

Westminster City Council

# Economic Development Strategic Framework

November 2015



City of Westminster

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ASPIRATION



CHOICE



HERITAGE





# The context



**Cllr Daniel Astaire**

Cabinet Member for Housing,  
Regeneration, Business and  
Economic Development

Westminster is the nerve centre of the national economy. What businesses do and decide here has consequences around the globe. The range and scale of economic activity in Westminster is unmatched anywhere in the country and is a major influence in shaping London and what it means to live and work here. Westminster City Council has a responsibility to help support a dynamic economy which continues to deliver prosperity for our country, while providing opportunities for our people.

This is essential to delivering the council's vision of a City for All. A strong local economy generating a range of opportunities is crucial if we are to be a city of aspiration for all our communities. A good job is the best way of enabling people to share in and enjoy the prosperity their city creates and to be able to make choices for themselves and their families. A broad base of successful enterprises is essential to successful neighbourhoods and enhanced heritage enjoyed by residents, workers and visitors.

In a place with such a diverse and powerful private sector economy, we must think carefully about where and how we should use our powers and resources to deliver on these agendas. This means using evidence to assess when to act, working with the grain of the market and working closely with partners to design and implement policies. It means pursuing opportunities that create the most benefit for people and communities. Most importantly, we have to understand that for the council to support success it must ensure economic development is integrated into everything we do. To support Westminster's entrepreneurs, the council has to be more entrepreneurial itself.

But resources are scarce. We need to make sure public money is spent effectively. Public service reform in areas such as employment and health presents real opportunities to deliver more responsive services locally at a lower cost. We have made a good start, but there is far more we can do. In this context, we are setting out the

strategic principles and priorities we will apply to the economic development work we carry out, across the council and with partners, in the coming years.

At the heart of our work is our recognition that the vital first step in tackling problems of deprivation is getting people into sustained and good quality employment – and then helping them make the best of the chances that work can bring. This in turn depends on ensuring Westminster is a place that welcomes and nurtures enterprise, with a council that is genuinely open for business.

We have a great track record of turning theory into practice, having been involved in projects and partnerships that have seen thousands of residents supported into work, hundreds of new enterprises established and a growing number of Business Improvement Districts taking an increasing role in place leadership and stewardship. We have an ambitious programme of housing renewal projects with communities involved in shaping the future of their neighbourhoods. Some of our most significant work has been in partnership with others, including through establishing the West End Partnership, bringing together the Mayor, Camden Council, Transport for London and a range of business and resident interests to improve strategic leadership in the capital's cultural and economic heart.

This document describes the ways in which we will work with partners to build on this record. I hope it encourages new partners to come forward and get involved. At a time when resources are tight, getting these fundamentals right is key to the case that partners across London are making for more powers and flexibilities to deliver on shared priorities. In short, there is no more exciting or important challenge – and I intend this document to be the first step in meeting it.

# Strategic principles for prioritising projects

## What we will and will not do



We will work within the framework for raising productivity set by national government, built around the two pillars of:

- Encouraging long-term investment in economic capital, including infrastructure, skills and knowledge
- Promoting a dynamic economy that encourages innovation and helps resources flow to their most productive use.

All the economic development work we will carry out will help deliver the themes and specific actions set out in "City for All". This sets the objectives for Westminster to be:

- A City of Aspiration which enables all our communities to share in its economic success
- A City of Choice which creates opportunities for residents, businesses and visitors to make responsible choices for themselves, their families and their neighbourhood
- A City of Heritage that protects and enhances Westminster's unique heritage so that every neighbourhood remains a great place to live, work and visit – now and in the future.

It also sets specific commitments to:

- Back local businesses and help create jobs, including creating a new enterprise space for small and growing businesses in Church Street
- Work with, and challenge, partners to reduce by a third the number of residents who are long-term unemployed
- Through the West End partnership, set out a 15 year plan to focus hundreds of millions of pounds of investment in the West End to secure the future of one of the most vibrant and exciting places on the planet for generations to come.

The following five principles will underpin our approach to economic development, helping us to prioritise and make decisions on where to invest time and resources:

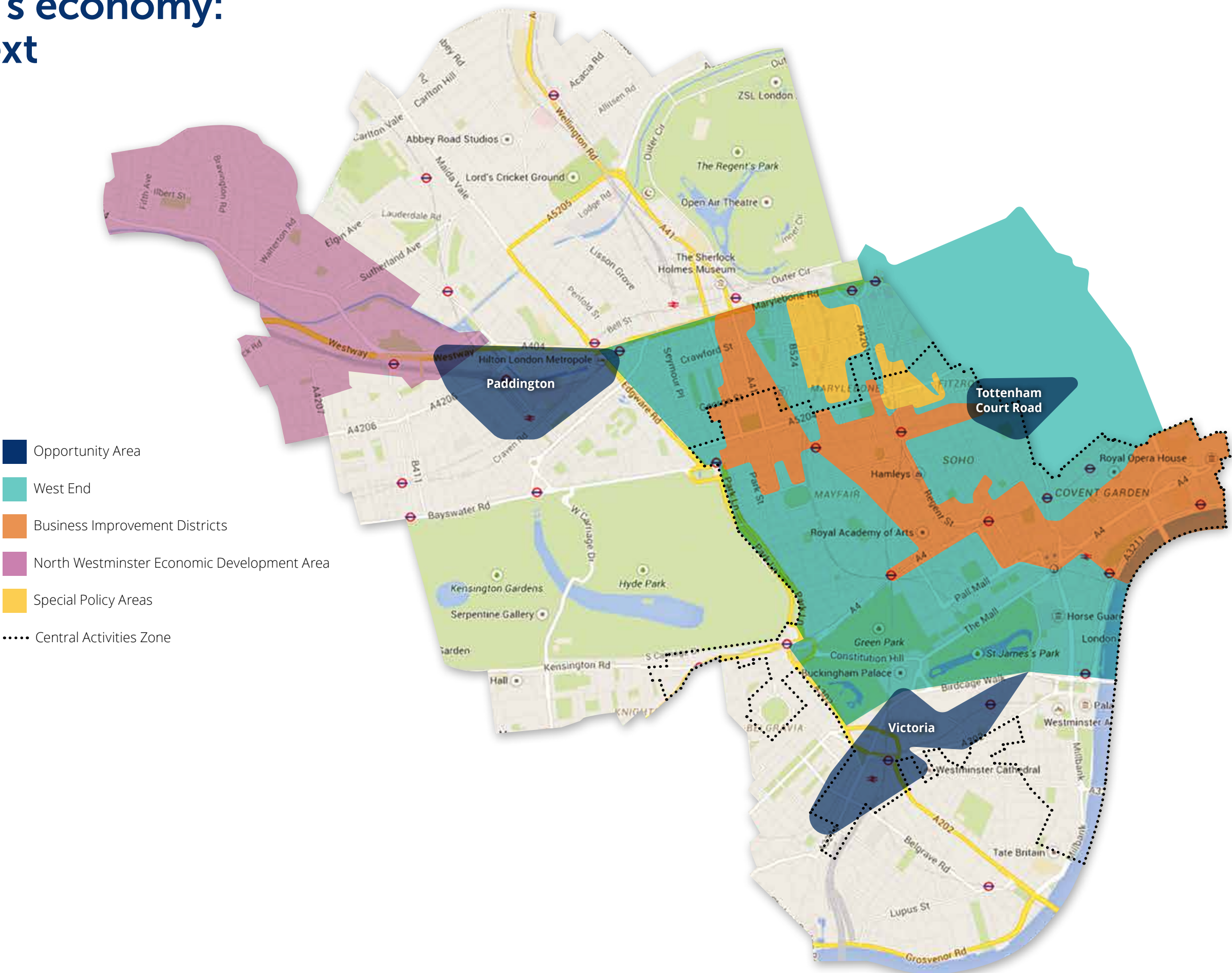
- **Resilience and opportunity:** we will prioritise scarce public resources to invest in supporting those most in need to build long-term economic resilience and self-reliance for individuals, neighbourhoods and communities – empowering them to access economic opportunities
- **Rigour and responsiveness:** we will only support work which is demonstrably responsive to the needs of Westminster's enterprises and which can evidence significant positive impact through clear performance indicators
- **Place leadership and partnership:** we will place an emphasis on the council's abilities around influencing and brokering, bringing different public and private sector partners together around common goals. We will move towards co-commissioning and co-design rather than a traditional, independent approach to commissioning and funding of economic development programmes
- **Additionality:** we will follow an evidence-based approach, working with the grain of the market wherever possible, intervening only where this will help to overcome an identified market failure and where it can be shown it will add genuine value, tailoring actions so they are effective given the powers and resources available to us and taking a rigorous view of where projects would go ahead without specific public support

- **Leverage and lobbying:** wherever possible we will prioritise projects which can align activity and investment with partners within and beyond the city, and which help to prove the case for improved approaches to economic development objectives, including making the case to Government alongside London partners for further powers and functions where these are needed.

We will also take a geographically focused approach to focus activity on places with the greatest need for regeneration and with the greatest potential for growth. North Westminster, our identified housing renewal areas, the West End and its fringes and other opportunity areas will be particularly targeted for investment.



# Westminster's economy: spatial context



# Westminster: Economic context

Businesses based in Westminster contribute more to the UK economy than in any other local authority in the country. The city contains nearly 50,000 businesses and nearly 700,000 jobs – over 13% of the jobs in London. Westminster contributes £55.7bn to national output – over 3% of UK GVA.

Start-ups and early stage businesses are a major driving force for innovation, productivity, and job growth. While Westminster hosts six Global 500 company HQs, nearly 85% of VAT-registered companies in Westminster have fewer than 10 employees and almost two-thirds of all jobs in Westminster are generated by SMEs. The area has seen a steady increase in new business growth in recent years, recovering well from the 2008 downturn. Today, around 20% of businesses are less than two years old. Start-ups and small, independent businesses, in particular, bring character and vitality to areas such as Soho, Marylebone and Savile Row, which are all highly distinctive and attract a global visitor and business base.

Westminster is also a globally competitive location for universities and higher education, attracting students from all over the world to study and live here. Four globally prominent universities with world-ranking departments are partly based in Westminster: Imperial College London, Kings College London, the London School of Economics and Political Science and the University of Westminster.

The local economy is highly diverse. The largest employment sector is business and finance services, but Westminster is also a major international centre for the creative and cultural industries, retail, tourism and entertainment, government and public services. The great diversity of Westminster's economy is a vital element in the city's uniqueness, making it such an exciting place to live, visit or work. As a consequence of its broad and vibrant sector mix, Westminster is also more resilient to economic cycles than other parts of London and other global cities that lack this level of diversity.

Such specialist clusters and agglomeration effects partly account for Westminster's popularity as a business centre and the high level of in-commuting into Westminster for employment the influx of workers and tourists swells Westminster's daytime population to over 1.1m people. The density of economic activity in Westminster provides significant opportunities, but also challenges which need to be addressed through proactive work. This includes the high operational and floorspace costs of running a business in many areas of Westminster and severe pressures on transport and utility infrastructure.

The concentration of high value activity also highlights further challenges around the polarisation of the central London labour market, with some of the country's most deprived areas located only a short distance away from major business centres. Such challenges are likely to be exacerbated in the next decade, with the population of London expected to reach 10 million by 2030.

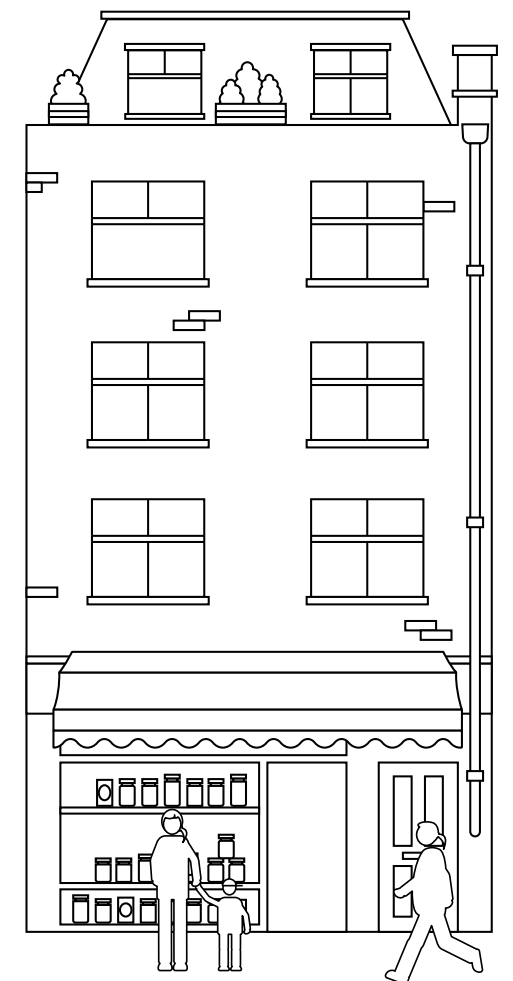
## Policy context

This is not a standalone document. As set out above, it is contextualised by the national economic policy context and by the council's vision, City for All. At the same time, this strategic framework provides the context for three in-depth programmes on employment, enterprise and business relationships, while aligning more broadly with our planning, housing, health and other strategies to ensure that we are pursuing a consistent approach.

At a more detailed level, there are a number of themes which will affect our approach to economic development:

- Planning, property and built environment:** Westminster's renewal of its City Plan provides opportunities to put in place policies that will support growth, while balancing the needs of local amenity and heritage and seeking to ensure that residents benefit economically from local development. With further reforms likely to encourage the bringing forward of brownfield land and public organisations becoming increasingly entrepreneurial in their use of assets, the planning context will remain a key driver of enterprise
- Infrastructure:** the opening of Crossrail, and planning for Crossrail 2, will open up capacity but also add to demand for transport in Westminster and central London. While the renewal and expansion of key utilities networks – particularly high speed broadband – will be a critical infrastructure priority in the medium term. We will work with London and national government to influence regional and national infrastructure planning and advocate for Westminster's infrastructure needs to be adequately met as a key contributor to national prosperity. Meanwhile, we will continue to work locally to address the significant opportunities and challenges arising from infrastructure provision in the heart of a global city, such as through championing better coordination of utilities provision

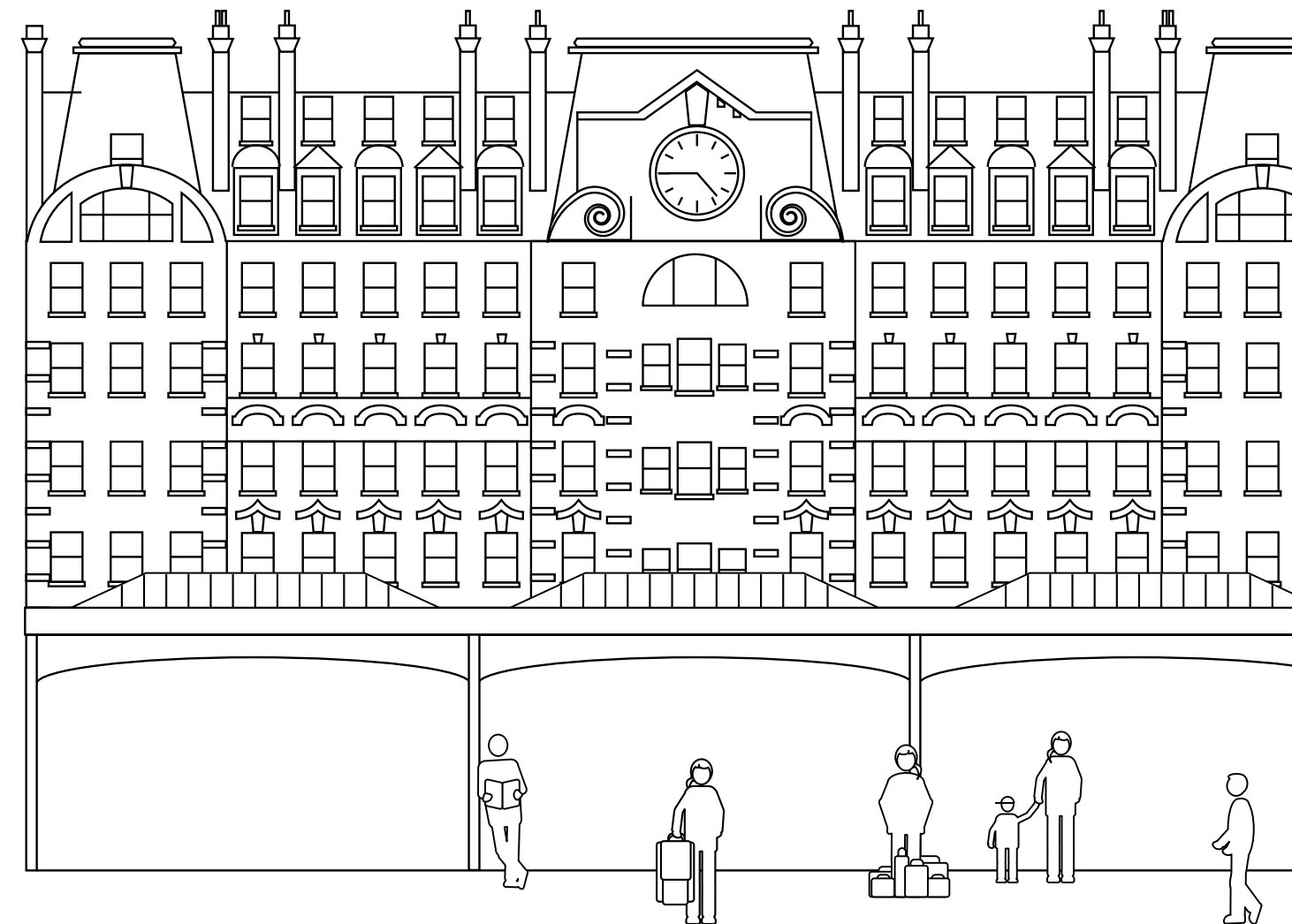
- Education and skills:** there is an increasing emphasis on exposure to business and work experience in schools, especially considering the recent raising of the participation age to 18 and emerging possibilities around the devolution of adult skills responsibilities to the London level. This leaves considerable scope for local action to better link employer needs and individual aspirations with the routes and courses available from education institutions
- Employment:** the council shares Government's aim to reduce the benefits bill, promote self-reliance and tackle worklessness. Supporting the creation of job opportunities and helping Westminster residents – particularly the most deprived – into work is key to delivering on these aims and will be central to our economic development activity



- **Deregulation and smarter regulation:** the council recognises the impact of regulation on business and will seek to influence the government's drive to identify and address red tape, while continuing to work on practical local measures towards 'smarter regulation', including through initiatives such as Primary Authority and the introduction of a single team of City Inspectors covering a range of regulatory responsibilities
- **Housing:** the government's welfare reforms and changes in national policy around social housing mean we will have to examine new approaches to meeting housing needs and empowering people to be able to make their own housing choices – particularly by helping them into work. We will also play a leading part in accelerating housing delivery in the capital through strategic and joined-up investment. Given our demographics and land values this is likely to mean we will have to work with other boroughs, the Mayor and other agencies beyond our boroughs to develop solutions that deliver for Westminster and London
- **Public health:** with awareness growing of the links between health and employment there are a range of relevant initiatives emerging including to support people with mental health conditions towards work, encourage healthy workplaces and promote financially sustainable and flexible childcare
- **Devolution and partnerships:** in line with other city-regions, London is continuing to seek greater influence over key economic policy areas and national budgets, with prominent themes including employment support for the hardest to help, adult skills provision and business and enterprise support. This realignment of budgets and responsibilities currently held nationally to ensure greater responsiveness to local economic needs is a key priority for the Council. Achieving this means much greater partnership working,

including pooling budgets and sharing facilities where appropriate with national agencies, the Mayor of London and the London Enterprise Panel, other boroughs (including through Central London Forward) and other agencies such as housing providers. In the medium term it must also mean more constructive dialogue with areas and agencies outside London's administrative boundary but which form part of the capital's economic geography

- **Fiscal environment:** the forthcoming overhaul of the business rates system, the introduction of the Community Infrastructure Levy, pensions auto-enrolment and the new National Living Wage, and the broader fiscal context for the public sector and subsequent priorities for local spending, will all impact on the business environment. We will work with the Mayor and others to deliver on the new opportunities available to us, while pushing for further reforms when necessary, to ensure a sustainable financial settlement for public services in London.





# Key links and partnerships

Partner	Relationship
<b>Individual firms and entrepreneurs</b> Including new firms possibly supported by our work; longstanding Westminster firms with an interest in the area; and anything in between	The council seeks to promote a business-friendly environment, one-stop compliance with legal requirements and an easily navigable set of council services, with a new business unit providing a single point of contact for businesses. We are keen to work with business to increase opportunities for local residents through our employment projects, Corporate Social Responsibility schemes, new development happening in Westminster and public procurement opportunities.
<b>Further and Higher Education institutions</b> Particularly City of Westminster College, Westminster Kingsway College, Westminster Adult Education Service and the University of Westminster	We work closely with further and higher education institutions in Westminster in areas of mutual interest such as employability and entrepreneurship, and anticipate working more closely with colleges in particular in the coming years to help shape the future of skills provision in London.
<b>Business and sector representation organisations</b> Particularly the Westminster Property Association, London First, London Chamber of Commerce and Industry, Federation of Small Businesses (London), the Westminster Business Council and Soho Create	We form strategic partnerships with business representation organisations to carry out projects and lobby for the interests of businesses in the City. These relationships are also an important way for the council to hear concerns and issues being raised by Westminster businesses.
<b>Business Improvement Districts (BIDs)</b> Geographical business partnerships which represent their members and invest in additional activity to enhance the local commercial environment. Westminster has seven BIDs, with more emerging, and the country's first BIDs comprised of property owners are being pioneered here	The council is very supportive of BIDs, providing balloting and levy collection services to help BIDs start up and function as well as partnering on a wide range of strategic and operational issues. BIDs are increasingly taking on greater responsibilities in stewardship of their areas for the benefit of local businesses as well as visitors and residents, and working in partnership to ensure that the public realm is maintained to a high standard.

Partner	Relationship
<b>West End Partnership</b> Partnership of key interests in the West End of London, including business, landowners and residents, which aims to improve coordination and strategic leadership of projects and schemes in this unique area	The council is committed to the West End Partnership as the main forum to share information on West End economic development, transport and public realm and amenity-related activity and agree joint action amongst partners.
<b>Central London Forward</b> Strategic partnership of the eight central London local authorities (including the City of London), formed in 2007 and taking forward a range of work to pilot new approaches and influence policy in areas such as employment, skills and housing	The council works closely with Central London Forward to lobby for the interests of central London and carry out joint projects. The group is likely to take on an increasingly important role in the context of devolution of new powers to the capital in areas such as employment support and skills.
<b>Cross River Partnership</b> Public-private partnership which has been delivering regeneration projects in London since 1994	The council provides Cross River Partnership with accountable body and back office functions and accommodation, and works closely with them to pursue project and funding opportunities across employment support, environment, transport and other areas.
<b>Greater London Authority (GLA), London and Partners, Transport for London, London Enterprise Panel</b> Place marketing and inward investment, transport and economic development functions under the control of the Mayor of London	The council works very closely with GLA organisations on a daily basis across a range of themes. The Leader of the Council is a member of the London Enterprise Panel.





1

## Strategic themes

People and opportunity:  
employment and skills





# Strategic themes

## People and opportunity: employment and skills

### Our approach:

**support Westminster’s working age population to overcome barriers and access opportunities through:**

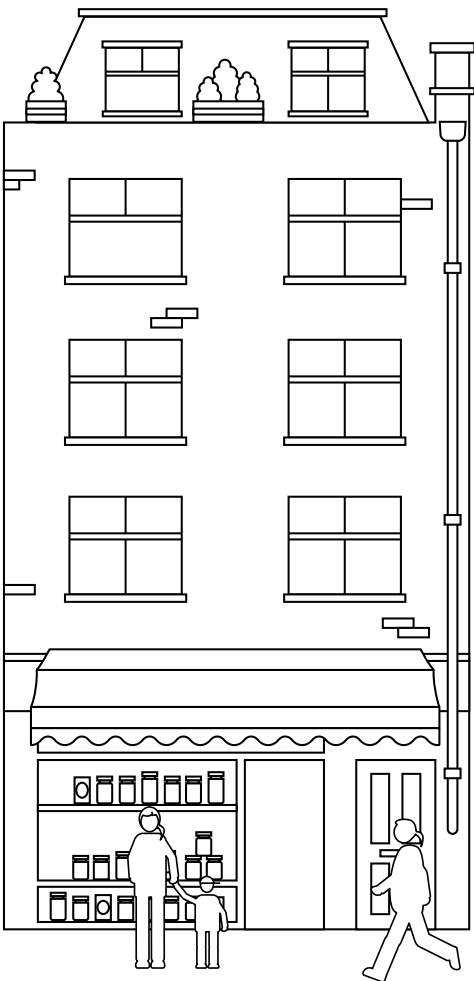
- Commissioning fewer small-scale or one-off projects and focusing on shaping mainstream employment and skills provision to be more joined-up and respond better to the needs of individuals and employers
- Using our position as an employer, buyer, landowner and regulator (particularly through use of our planning powers) to help generate local employment opportunities and support local people in taking these up
- Focusing on integrating local services to tackle employment issues more effectively through residents’ contact with the council and partners, and better supporting Westminster residents with multiple or complex barriers towards employment, including through dedicated work around childcare, health and social housing / temporary accommodation
- Working to ensure as much clarity as possible for residents, employers and providers through coordinating, influencing, signposting and monitoring.

### Taking it forward:

City for All priorities	Key partnerships	Key policies and plans
<ul style="list-style-type: none"><li>• “We will work with and challenge our partners to reduce by a third, within three years, the 10,000 residents who are long term unemployed”</li><li>• “We will help families deal with problems the first time”</li><li>• “We will help 30 people a year with learning and physical disabilities, sensory impairment and mental ill health into rewarding jobs. We will also work with employers and our partners from across central London to support 500 residents with significant barriers closer towards work”</li><li>• “With our partners we will build the City’s first University Technical College”</li></ul>	<ul style="list-style-type: none"><li>• Central London Forward: trialling new approaches and influencing Government</li><li>• Cross River Partnership: delivering employment programmes</li><li>• Department of Work and Pensions: reaching unemployed residents</li><li>• Further and Higher Education institutions: shaping the skills system</li></ul>	<ul style="list-style-type: none"><li>• Employment Programme</li><li>• City Plan</li><li>• Joint Health and Wellbeing Strategy</li><li>• London Enterprise Panel: Jobs and Growth Plan</li></ul>

### Highlights:

- Building on our FACES employment programme for families and the Central London Working Capital pilot, we will work with partners to redesign and join up services for those most in need to help them overcome barriers and move into work through a single seamless journey, collaborating with partners including Government
- We will continue to back flagship programmes such as Recruit London to deliver great outcomes which transform our residents’ lives, with an emphasis on sustainable future funding models and business engagement
- We will work with partners to build a new University Technical College, promote apprenticeships, connect school pupils with the world of work and help young people make informed career choices. With partners we will help shape London’s skills offer to ensure that our residents and Londoners are equipped for the jobs of the future
- We will maintain the Westminster Construction Group, bringing together major construction employers, training providers and employment agencies to improve understanding of future skills requirements in the sector and how these can best be met through effective partnership working.





## 2 Strategic themes

People and opportunity:  
regeneration  
and housing renewal





# Strategic themes

## People and opportunity: regeneration and housing renewal

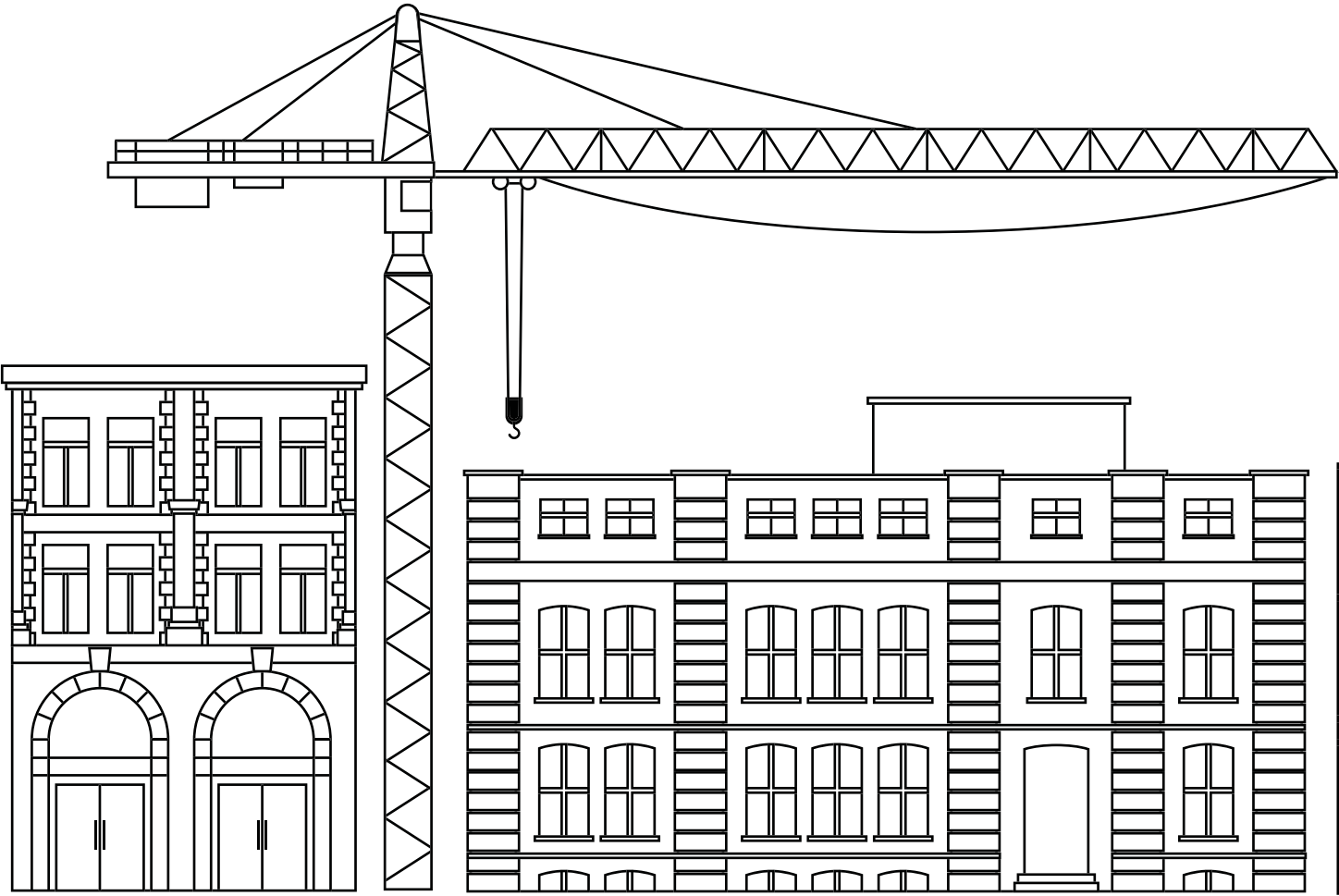
**Our approach:**

**to recognise the close links between economic development and housing, in particular the importance of housing as a catalyst for personal development and positive change through:**

- Maximising delivery of new homes and providing housing meeting the needs of a wider range of Westminster residents – particularly working households vital to the City’s economic success
- Recognising the importance of helping unemployed residents into work so they can be empowered to make their own housing choices and share in the prosperity their City generates
- Making the most of the opportunities our housing renewal programme presents to provide more homes, support local regeneration by providing new workspaces and improved retail offers and contribute to great quality neighbourhoods.

**Taking it forward:**

Strategic priorities	Key partnerships
<ul style="list-style-type: none"><li>• Maximise the delivery of new affordable housing, in the context of emerging national policy (including through our existing Housing Renewal programme across Tollgate Gardens, Ebury Bridge Estate and Church Street / Edgware Road and continuing to move towards housing renewal becoming ‘business as usual’)</li><li>• Work with government for greater local flexibility to raise and use resources to deliver affordable housing and for a fairer share of national funding for energy efficiency programmes</li><li>• Support the growth of the intermediate housing sector, particularly to ensure that working households vital to Westminster’s economic success are better supported</li><li>• Work with CityWest Homes to improve the management of council-owned stock, including maintaining planned investment in work to tackle damp and cold in council homes</li><li>• Review the services we commission for vulnerable adults to make them more joined up and consider opportunities to provide multiple services from single ‘hubs’ across areas such as health and employment as well as housing</li><li>• Put employment support at the heart of our housing services</li><li>• Work with our partners and government to consider the best way of addressing homelessness in the capital so there are better outcomes for everyone</li></ul>	<ul style="list-style-type: none"><li>• CityWest Homes</li><li>• Registered housing providers</li><li>• Housing Renewal developers / contractors</li><li>• Broader partners around health, adult social care, family services and employment</li></ul>





# 3 Strategic themes

## Places





# Strategic themes

## Places

### Our approach:

**Our approach: to ensure that Westminster’s individual places remain distinctive, vibrant, accessible and commercially attractive through:**

- Working with partners to champion and shape Westminster’s key economic locations, including through our work with the West End Partnership and our support for neighbourhood forums and Business Improvement Districts
- Ensuring the council’s commercial property strategies fully embody our economic development objectives
- Investing in rejuvenating Westminster’s high streets and street markets through securing external funding and partnerships
- Using our role as advocates and coordinators to secure the infrastructure appropriate to the heart of a global city
- Delivering the workspaces needed by a broad range of businesses, particularly in the West End and the Opportunity Areas.

### Highlights:

- We will work through the West End Partnership to ensure a coordinated and strategic programme of improvements across amenity, economic development, infrastructure and public realm and ensure that the cultural and economic heart of the capital has a strong and coherent voice
- We will undertake a coordinated programme of investment around the Harrow Road, including producing a comprehensive Management Plan in collaboration with our partners, key local stakeholders and the community
- We will continue to work with partners to keep the city moving smoothly in the run up to Crossrail and ensure that Westminster is well served by the high-speed broadband access that modern businesses need
- We will complete the review of our City Plan to ensure it supports economic development and growth, in particular embedding a new approach to office retention into the City Plan
- We will continue to work with partners to shape and manage the sustainable growth of major opportunity areas in Paddington and Victoria to maximise prosperity.

### Taking it forward:

City for All priorities	Key partnerships	Key policies and plans
<ul style="list-style-type: none"><li>• “Through the West End Partnership we will set out a 15 year plan to focus hundreds of millions of pounds of investment in the West End to secure the future of one of the most vibrant and exciting places on the planet for generations to come”</li><li>• “Over 500,000 people will enjoy our best ever West End LIVE event celebrating world-leading West End theatre”</li><li>• “Over the next three years we will invest £7 million, with our partners, in new public realm schemes, including walking and cycling improvements, and road safety schemes”</li><li>• “We will keep the city moving in preparation for the introduction of the first phase of Crossrail in 2018”</li><li>• “We will bring forward our own planning policy to limit office to residential conversions, to come into force in September 2015”</li></ul>	<ul style="list-style-type: none"><li>• West End Partnership</li><li>• London Enterprise Panel: high streets investment</li><li>• Central London Forward / City of London: championing better broadband and lobbying for innovative financing freedoms</li></ul>	<ul style="list-style-type: none"><li>• City Plan</li><li>• West End Partnership Delivery Plan</li></ul>





# 4

## Strategic themes Prosperity





# Strategic themes

## Prosperity

Our approach:

**To make Westminster the best place in the UK to start and grow a business, and a place where enterprise makes a major contribution to our neighbourhoods and communities, through:**

- Supporting start-ups, micro businesses and high growth potential businesses
- Supporting clusters and neighbourhood-focused enterprise initiatives
- Tackling barriers to self-employment
- Inspiring young enterprise.

Taking it forward:

City for All priorities	Key partnerships	Key policies and plans
<ul style="list-style-type: none"><li>• We will continue to back local businesses and help create jobs, including creating a new enterprise space for small and growing businesses in Church Street”</li><li>• “We will create the conditions to enable job creation across the whole city – from working with Soho Create to support the world leading creative industries of the West End, to supporting the biomedical firms of the future. On top of this we will invest a further £2 million of government funds in supporting new and growing businesses”</li></ul>	<ul style="list-style-type: none"><li>• West End Partnership: supporting key sectors and helping new businesses to thrive</li><li>• Further and Higher Education institutions: connecting with research and career opportunities</li><li>• Individual businesses, incubators and umbrella organisations</li></ul>	<ul style="list-style-type: none"><li>• Enterprise Programme</li><li>• City Plan</li><li>• London Enterprise Panel: Jobs and Growth Plan</li><li>• West End Partnership Delivery Plan</li></ul>

Highlights:

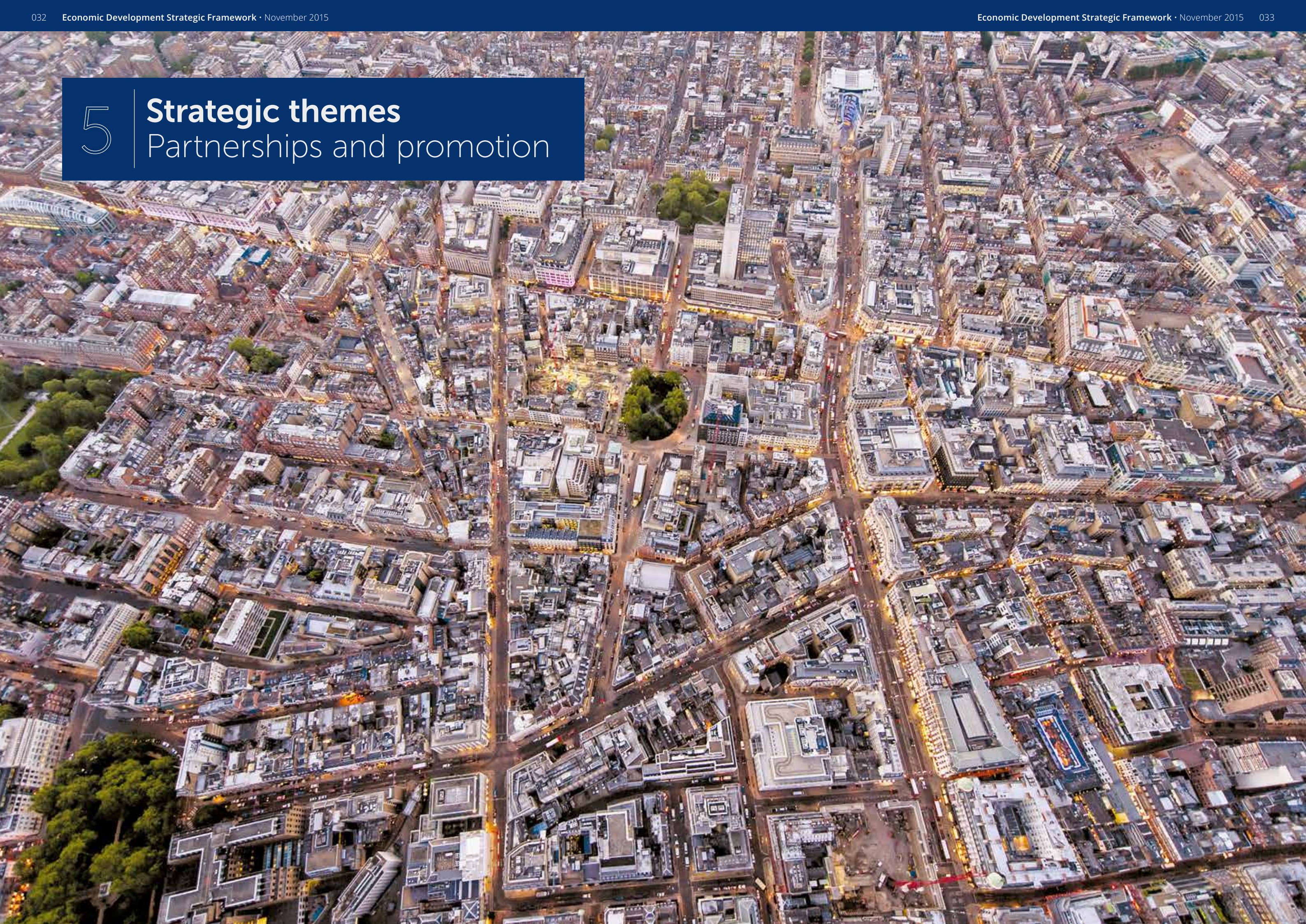
- Building on its initial success we will work with a greater range of commercial partners to continue and expand Soho Create, and learn from this approach when developing plans to support the continued success of other sector clusters in Westminster
- We will continue to invest in new enterprise space initiatives including through a new ‘Places of Work’ programme, linked to high street and housing regeneration activity, and seek to broaden access to these through scholarship and bursary schemes
- We will continue to promote self-employment and enterprise through work with schools including via One Education Business Partnership; continue to support successful commissioned projects such as HELP Enterprise to assist residents in overcoming barriers to successful self-employment; and work closely across services to ensure that self-employment is properly communicated and supported as a route out of unemployment.





# 5 Strategic themes

## Partnerships and promotion





# Strategic themes

## Partnerships and promotion

### Our approach:

**Our approach: to make it easier for businesses to work with us and build alliances with business and others for the good of the city through:**

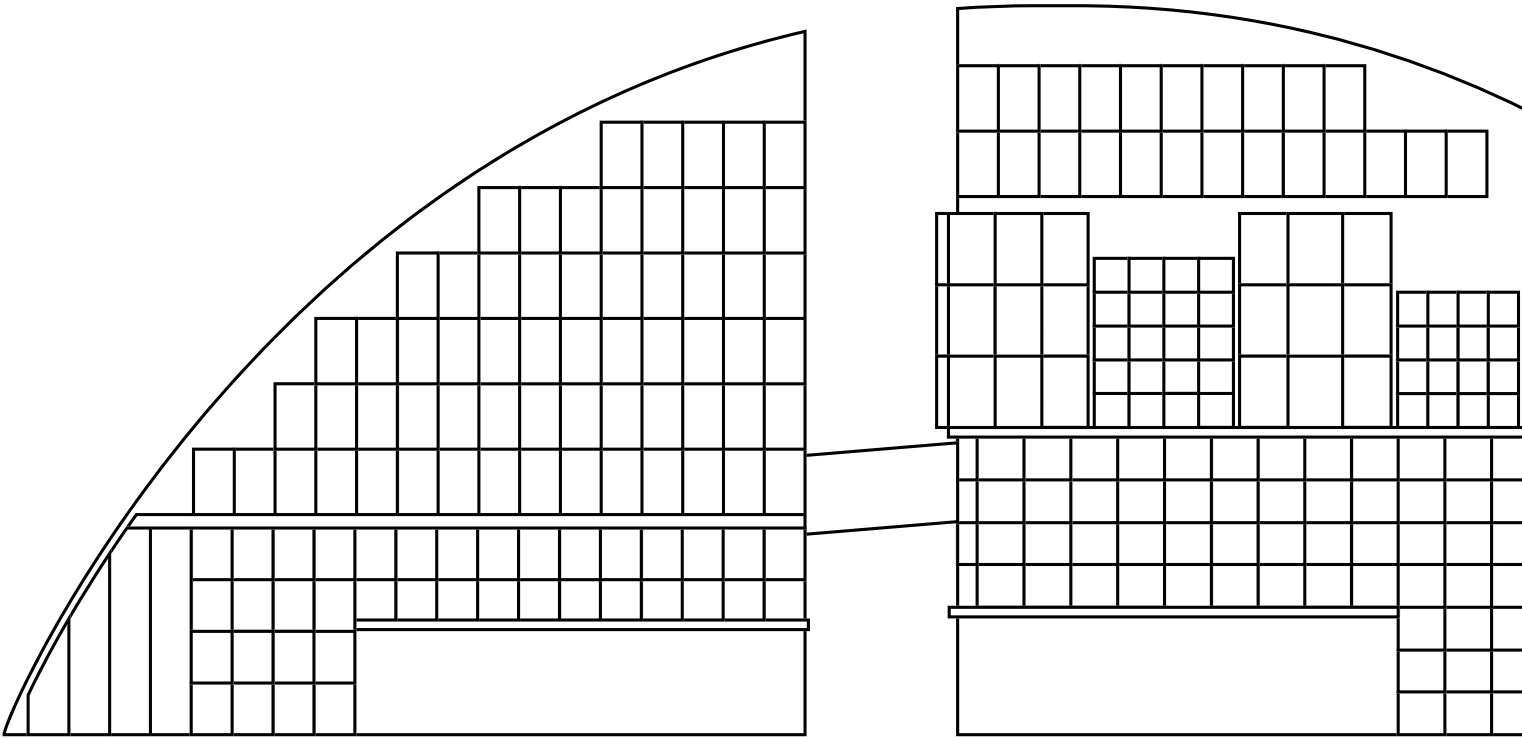
- Challenging all parts of the Council to find new ways to support enterprise and engage with business positively
- Build on and improve our strategic engagement with Business Improvement Districts, including the two new Property Owner BIDs, to enhance the city
- Using our position as a buyer and regulator to support businesses and jobs
- Lobbying alongside business for the freedom to invest in the city and working with business to promote Westminster and attract inward investment.

### Taking it forward:

City for All priorities	Key partnerships
<ul style="list-style-type: none"><li>• “We will continue to transform the way that people talk to and do business with us. This will mean that whether they are applying for a licence, paying for pest control or reporting rubbish on the street, they’ll be able to do it quickly and easily online”</li><li>• “We will bring about a step-change in the contribution employers make to equipping people with skills for the future. In partnership with BT we will provide 100 young people with traineeships and 60 residents over the age of 18 with work placements. We will also provide a further 90 apprenticeships to young people working in partnership with UK Power Networks”</li></ul>	<ul style="list-style-type: none"><li>• Central London Forward and London Enterprise Panel</li><li>• Business Improvement Districts</li><li>• Business representation organisations</li></ul>

### Highlights:

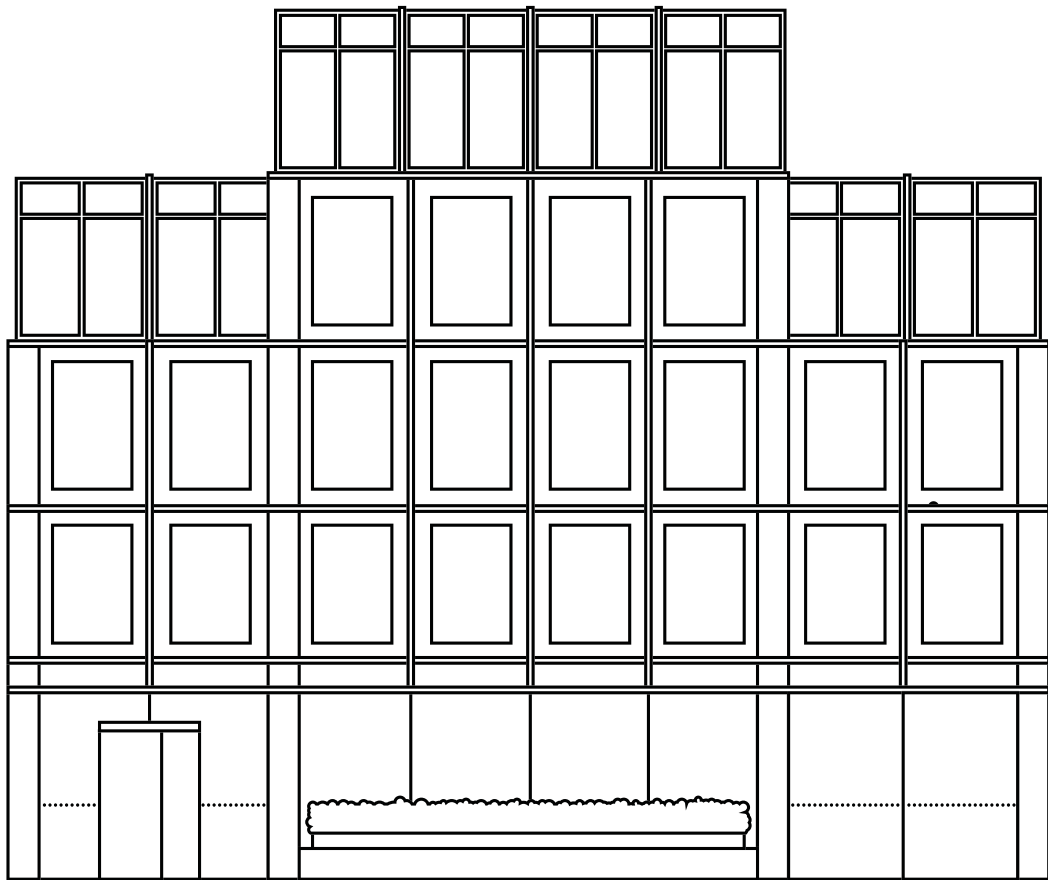
- We are introducing a new Business Unit which will help businesses work with the council and access the services it provides – and will build on this to provide us with insights into how we can be more responsive to enterprise in Westminster
- We will consider establishing a business advisory group to provide us with a sounding board to provide comments and advice on our economic development work and help ensure its effectiveness
- We will lead by example and help Westminster businesses to support the community through our responsible procurement policies, commercial partnerships and the expectations we set through the planning process
- We will continue to play a leading role in working with Central London Forward, other London boroughs, the Mayor and Government to negotiate an ambitious deal giving London more control of employment support, skills, housing and finances.





# Measuring success

We are committed to measuring the impact of our work, learning from our efforts and those of others, and communicating our progress. Working with partners in academia, business and elsewhere, we will continue to build a strong evidence base to underpin our work including identifying 'best in class' solutions and policies supporting start-ups, employment outcomes and place-based interventions. Monitoring and measurement frameworks will be embedded within all major economic development initiatives, enabling us to capture key lessons and progress towards goals. We will also regularly communicate findings and impact to relevant stakeholders, whilst listening to others and building a bigger and better dialogue around supporting economic development.



# References: relevant strategies and plans

## Westminster City Council

Strategy/plan/programme	Description
Business Relationships Programme	Sets out detailed priorities and activities on business relationships
City for All	Sets out the overarching vision for the City Council's work under the themes of aspiration, heritage and choice
City Plan	Statutory planning document for Westminster, with a significant bearing on physical development and its links to employment and enterprise
Employment Programme	Sets out detailed priorities and activity on employment and skills
Enterprise Programme	Sets out detailed priorities and activity on enterprise and business support
Health and Wellbeing Strategy	Includes a major strand of work on the links between employment and health

## Partners

Organisation	Strategy/ plan and background
Central London Forward: unlocking local growth across central London	Brief document providing an overview of Central London Forward's context and priorities
Cross River Partnership: annual report and business plan	Overview of Cross River Partnership's completed and forthcoming activity
London Enterprise Panel: London 2036 and Jobs and Growth Plan	Provides a long-term analysis of the London economy and sets out key principles and themes for LEP investment
West End Partnership: delivery plan	Overarching delivery plan to coordinate implementation of £500m worth of West End projects









City of Westminster

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