



Decision Maker:	Cabinet
Date:	15 th July 2024
Classification:	General Release
Title:	North Paddington – Years' 2-4 Programme of works
Wards Affected:	Westbourne, Harrow Road, and Queen's Park
Policy Context:	Delivery Programme (Fairer Westminster)
Key Decision:	Yes
Financial Summary	Request approval to spend the remaining assigned North Paddington General Fund budget (£9.994m Capital and £1.572m Revenue) to deliver years' 2 to 4 of the programme.
Report of:	Debbie Jackson, Executive Director of Regeneration, Economy, and Planning

1. Executive Summary

- 1.1 This report sets out the next steps for the place-based North Paddington Programme (the Programme), which aims to support Westminster City Council's on-going commitments to creating a Fairer Westminster.
- 1.2 The Programme focuses on tackling social-economic and health inequalities in the northwest of the Borough (including the wards Harrow Road, Queen's Park, and Westbourne) where communities are known to experience some of the highest levels of multiple deprivation.
- 1.3 Through continuous relationship building and by embedding community engagement within the North Paddington Programme, the Council further aims to become more responsive to local needs to better support community outcomes.
- 1.4 As the Programme moves into its second year, this report follows the Year 1 Programme of works, (approved by the Cabinet Member of Economic Development and Planning on 2 October 2023) and seeks approval to spend the remaining assigned North Paddington General Fund budget (**£9.994m Capital and £1.572m Revenue**).
- 1.5 In addition, it looks to delegate decisions to the Executive Director of Regeneration, Economy and Planning, to start the indicative Years' 2-4 programme of works, as shown in **Appendix 1**, with flexibility and scope to respond to forthcoming feasibility results and reprofiling needs.
- 1.6 This report sets out how local community participation has helped input the indicative Years' 2-4 programme of works, with Council staff working alongside North Paddington stakeholders and residents. It also outlines the prioritisation criteria applied by officers, to inform these discussions.
- 1.7 Finally, this report explains how the Programme's approved governance arrangements will ensure ongoing cross-service working and offer checks and balances as the Programme continues.

2. Recommendation(s)

That Cabinet:

- 2.1 Approves spend of the remaining North Paddington budget (as described in Section 7 of this report), subject to further feasibility and project scoping (where required) detailed in this report, to fund the Years' 2-4 indicative programme of works, as detailed in **Appendix 1 ("Years' 2-4 Programme of Works")**.

- 2.2 Approves the Years' 2-4 indicative programme of Works (**Appendix 1**) and notes that some of the indicative Years' 2-4 programme of works' projects will, enter a feasibility and pilot stage, if required, before moving to full delivery (subject to due diligence), by drawing on the full North Paddington years' 2-4 budget.
- 2.3 Delegates authority to the Executive Director of Regeneration, Economy and Planning, (subject to recommendation 2.2 above), to initiate and deliver projects in the Years' 2-4 indicative programme of works; conduct any necessary procurement exercises; agree commercial terms and enter into all associated legal agreements and documentation subject to the agreement of the Director of Law.
- 2.4 Delegates authority to the Executive Director of Regeneration, Economy, and Planning to amend, reprofile and reallocate any underspend from the year 1 Programme to Years 2-4 Programme of Works and amend, reprofile reallocate and spend funds earmarked for the North Paddington Programme on Years' 2-4 programme of works, where such changes should not exceed the overall budget envelope, as detailed in Section 7 of this report.
- 2.5 Notes the findings from the Year 1 North Paddington Review (by evaluators RealWorth) and notes its recommended steer for future focus as detailed in **Appendix 7** of this report.

3. Reason(s) for Decision

- 3.1 Approval is required for the delivery of the Years' 2-4 programme of works.
- 3.2 These decisions reflect approvals for the proposed programme of works, delegated authority and spend approvals, which govern the overall Programme.

4. Year 1 engagement and moving to Year 2

- 4.1 Wards in North Paddington area are among the most disadvantaged in the City, facing significant income and health inequalities compared to neighbouring wards within Westminster.
- 4.2 Adopted in April 2021, Westminster Council's City Plan (2019-2040) outlines how North Paddington has long contained some of Westminster's most deprived areas, with lower levels of qualifications, earnings and health, and higher levels of worklessness, than elsewhere in the city. It is an area requiring coordinated intervention to tackle persistent levels of inequality.

- 4.3 In February 2023, when the North Paddington Programme was formally approved, it adopted 2 key workstream commitments. The first, (Year 1 workstream, 2023-24), was an initial programme, with the aim of building momentum and impact in collaboration with strategic North Paddington community stakeholders.
- 4.4 This allowed the Council to kickstart delivery and create its Year 1 programme of works, centred on year 1 priorities, which were developed in collaboration with the external stakeholders who form the North Paddington Partnership Board and internal services.
- 4.5 In addition, at the heart of the North Paddington Programme was the Council's ambition to create meaningful change, reflecting the wants and needs of wider North Paddington communities.
- 4.6 To achieve this, in Year 1 of the Programme, the Council prioritised time and dedicated engagement resources, to develop and strengthen relationships with wider local North Paddington grassroots communities.
- 4.7 This work included setting up a new local Council base, within the Harrow Road ward, to improve Council visibility and presence in the area and assigning WCC engagement officers to each of the 3 wards.
- 4.8 In doing this WCC officers were able to spend quality time listening, learning and building trust with local stakeholders, including residents; Ward Councillors; businesses; Community Champions; Neighbourhood Forums, and community originations.
- 4.9 Wider community engagement was further achieved by officers setting up monthly community workshops, visiting community group activities, attending regular Neighbourhood Forum meetings; supporting other WCC services with their North Paddington consultations and by hosting weekly engagement stalls alongside Harrow Road Community Champions, in the Maida Hill Market public realm.
- 4.10 To respond to community requests for better communication on the Programme and Council activities in the north-west of the borough, in November 2023, the Council began publishing its first quarterly 'North Paddington News' newsletter.
- 4.11 Newsletters are posted to every household across North Paddington, and part of the newsletter focuses on celebrating the brilliant projects and achievements of local people and community organisations.
- 4.12 Similarly, online, in January 2024, the Council created a dedicated North Paddington Common Place page, allowing communities to share feedback and views on local matters which are important to them.

- 4.13 In summary, officers used various engagement mechanisms, both at a hyperlocal and cross-ward level, to generate wider community sign up and interest in the Programme’s longer-term priorities.
- 4.14 Improved community relationships and local buy-in, allowed the Council to segue to its second workstream commitment, focused on developing a longer-term programme change from year 2 onwards, building on and adding to the initial programme of work to effect meaningful transformation with the support of local people.
- 4.15 To achieve this, from January 2024, WCC officers created “**Strategic Delivery Theme Groups**”, to co-design change with local North Paddington community voices at its heart.
- 4.16 In total 7 strategic delivery theme groups were set up, with participants in each group consisting of WCC officers, partners, local North Paddington providers’ and community organisations; Neighbourhood Forum members; business owners and residents.
- 4.17 These strategic delivery groups mirrored the 7 thematic areas set up in Year 1, as shown in **Table 1** below.

Table 1: Breakdown of the 7 Strategic Delivery groups

1	Climate and Net Zero
2	Communities and Connections
3	Crime and Safety
4	Health and Wellbeing
5	Housing and Homelessness
6	Jobs, Money, Economy, and Training
7	Neighbourhood, PlaceShaping and Environment

- 4.18 In delivering the strategic delivery theme groups, participants worked collaboratively on their specific theme area with Council officers until May 2024, to identify priorities and develop proposals to enable better outcomes for communities in North Paddington.
- 4.19 When sessions ended, each of the 7 groups agreed a longlist of recommended concept proposals to be considered for funding and delivery through the North Paddington Programme.
- 4.20 To avoid duplication and create interlinks and join up between the different theme groups, WCC officers from the North Paddington team both chaired and attended all sessions, to ensure effective oversight and understanding of all emerging priorities.

- 4.21 In doing so, when listening to local community members across groups, share they were able to identify re-occurring community needs, and set out areas of focus, which projects from all theme groups could come under. These areas of focus are outlined in **Table 2** below.

Collective areas of focus identified from all 7 theme groups	
1	Strengthening the networks across the Council and partners/VSC through better co-ordination and Council support
2	Test and trial new approaches to address longstanding issues
3	Infrastructure and capacity building within the community
4	Review on internal systems

5. Prioritisation criteria and shortlisting Years 2-4 Programme of Works

- 5.1 As outlined in the Financial Implications section of this report (Section 7) the North Paddington Programme was allocated an approved £20m budget in February 2023 (£16m Capital and £4m Revenue to be used flexibly for possible projects). This placed limits on the volume of proposals the Programme can fund within its current lifespan.
- 5.2 Therefore, when starting each of the 7 strategic delivery theme groups, participants were tasked to focus on ideas which evidenced adding value, creating sustainable change that can continue when funding stops; building capacity within the community and/or informing wider systems change.
- 5.3 Once the Strategic Delivery theme groups finalised their recommendations, given proposals significantly exceeded the available budget, an internal prioritisation process was undertaken to initiate conversations required, to finalise the indicative years 2-4 programme of works.
- 5.4 **Appendix 4** of this report, shows the prioritisation criteria applied to scoring, closely aligned with the framework agreed and developed in year 1, in consultation with the North Paddington Partnership Board.
- 5.5 Potential projects were scored according to:
- The impact of the project to the community (value for money; sustainability, additionality; according to the contribution to Programme

outcomes and the degree of impact on a vulnerable group or on a population).

- The input required (resources required, timeline for outputs, and the feasibility/complexity impact on intended outcomes)

- 5.6 This initial internal exercise resulted in Council officers drafting a recommended shortlist for the Years' 2-4 indicative programme of work. **Appendix 2**, of this report outlines in **Table 3**, the projects developed by the delivery theme groups, which scored lower and were not recommended for funding. A brief explanation is also included in **Appendix 2**.
- 5.7 To progress, the list of indicative proposals has been tested and discussed with the North Paddington Partnership Board (24 May 2024); with internal service leads and delivery partners, at the North Paddington Programme Board (3 June 2024) and with the North Paddington Programme Leadership Forum (June 2024)
- 5.8 These final meetings provided stakeholders with the opportunity to review, challenge and revise the indicative years' 2-4 programme of works.
- 5.9 WCC Officers then utilised the feedback from these forums to finalise the recommended Years' 2-4 Programme of Works, as shown in **Appendix 1**.

6. Approval to initiate Delivery

- 6.1 The North Paddington Programme is a cross-cutting delivery initiative, thereby requiring cross-service and external buy in to succeed. As agreed in the February 2023 Cabinet report, decisions impacting other Council departments will be taken according to existing Council decision making processes, policies and delegations.
- 6.2 This will be supported by the approved governance arrangements for the North Paddington Programme shown in **Appendix 3**, aimed to provide robust oversight and assurance of the Programme. It is to be noted that the forums are advisory boards only and not decision making bodies. The governance model for the North Paddington Programme is not intended to replicate or conflict with existing Westminster City Council processes or schemes of delegation, rather to ensure that the collective resources of the Council are best deployed collaboratively to maximise positive outcomes for local communities.
- 6.3 It is important to note, projects outlined in the years' 2-4 programme of works, are at varying stages of development, where for some, they are either more progressed or a continuation of previous work, and therefore ready to initiate.

- 6.4 In other cases, further project scoping is required, in advance of delivery sign off, to determine how and if they are continued.
- 6.5 For projects which require further scoping, **Table 3** below outlines the proposed steps to be taken to determine whether they progress to delivery.

Table 3 - Steps to initiate delivery

Step 1	<p>Following Cabinet approval, it is expected where required, Officers will proceed commencement of the scoping of some of the projects listed in Appendix 1, to determine the optimum delivery route to deliver the intended outcomes.</p> <p>Any contractual appointments for feasibility works will need to go through normal Council processes for approval, which will include engagement with Procurement and Commercial Services to ensure contractual competence and terms of engagement.</p>
Step 2	<p>Findings will be shared and reviewed by the Executive Director of Regeneration, Economy and Planning.</p> <p>Delivery routes and finalised procurement pipeline to be discussed and agreed with the North Paddington Leadership Forum; The North Paddington Programme Board; Commercial Gateway Review Board or equivalent (for procurement approval) and Capital Review Group (as required) in accordance with Council's approval processes.</p>
Step 3	<p>Confirmation and decision will be taken by Executive Director of Regeneration, Economy and Planning to determine whether to commence project delivery.</p>
Step 4	<p>Procurements commenced, finalised and legal agreements to be completed as required.</p>

- 6.6 As outlined in Table 3, following the outcome of the scoping and pilot work for some of the Indicative Works, the Executive Director of Regeneration, Economy and Planning, will have the authority to take a decision, subject to financial and legal due diligence, to commence a project into full delivery.
- 6.7 While delegated authority rests with the Executive for Regeneration, Economy and Planning, delivery responsibility is distributed across the Council.

- 6.8 Full collaboration and buy in will be ensured through the cross-Council programme governance.
- 6.9 In the event the scoping work changes the budget requirement for a project, the Executive Director of Regeneration, Economy and Planning will take the decision to assess how funds can be best utilised, subject to the approval of recommendation 2.4 in this report.
- 6.10 Where feasibility or concept development work changes the nature or outputs of the projects to some extent, this will be shared and reviewed with community partners, in the spirit of the ongoing community collaboration.
- 6.11 There are some projects within the indicative years' 2 to 4 programme of works which do not require additional feasibility or scoping of works as they have either been on-going since Year 1 of the Programme or have low risk and therefore can proceed. Should they proceed without scoping or feasibility the projects will be subject to review (including legal and financial) at the stage the Executive Director of Regeneration Economy and Planning considers exercises the delegation to proceed, as provided in this report.

Monitoring and Evaluation

- 6.12 To ensure the Council is continually improving and making decisions, which deliver best value for money for North Paddington communities, the Council is keen to make sure there is good quality evidence on the impact of delivery to date, and a clear plan for evaluating the impact of the work planned.
- 6.13 To accelerate the work on this, and provide an independent and impartial perspective, the Council commissioned RealWorth, a social value consultancy, to conduct a review of the Programme to date, and to provide a framework for monitoring and evaluating the programme, which it is expected will be primarily carried out by the in-house analytical team.
- 6.14 The evaluation provides the Council an independent perspective on the work carried out in year 1 of the Programme and recommends appropriate performance metrics for the projects in years 2 to 4, with suggestions for approaches to evaluating whether and how the projects have delivered the expected benefits
- 6.15 The full Year 1 evaluation of the Programme and future recommendations can be found in **Appendix 7**, the Year 2-4 Theory of Change Framework is still in development, both will be publicised and published on the North Paddington webpage within the next 3 months.
- 6.16 RealWorth summary of Year 1: Despite its brief duration, the North Paddington Programme has effectively initiated capacity building within local organisations,

facilitating skill transfers and fostering collaboration. This collaborative approach has already shown early-stage benefits in service delivery and has significantly strengthened community connections, including ties with the Westminster City Council (WCC). However, continued efforts are needed to build trust, optimise resource use, avoid duplication, and develop monitoring mechanisms that grant more autonomy to organisations. Capacity building remains crucial to ensure the Programme's benefits extend beyond its four-year lifespan.

7. Financial Implications

Capital

- 7.1 In March 2023, Full Council approved the North Paddington Capital Expenditure budget of £20m within the Capital Programme from 2023-24 to 2026-27 and is to be spent on priority projects within the three North Paddington wards.
- 7.2 Throughout 2023-24 the budget was revised to reflect additional revenue requirements (£4m) and a budget transfer to Corporate Property to contribute to the Queens Park Family hub (£2.4m). Following these revisions the available budget stood at £13.6m.
- 7.3 In 2023-24 the Year 1 Programme of Works, which totalled £3.606m was also developed. Following these committed sums the remaining unallocated budget available for the Year 2 to 4 programme is £9.994m. The capital and revenue projects included in Year 1 are available in **Appendix 5** of this report.

Table 1: Capital budget movements

North Paddington budget	(£000's)
Approved capital budget	20,000
Less revenue allocation	(4,000)
Less Queen's Park family hub budget virement	(2,400)
Sub total	13,600
Less Year 1 committed spend	(3,606)
Remaining budget	9,994

- 7.5 The remaining budget will be used to fund the Years' 2 to 4 projects identified in **Appendix 1**. These projects total £9.945m and therefore can be funded within the remaining budget.

- 7.6 The amounts allocated within the Year 2 to 4 programme are based on very high-level indicative costs and consequently it is possible that the total actual costs will be below the total budget envelope. However, should any future additional Capital budget be required then a request will be made through the established financial budgetary processes, which includes senior finance officer review, Capital Review Group and Cabinet approval.
- 7.7 In 2024-25, £1.550m of the expenditure budget has been allocated to invest in infrastructure within the Council's housing estates. These projects have been identified in **Appendix 1** and **Appendix 5**. It is important to note that the overall budget envelope for the North Paddington Programme remains at £20m and the majority of this budget is funded by Community Infrastructure Levy (CIL) as it concerns infrastructure investment in the borough.

Revenue

- 7.8 As noted above, £1m revenue has been allowed for each year in the Programme, 2023-24 – 2026-27, which is making use of the sufficient revenue contributions in the capital programme to allow for flexibility.
- 7.9 In 2023-24 Year 1 of the Programme funds were allocated to identified projects totalling £2.428m, this includes several projects which cover the total period of the Programme. This leaves £1.572m to be allocated to the year 2 – 4 projects
- 7.10 The proposed revenue projects identified in Appendix 1 total estimated £1.546m and does not exceed the remaining allocation available.
- 7.11 To ensure spend does not exceed the allocated budget, a review of revenue costs will be reassessed following further scoping and feasibility work. Anything over and above this would need to be requested through the Council's Medium Term Financial Planning (MTFP) process.
- 7.12 For assurance and to monitor the development of the revenue allocation, the Executive Director of Regeneration, Economy and Planning will report back on revenue spend to both the North Paddington Leadership Forum and North Paddington Programme Board on a quarterly basis.
- 7.13 A further project for Homelessness has been identified for £0.355m which is outside of the funding allocations from the North Paddington budget. This project is included within **Appendix 1 (Table 2)** as a project which will be supported by the North Paddington Programme resources. Funding from the Invest to Save reserve has been agreed.

Year 2 to 4 Programme – Approvals to spend.

- 7.14 For most projects, the indicative Years 2 to 4 Programme of Works has been developed using internally generated estimated costs. Currently proposals have not been presented to the Capital Review Group.
- 7.15 Some projects, before initiating project delivery will require WCC officers need to conduct additional feasibility and scoping work to evidence value for money and impact for these projects. To move to delivery, the Executive Director of Regeneration, Economy and Planning will review such scoping works and authorise delivery commencement in line with the recommendations within this report
- 7.16 WCC officers do not anticipate there will be significant costs incurred to complete that scoping work, as this work will be completed in house by existing officers who form the North Paddington Delivery team.
- 7.17 This means, the recommended schedule of projects available in **Appendix 1** is subject to change but will be fully costed and approved by the Executive Director of Regeneration, Economy and Planning as the individual projects progress. Section 6 of this report outlines each proposed stage to be taken to move the less developed projects to delivery.
- 7.18 Any new project or existing project changes (as set out in **Appendix 1**) will be reviewed and approved by the Executive Director of Regeneration, Economy and Planning, to allow small projects to progress at pace.
- 7.19 Any cost allocation changes implemented through the approval routes set out above will remain within the current Capital budget allocation.
- 7.20 Subject to approvals in this report, the Executive Director of Regeneration, Economy and Planning will consider proposed changes and the results from the feasibility and scoping work and will brief the Council's North Paddington Leadership Forum and the North Paddington Programme Board accordingly.
- 7.21 Should any future additional Capital budget be required for the North Paddington Programme, then a request will be made through the established annual financial planning processes.
- 7.22 Should any future additional Revenue budget be required over and above this allocation, then this will need to be requested through the Medium-Term Financial Planning Process, subject to full Council approval each year.

8 **Legal and Governance Implications**

- 8.1 The Council has a general power of competence under Section 1 of the Localism Act 2011; this is the power to do anything an individual can do provided it is not prohibited by other legislation.
- 8.2 The Council has the power under Section 111 of the Local Government Act 1972 to do anything which is calculated to facilitate or is conducive or incidental to the discharge of its functions.
- 8.2 Section 3 LGA 1999 requires an authority "to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness" ("the best value duty"). It also obliges the authority to consult certain groups of persons "for the purpose of deciding how to fulfil the duty".
- 8.3 Any sub-contracting requirements will need to be awarded in line with the Council's Procurement Code and subject to the Public Contract Regulations 2015 (Procurement Act 2023 when in force) as applicable.
- 8.4 As the projects within Years' 2-4 Programme of Works are yet to be finalised or near to being, each project will need to be assessed and all necessary legal and statutory implications (depending on the nature of works to be delivered) will need to be considered by officers on a case-by-case basis, and prior to taking the decision to proceed with the project in line with the Record of Officer Executive Decision
- 8.5 For example, implications of the Subsidy Control Act 2022 may need to be considered and if HRA assets are subject to investment there may considerations of under the Housing Act 1985. However, all the legal and statutory implications will only be considered prior to officers taking a decision to proceed with the relevant project.
- 8.6 The Cabinet Member for Planning and Economic Development has delegated authority to set strategic direction for the North Paddington Programme, including and associated financial decisions in line with the Financial Regulations of the Council. This decision is however being brought to Cabinet for decision given the cross-Council nature of the financial investment being made. This is a legitimate approach to handling this decision.
- 8.7 Future decisions which are delegated to officers in this report must be taken in line with the relevant statutory and Constitutional provisions for such decisions that are subject to the Financial Regulations, Procurement Code and Access to Information Rules. Such decisions will also be subject to approval from Commercial Gateway Review Board and Capital Review Group as required in accordance with Council's approval processes. Future Officer decisions must be documented appropriately.

9 Carbon Impact

- 9.1 Climate impacts hit the most vulnerable communities the most. Those affected by social, economic or cultural inequalities are more likely to feel the effects of poor air quality, heat stress and flooding.
- 9.2 These communities are typically less able to prepare for and recover from climate related risks and extreme weather such as heatwaves, cold spells, draughts, flooding, and storms, and are more likely to feel the effects of poor air quality.
- 9.3 Limited adaptation and mitigation measures to address climate and carbon impact will be integrated into the entire programme and its outcomes, extending beyond the boundaries of the Climate theme.
- 9.4 Climate will be embedded across all other project areas so that each project will consider its links with climate and its carbon implications as decisions are taken to proceed with any projects.
- 9.5 Projects to reduce and mitigate carbon emissions are already underway within the North Paddington area resulting from the Council's work to deliver the Climate Emergency Action Plan and achieve a net zero city by 2040.
- 9.6 Additional work is underway to build the evidence base on local sources of emissions and identify opportunities for new climate mitigation projects and increase existing delivery within the North Paddington area.

10 Equalities

- 10.1 Climate impacts hit the most vulnerable communities the most. Those affected by social, economic or cultural inequalities are more likely to feel the effects of poor air quality, heat stress and flooding.
- 10.2 The Equality Act (2010) requires the Council when taking decisions to have due regard to the need to:
 - a. eliminate discrimination, harassment, victimisation, or other prohibited conduct.
 - b. advance equality of opportunity between persons who share a relevant protected characteristic and those that do not share it;
 - c. fosters good relations between those who share a relevant characteristic and those that do not share it.

- 10.3 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and care leavers.
- 10.4 The Council needs to pay due regard to its findings when exercising its functions and making decisions regarding impacts on local communities.
- 10.5 The Council has conducted a screening Equality Impact Assessment (Appendix 5), which includes an assessment of the population data within the North Paddington area, and cross examined this against average borough-wide stats.
- 10.6 When reviewing recommendations in this report, no initial adverse impacts were identified to any protected groups at this stage of the Programme (a copy of which is appended to this report as Appendix 4). Indeed, by the nature of the programme's ambition of reducing inequalities, positive impacts and opportunities were identified.
- 10.7 The Additional Projects in the report will be further assessed during further scoping and in advance of initiating delivery.
- 10.8 Further, it was found the Programme's delivery approach, to provide cross council support and embed continuous engagement with communities and local stakeholders, heightens opportunities to develop and foster economic opportunities in these areas, in turning improving community outcomes across groups.

11 **Consultation**

- 11.1 An essential tenet of the programme is closer working and in collaboration with North Paddington ward councillors and local communities across the 3 wards to better understand priorities, challenges and opportunities from their perspectives and involve them in the development of initiatives to improve community outcome.
- 11.2 WCC Officers have engaged with North Paddington ward Councillors, of whom many are participants of the North Paddington Leadership Forum or the North Paddington Partnership Board, to ensure their views and feedback can be heard when making decisions.
- 11.3 We will continue to ensure that ward councillors' and communities' input through engagement is valued and has a significant impact on the North Paddington Programme and service delivery.

- 11.4 We will continue to ensure that our engagement is fair, accessible and inclusive, and that we consider how to address barriers that may limit community participation (for example time, caring responsibilities, childcare, work commitments, financial barriers and disabilities).
- 11.5 Consultation and engagement will be planned and delivered for each project underneath the North Paddington Programme to provide a broad range of opportunities for community members to engage and input into the shape of the Programme. As projects are agreed and proceed, all necessary statutory consultations will also be conducted (as required).

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Sarah Crampton –
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APPROVED BY

Name and Title	Date sent	Date approved	Reissued version – updated approvals
Debbie Jackson, Executive Director for Regeneration, Economy and Planning	26 June 2024	28 June 2024	11 July 2024
Kim Wreford and Gary Allen, Finance	15 May 2024	24 June 2024	11 July 2024
Ajantha Selvarajasingam, Legal Services	20 May 2024	24 May 2024	11 July 2024
Richard Cressey, Governance	14 June 2024	24 June 2024	n/a
Ed Humphrey, Procurement (if required)	23 May 2024	3 June 2024	n/a

APPENDICES

LIST APPENDICES ABOVE BACKGROUND PAPERS

- Appendix 1 - Years' 2-4 Indicative Programme of work
- Appendix 2 – List of additional proposals
- Appendix 3 - Approved Programme Governance Arrangements
- Appendix 4 - Prioritisation Framework
- Appendix 5- Year 1 committed Programme of work
- Appendix 6 - Equalities Impact assessment
- Appendix 7 – RealWorth Evaluation