



City of Westminster

Economic Development, Education and Place Shaping P&S Committee

Date:	3 rd April 2019
Classification:	General Release
Title:	Update from the Cabinet Member for Economic Development, Education and Skills
Wards Affected:	All
Key Decision:	No
Financial Summary:	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 21st 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
- 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, 4th April**, for council suppliers, contractors and developers.
- **Westminster Job Fair, 1st May, Landsec, 80 Victoria Street** - this will be our 2nd job fair and follows the success of our first job fair held last October.

6.10 **Social Value** - The City Hall Café on the 19th 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.