigned space for play. The new designs promote play that is inclusive, and challenging where appropriate, whilst also being safe and fun. RWA/Playscheme's design has a strong focus on nature and use of natural materials, and introduces children to new concepts for play.
- 8.7 Although there is no firm delineation between age groups in the play area, there is a transition from facilities suitable for very young children to those suitable for older children, and plenty of points at which parents can observe and even participate. The works have begun and are expected to conclude by end of Spring 2019.

## **9. Voluntary and Community Sector (VCS)**

### **VCS Support Contract**

- 9.1 The Voluntary and Community Sector Support Service, which One Westminster are contracted to deliver, acts as a conduit between the City Council and the large and complex range of organisations that make up Westminster's Voluntary and Community Sector. It also supports the sector in a wide variety of ways, such as facilitating networking; promoting and advocating on behalf of the sector; and enabling access to training, infrastructure support and other useful resources.
- 9.2 The Policy and Strategy team, which manages the VCS Support contract, is working with several other council teams to ensure that One Westminster's contribution complements other work streams aimed at delivering social impact, e.g. the council's wider work on employment and skills, business engagement, the Heart of the City initiative, our Responsible Procurement approach and the Lion Awards.
- 9.3 A key area for potential development is this contractor's involvement in our Corporate Social Responsibility agenda – this may include development of a CSR 'brokerage' service, to connect local businesses with charities in their immediate area, which was introduced as part of the new contract specification last year.
- 9.4 One Westminster are also heavily involved in our wider Community Strategy work – see below.

### **Westminster Advice Services (WASP contract)**

- 9.5 A full procurement procedure took place last year to recommission Westminster's advice services, which provide information and guidance for residents on a wide range of issues, from benefits and housing to health, wellbeing and employment. The new contract absorbs Licensing Advice, the Public Health-commissioned Advice Plus service and debt advice previously provided by CityWest Homes to their residents into the overall service specification.
- 9.6 The new specification focuses on outcomes, ongoing service development and effective partnership working between the contract provider and a wide range of local stakeholders including health partners and VCS organisations. Areas of focus for 2019 will include support for EU nationals living in Westminster who have concerns about their status in the run up to Brexit. Note there is a dedicated helpline for this - the new low- cost number is: 0300

330 9011. The telephone service is available on Tuesdays and Thursdays - 11am – 2pm.

## **10. Libraries**

### **Priorities for the libraries and archives service, 2019/20**

- 10.1 Priorities in the Libraries and Archives 2018/19 business plan included improving the libraries' working culture and a renewed focus on promoting reading as part of the service's purpose to help people to Read, Learn, Connect. It is intended that the foundations of a motivated and purposeful team will enable the delivery of the service operating model and future strategy. Evidence to suggest the success of the approach is emerging, and includes an 11% rise in the staff engagement index in the council's staff engagement survey Our Voice. Successes with the renewed focus on supporting and promoting reading include the launch of the new Library App.
- 10.2 A new business planning approach for the service has been implemented for 2019/20, which harnesses the knowledge of staff from across the service. The first draft of the plan for 2019/20 will be completed by 1 March 2019, and shared with key stakeholders for comment, ready for its implementation from 1 April 2019. This is linked in to the Council's medium term financial strategy and the business planning process in the wider City Management and Communities directorate, of which libraries and archives are part.

### **Overview**

- 10.3 The library service is delivered through a shared arrangement with Hammersmith and Fulham, and Kensington and Chelsea. The service vision is to support everyone in Westminster to read, learn and connect – with each other, communities and the Council. The Council remains committed to keeping its libraries open and accessible to all.

### **Key/Current Issues**

Key challenges and risks include:

- Changes in customer demand resulting in requirements for new digital services to be provided alongside existing print and analogue formats, which may increase costs although there are also opportunities for more efficient provision.
- Increasingly diverse use of library spaces, and potential for conflict between differing needs and uses

- Cost of maintaining busy public buildings such as libraries to an appropriate standard.
- Declining income from traditional sources such as charges for overdue books and loan of CDs, and the need to develop new sources of funding that are complementary to residents' expectations of what libraries are for

### **Marylebone library**

- 10.4 A feasibility study to determine the deliverability of the revised scheme to reopen the disused larger pool at Seymour Leisure Centre, which would require changes to the proposals for the library is under consideration, with a decision expected by the end of January 2019. Subject to approval a timeframe for engagement and consultation will be revised. The revised scheme will provide a better outcome for residents, with a much enhanced leisure offer and a slightly larger space for the library, which would be allocated over 1000 m2 in an integrated design.

### **Seymour Leisure Centre/New Marylebone Library**

- 10.5 Following public consultation regarding potential works to the small pool it was agreed in the summer to carry out a feasibility exercise to ascertain whether it would be possible to remodel the existing Seymour Leisure Centre and build a main 25m pool and teaching pool where the existing sports hall is currently located. The sports hall would be moved to a new mezzanine floor to be constructed above the pool hall.
- 10.6 iCON Building Consultancy have completed their feasibility report for the remodelling of Seymour Leisure Centre as well as incorporating a bigger library with its own entrance on Bryanston Place. The report indicates that the project is deliverable in terms of construction but flags that this is subject to listed building consent being achieved. Pre-application advice from the Conservation Officer has indicated that if there is a strong case from users and stakeholders for introducing the mezzanine floor then it is more likely to be accepted. It should be noted that there is precedent for similar schemes being approved and successfully delivered and iCON have experience in this particular specialism. A project team workshop took place on 12 December 2018 to discuss the findings and progress design issues as well as look at governance, procurement and stakeholder engagement. Following the workshop iCON are amending the plans to reflect feedback particularly relating to the operational management and design of the library.

- 10.7 The key issue on this project will be seeking Cabinet Member approval to proceed and to find the shortfall in capital funding required to deliver the project, addressing the planning and heritage issues and bringing together the internal project team to deliver a scheme that is a success for both services. Community Services are working closely with Libraries, Growth, Planning and Housing and Finance colleagues and will present a draft Cabinet Member Report at the February Capital Review Group (CRG) for consideration. If the report findings are approved by the CRG then the Cabinet Member Report will be formally submitted to the Cabinet Members for approval in March. Consideration is being given to stakeholder communications, further rounds of engagement and consultation will need to be planned in the coming months ahead of planning and listed building application submissions later this year.

### **Move to BiBorough library service**

- 10.8 In December 2018, Hammersmith and Fulham council signalled it wanted to end the agreement for a shared TriBorough library service after six years of working together. Westminster City Council, together with Kensington and Chelsea, indicated that they will form a BiBorough library and archive service in place of the current arrangements.
- 10.9 The aim will be for a seamless transition to new arrangements, with any impacts on library service users minimised. A project team is being set up to manage the transition, and timescales, milestones and arrangements for staff will be agreed between the three boroughs as part of the process. Useful feedback from the disaggregation of other services from Tri to BiBorough provision is being studied.

### **Libraries advisory board**

- 10.10 The Council established an advisory board in 2017 to advise it on the long term future for libraries in Westminster and to assist in the formulation of a long term strategy. The board is chaired by Chris Cotton DL, and concluded its programme of visits and evidence-gathering in early autumn.
- 10.11 A draft report is now nearing completion, and is expected for publication in early spring, accompanied by a programme of engagement with library service users, residents, stakeholders and staff.

### **Registration Service**

- 10.12 The service continues to seek new ways to maximise income and is trialling the extended use of Old Marylebone Town Hall as a venue for hire for events in addition to weddings and ceremonies, on a commercial basis. The service

has also introduced a facility for wedding customers to book their ceremony room for an additional hour for a drinks reception immediately after their ceremony. These new initiatives are being evaluated on a trial basis for impact and viability, and will be extended if they prove popular and provide an additional income to support overall targets.