



City for All **2017/18**



Leader's foreword

Global city, strong neighbourhoods, thriving community

I am proud to call Westminster my home. We are the UK's cultural and entertainment centre. A local economy with national clout, contributing over £55bn to the country's economic output, our shops alone generate £13.3bn of revenue. Westminster is the unrivalled destination for over 5m visitors a week. At the heart of our city lies the West End, the shop window to the nation, home to world renowned theatre, restaurants, hotels, entertainment and a growing sharing economy. We are the custodian of our country's national heritage with over 11,000 listed buildings, the home of government and the Royal Family.

Yet, most importantly we are also home to just under a quarter of a million people, with thousands of families raising 42,600 children who live, learn and grow up here. We are lucky enough to have 28,400 older people who bring their wisdom and care to our city. We are home to entrepreneurs who stake their future here and bring not just economic vitality, but new ideas and opportunity. Last year Westminster had 8,250 start-ups.

But we also have 75 households register as homeless per month, there are 1,000 applications per year for social housing, 4,000 people on the waiting list for affordable housing and 10,500 people claiming long term unemployment benefits.

I lead a council that is committed to encouraging everyone, who can, to play their part to create a city that is confident and inclusive. A city in which all our residents, businesses and partners have a shared stake in our future. The council's core offer remains our guarantee of clean streets, low council tax, excellent value for money local services and support for the most vulnerable.

The distinctive and well known neighbourhoods that make up our city, from Pimlico to Maida Vale, Soho to Queen's Park, are places full of local character that people are proud to call home. This mix of global reach, national importance and local character presents the city council with a unique set of opportunities and challenges.

I want a city with global standards and the exceptional services that our residents deserve, our one million daily visitors expect, our vulnerable people need and that support our 47,000 businesses to succeed. Not only are we the proud custodians of this unique place, we also take immense pride in providing opportunities for our residents, as well as encouraging aspiration and responsibility within our community. This is the essence of our vision of a City for All.

This means realising the benefits of being at the heart of the nation's capital, whilst at the same time being effective civic leaders in the face of some of the challenges. Our job is to deliver that civic leadership to maintain our global standing and support our diverse community and distinctive neighbourhoods to thrive and succeed.

Building a City for All means just that – a place where every single person has the opportunity to realise their potential, where providing affordable housing gives the best possible prospects for people to thrive and where enabling businesses to flourish creates economic prosperity that everyone can benefit from.

I have three clear priorities for the year ahead that I hope you will help me deliver in whatever way you can. We will put civic leadership and responsibility at the heart of all we do. We will promote opportunity and fairness across the city. We will set the standards for a world class city. My priorities will be underpinned by an open, working partnership between our residents, businesses and stakeholders. It is only by working together across our community that we will build an even fairer, stronger and more cohesive Westminster.

N.3. Aiken

Cllr Nickie Aiken
Leader of Westminster City Council



#MyWestminster

Three new priorities

Civic leadership and responsibility at the heart of all we do

We will place a renewed focus on how the council acts as a custodian of the city and advocates for resident interests whilst also recognising the very important role the city's businesses play in creating economic prosperity. At the heart of this will be a commitment from the council to be even more transparent about the decisions we take, whilst also providing our community with the tools needed to get involved in decision-making and take pride in the distinct neighbourhoods that make up the city.



Opportunity and fairness across the city

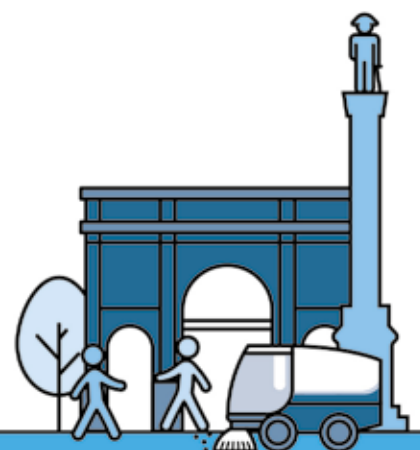
Providing more homes of all types and tenures, will be at the forefront of our priority to create opportunities for people to do the best for themselves and their families. Our extensive housing renewal programme includes providing more social and affordable homes so we can all take continued and genuine pride in our mixed community. Our Westminster Employment Service will help get people in to work.

We will continue our commitment to outstanding schools and take a positive approach to adult social care in the face of increasing demand and despite the on-going financial reality for UK public services. We will do this by providing quality services that give people the support they may need at key moments in life. We will work closely with partners including the NHS to encourage individuals and families to enjoy active, fulfilling, healthy and happy lives, whilst we quite rightly focus our increasingly scarce resources on the support needed for the most vulnerable in our city.



Setting the standards for a world class city

Westminster is a global city at the forefront of entertainment and culture, boasting one of the most popular night time economies in the world. That round the clock vibrancy places particular pressures on our residents and businesses. It is the role of the council to lead by example, setting the standards and working closely with partners to deliver a world class city. We will do more to highlight the benefits and good practice of businesses that operate responsibly, as well as directly tackling the negative impacts of the sharing economy and anti-social behaviour on residents and business. This will be supported through more proactive and transparent communications and relationships that hold the police, businesses and other partners to account in the best interests of our city.



Five new programmes

The council has created five new programmes, to enable us to deliver our three priorities for the city.

CIVIC LEADERSHIP

Our community relies upon the civic pride and leadership shown by individuals and businesses every single day. We will make sure that nobody feels left behind and that we give everybody a stake in the future of our great city.



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BUILDING HOMES AND CELEBRATING NEIGHBOURHOODS

We will lead the housing debate, providing good quality and truly affordable housing, proving that this is possible even in the centre of London. Having a secure home gives people the opportunity to take decisions that are right for them and their families, can help improve health and contribute to shaping neighbourhoods where people look out for one another and are proud to live.



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GREENER CITY

Westminster's location in the heart of a major world capital provides the opportunity for our greener city plan to inspire change and lead the way. We will make Westminster an example to all, with cleaner air and widely prized open spaces that are the envy of the world.



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WORLD CLASS WESTMINSTER

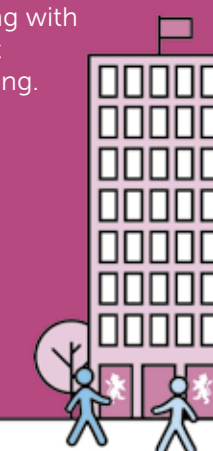
We will give everyone in our community a stake in making Westminster a world class city. Westminster belongs to its residents and businesses, but it also belongs to the millions of people who visit it every week. We will make sure that businesses that play their part are rewarded and use our powers to protect residents and visitors from those that do not have a positive impact.



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SMART COUNCIL

We want to provide the best customer experience for our residents, making it as easy as possible to access local services. We will take responsibility for dealing with problems in full the first time and working with people and families to prevent more complex issues developing.



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Vonley

Harrow Road resident and Community Champion
#MyHarrowRoad #MyWestminster



Civic leadership

We want to make sure that everybody believes they have a stake and future in the city and can actively contribute to their community. We want to encourage over 2,400 people to volunteer during the next 12 months, bringing their enthusiasm and talent to make Westminster a true City for All.

We will:

- Our councillors will lead Open Forum events for residents, helping local people make a difference to the community and their neighbourhoods
- Increase our support for the city's businesses by working closely with our excellent Business Improvement Districts, opening our sixth major enterprise space with Hub Paddington and ensure there is access to the best local talent to help our businesses grow, through 150 jobs created by Recruit London. We will launch the Westminster Lion Awards to recognise the huge contribution of businesses who employ and invest in apprentices, work with local voluntary groups and improve our environment
- Recognise our volunteers during the year through Team Westminster, rewarding their important contribution by giving them time credits which they can spend on learning new skills at City of Westminster College or visiting major London landmarks such as Tower Bridge
- Implement the recommendations of our Community Cohesion Commission, including launching the 'My Westminster' campaign to celebrate the diversity and vibrancy of our neighbourhoods, a new City for All Day to bring people of all backgrounds together and take pride in Westminster
- Launch a new independent libraries advisory board to build the positive case for the future of local authority libraries, leading the way by setting out plans for a new permanent library at Seymour Leisure Centre



Building homes and celebrating neighbourhoods

A decent home makes a huge difference to people's lives, giving them the ability to put down roots and build neighbourhoods filled with community pride. We are proud that a quarter of our housing stock is social housing and we want to continue to build cohesive mixed neighbourhoods for everyone in Westminster. To create these great neighbourhoods, we will also provide support to help people make the best of their lives and to thrive in the heart of London, whatever their background.

We will:

- 📍 Deliver 1,850 affordable homes by 2023 to give families the chance to lay down their foundations
- 📍 Champion the 80,000 people who rent privately by making sure homes in Westminster are up to scratch with a city-wide review, using our powers to prevent rogue landlords from exploiting our residents
- 📍 Deliver our Health and Wellbeing Strategy, including redeveloping accommodation for people with care needs to provide extra nursing home places and specialist services. We will bring forward new care hubs that combine social care and NHS services, launch a new 'Share It' campaign to tackle the stigma associated with mental health, and work with the NHS to ensure the financial sustainability of our health and care system. We will also open the new Moberly Leisure Centre, part of a £26m investment providing the best community sporting facilities for Westminster residents
- 📍 Continue to set the standards of excellent education for our young people, retaining the high proportion of local schools which are judged by Ofsted to be good or outstanding. We will expand Westminster's excellence through the opening of the Sir Simon Milton Westminster University Technical College in September 2017, to train the engineers of the future. In addition to this we will create 100 new places over five years in Westminster City Boys' School
- 📍 Invest a new £900k government fund to tackle homelessness before people lose their homes. We will commit to reducing the number of families who become homeless over a three year period, showing early intervention works



Nabila and her daughters Najwa, Nada and Ghita
First family to move into the new homes built as part of the Church Street area regeneration
#MyLissonGrove #MyWestminster



Mahmoud

Air Marshal working to improve
air quality in central Westminster
#MyMarylebone #MyWestminster



Creating a greener city

We plan to make Westminster a global example of how to tackle air pollution in a major world city, delivering cleaner air and widely prized open spaces. We will continue the success of our Greener City Action Plan, and push forward with our new Low Emission Neighbourhood in Marylebone, setting the standard for how stakeholders can work together to improve air quality.

We will:

- Lead the way in demonstrating how responsible city government can address growing concerns over poor air quality. We will launch our new Clean Air Strategy filled with measures to improve air quality in the city. At the heart of this will be our new '#DontBeIdle' campaign to persuade drivers to make the simple change of turning off their engines when idle. Evidence shows that when we run anti-idling days emissions fall by 20%, we will spread this positive message across Westminster focusing on high-risk areas such as hospitals and schools
- Take direct action by refurbishing City Hall to make it 45% more energy efficient and bring forward a new Sustainability Manifesto to set the green agenda in Westminster
- Encourage the next generation to create a greener city by rolling out the Daily Mile so that every child who goes to school in Westminster is walking or running a mile every day. We will also celebrate our 7,000 'Little Green Giants' who take part in the Forest Schools programme, learning about the environment and visiting our open spaces to become the green ambassadors of the future
- Build Westminster's reputation as an environmentally friendly city by bringing forward a new Open Spaces and Biodiversity Strategy to make sure the city's green spaces remain world class. Create the first new play streets within the Marylebone Low Emission Neighbourhood, where children can enjoy playing without harmful emissions and roll out the first green business club across Westminster, making it easier for businesses to make their buildings more energy efficient
- Create seven new horticulture hubs, bringing people together in schools and community spaces to grow their own food. We will also offer community gardening and education at eleven additional sites, demonstrating the clear link between nature and a healthy life as part of our programme to tackle the unacceptable level of childhood obesity in our city

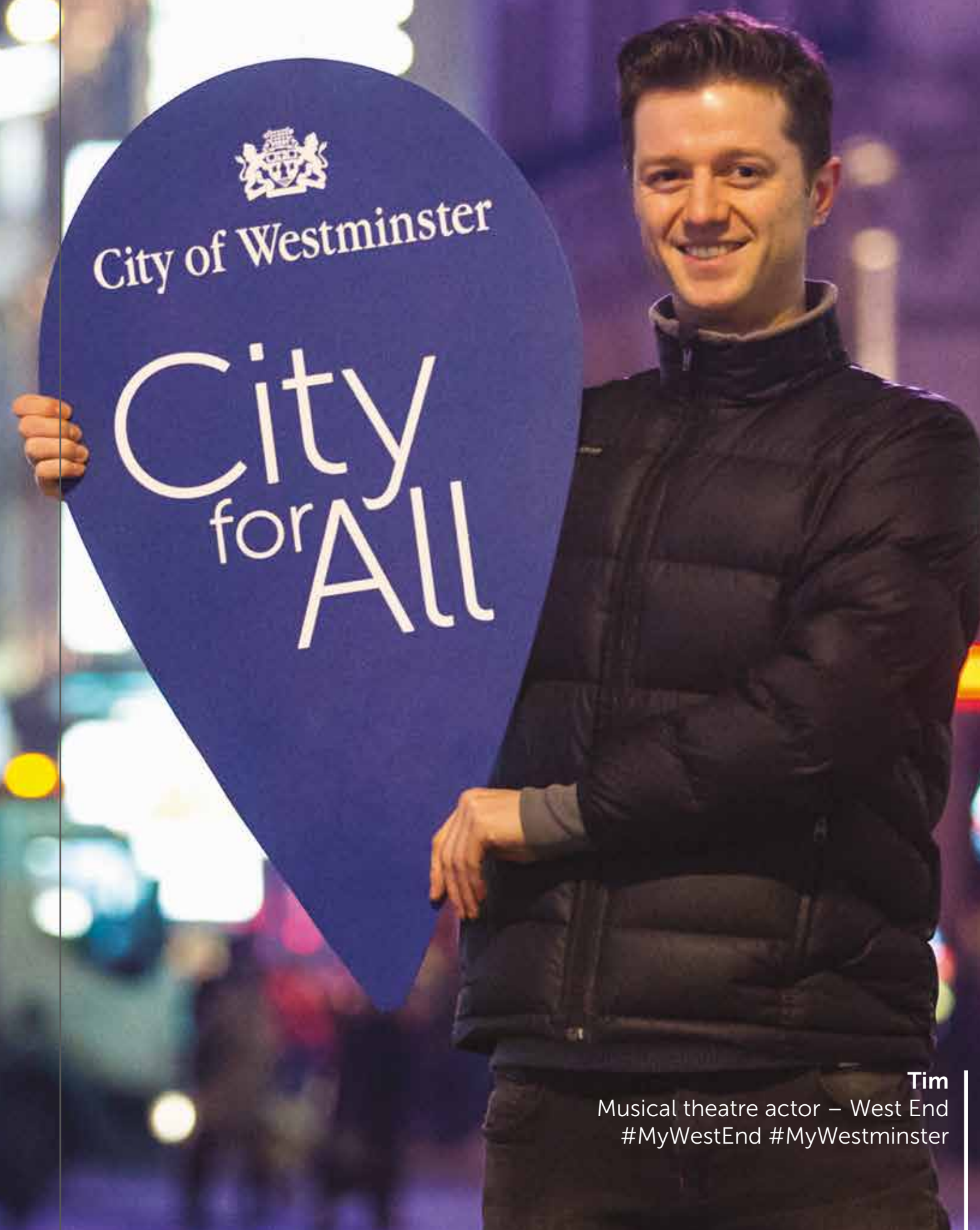


Maintaining a world class Westminster

London is one of the world's most famous, historic and beloved cities and Westminster sits at its heart. We are fortunate custodians of this global city and we will give everyone a stake in keeping Westminster an amazing place to live, work and visit. Westminster plays host to national events, and over the next year we will welcome 500,000 people to the immensely successful West End LIVE, mark the centenary of World War I, and celebrate the biggest Westminster Mile yet. We will take firm and direct action using existing anti-social behaviour powers to protect the city from negative impacts, but we will also reward the many businesses that contribute greatly to our community.

We will:

- 📍 Consult on what good growth for Westminster means, asking residents, businesses and all those with a stake in the city to contribute to how Westminster should look in the future
- 📍 Set out a clear vision and plan for our night time economy, to promote the interests of residents, businesses and visitors. This will include the launch of a pilot for the Westminster Licensing Charter in Leicester Square and Piccadilly Circus, setting clear standards for how we work with the night-time industry to promote responsibility and growth
- 📍 Introduce a Gig and Sharing Economy Charter that sets out the standards we expect this growing part of the economy to adhere to in the city. This will include scrutinising operators' enforcement of the government's 90-day maximum letting limit with a clear aim to reduce the anti-social behaviour impact it can have on our residents if not properly regulated
- 📍 Put the first spade in the ground for Baker Street Two Way and Bond Street public realm improvements ensuring the city is ready and looking its best to greet the extra footfall expected in the West End following the opening of the Elizabeth Line. Along with TfL we will be speaking to residents, businesses and visitors to help us shape the future of the Oxford Street district so that it remains the UK's best known shopping and entertainment destination
- 📍 Invest a total of £2.1m over the next three years in a new assessment centre to help people off the streets quickly and to make sure that vulnerable people are given targeted support for any drug, alcohol and mental health issues



Tim
Musical theatre actor – West End
#MyWestEnd #MyWestminster








Irina and her daughter Marguerite
New Westminster residents and
users of Queen's Park Family Hub
#MyQueensPark #MyWestminster



A smart council

We want to provide the best customer service to our residents, making it as easy as possible to access local services. We will take responsibility for dealing with problems in full the first time and we will work with people and families to prevent more complex issues developing. We will be there to support people to make the best choices for their neighbourhoods and families.

We will:

-  Launch a new 'Report It' campaign to predict and proactively deal with developing trends on the day that they are reported to us. We will also use this new technology to enable residents to report on the negative impacts of the gig-economy and flag anti-social behaviour to enable us to focus our enforcement more proactively
-  Launch a new online service to improve access and give people more choice over sexual health education and treatment in Westminster
-  Bring forward our one front door programme that will train 100 social workers, librarians and city inspectors to be our eyes and our ears, spotting where vulnerable people may need additional support and taking proactive action. We will work across council services, making sure vulnerable people get the help they need
-  Allow residents to keep track of their payments and contacts with the council online through a new 'MyWestminsterAccount' taking the next step in our digital journey by spending money wisely to reduce bureaucracy
-  Create a new Early Help website to provide information and advice for thousands of families from schools, childcare practitioners and charities in one clear and easy to access place



#MyWestminster

Achievements 2016/17

Over the last year we have made substantial progress towards our goal of creating a City for All.

- We have continued our commitment to providing excellent services and good value for money. We are proud to say that 73% of our residents believe we are efficient and well run, an increase on 2015
- Our Open Forum events have put residents at the heart of our decision making in Westminster. Hundreds of people have attended our Open Forum events and over 10,000 people visited our new Open Forum website, showing that our community cares deeply about delivering positive change
- We worked to protect our residents from the disruptive impact of iceberg basements by introducing a new levy and a Sub Squad to monitor and enforce against noisy construction work
- Our campaigning efforts led the national debate on the impact the drug Spice has on the most vulnerable people in our community, and we secured the reclassification of the drug to help protect those most at risk
- Our outreach teams have spoken to over 2,900 rough sleepers in 2016 and our work has helped more than 500 people move from hostels to independent living
- We also took on board the concerns of local business in Saville Row, Harley Street and other distinctive areas of our city, putting in place new planning controls to protect the special and historic value of these unique communities
- In our 2015 City Survey residents named air quality as their joint top concern and we responded by creating the Marylebone Low Emission Neighbourhood, where we joined forces with local businesses to invest £2.1m over three years delivering new green initiatives to improve air quality
- We have helped give children the best start in life and local schools continue to go from strength to strength, with the latest figures showing our secondary schools are among the best in London and 12th nationally
- During 2016, 13,000 time credits were handed out to our incredible volunteers to recognise the time they give. These credits allow them to visit London landmarks or access our sports and leisure facilities for free
- This year 258 new affordable homes have been built. This brings the total to over 500 since City for All began. The new Westminster Home Ownership Accelerator scheme with Dolphin Living, that helps residents get on the property ladder, was a winner at the prestigious Housing Innovation Awards
- We have been recognised by Ofsted as delivering the joint best Children's Services in the country, and 74% of young people leaving our care secured education, employment and training
- We have helped 5,500 of the most vulnerable older people to receive the care they need in their own home. We also supported 5,000 older people to take part in local activities through Silver Sunday and over a thousand people took to the floor at the 2016 Westminster Tea Dance
- We led by example and employed 80 apprentices across a range of services, providing work experience alongside a formal qualification to support their aspiration for full time employment
- Westminster holds a privileged position as the stage for the country's biggest events and we marked the centenary of World War I at a number of locations across the city including Lord's Cricket Ground. West End LIVE, our celebration of musical theatre, was the most successful yet and attracted half a million people
- We continue to champion employment in Westminster, delivering jobs for over 750 unemployed residents, more than half of whom had been long-term unemployed
- Our second ever Westminster Enterprise Week was attended by 2,800 of our budding young entrepreneurs, providing them with a unique chance to meet business leaders and visit our expanding network of enterprise space across the city
- The 2016 Westminster Mile was the biggest yet, with over 5,000 people taking to the streets of central London to enjoy a healthy morning run
- In 2016 Westminster was ranked the best place in the UK for providing life chances for young people and reducing child poverty. We are proud to say that we also received top rating from the Social Mobility Commission for our work to create opportunities and employment

Get Involved

A City for All means a city where everyone benefits from being at the heart of the nation's capital. This year we will recognise the huge contribution businesses and other organisations make to the Westminster community. We will help these partners to deliver new opportunities, cleaner air and support for our most vulnerable residents.

We will focus on three core areas, the areas where we can all work together to make a real difference to the lives of those who live, work, visit and invest in Westminster.

Opportunity

We know employment has many benefits – from creating life chances to the related physical and mental health consequences of being unemployed. We want businesses to take a part in helping Westminster's unemployed residents back into meaningful employment

Neighbourhoods

Demonstrating visible commitment to a local neighbourhood by volunteering time or skills to support local voluntary groups in making local neighbourhoods thriving places

Environment

Making a difference to Westminster by reducing emissions and taking care to make a positive contribution for all of Westminster to share in a healthier environment

Denis
Project Manager at the
Penfold Community Hub
#MyChurchStreet #MyWestminster

City of Westminster

City
for
All



£408.12 – the lowest
Band D Council Tax
in the UK



45% of all households are
one person households



15.7m visitors to
Westminster's tourist
attractions each year



697,000 jobs, the
largest employment
centre in the UK



40% of 11 year olds are
overweight or obese



82-86 years – 82.2 years
life expectancy for men
and 86 years for women



£55bn – the highest
output of any single
Local Authority



66% of households
rent rather than own



2,148 hectares in total,
8.3 square miles



4,500 new homes built
over the last 5 years



72% of pupils achieved
grade C or better in
English and maths at
GCSE level, compared
to 66% across London



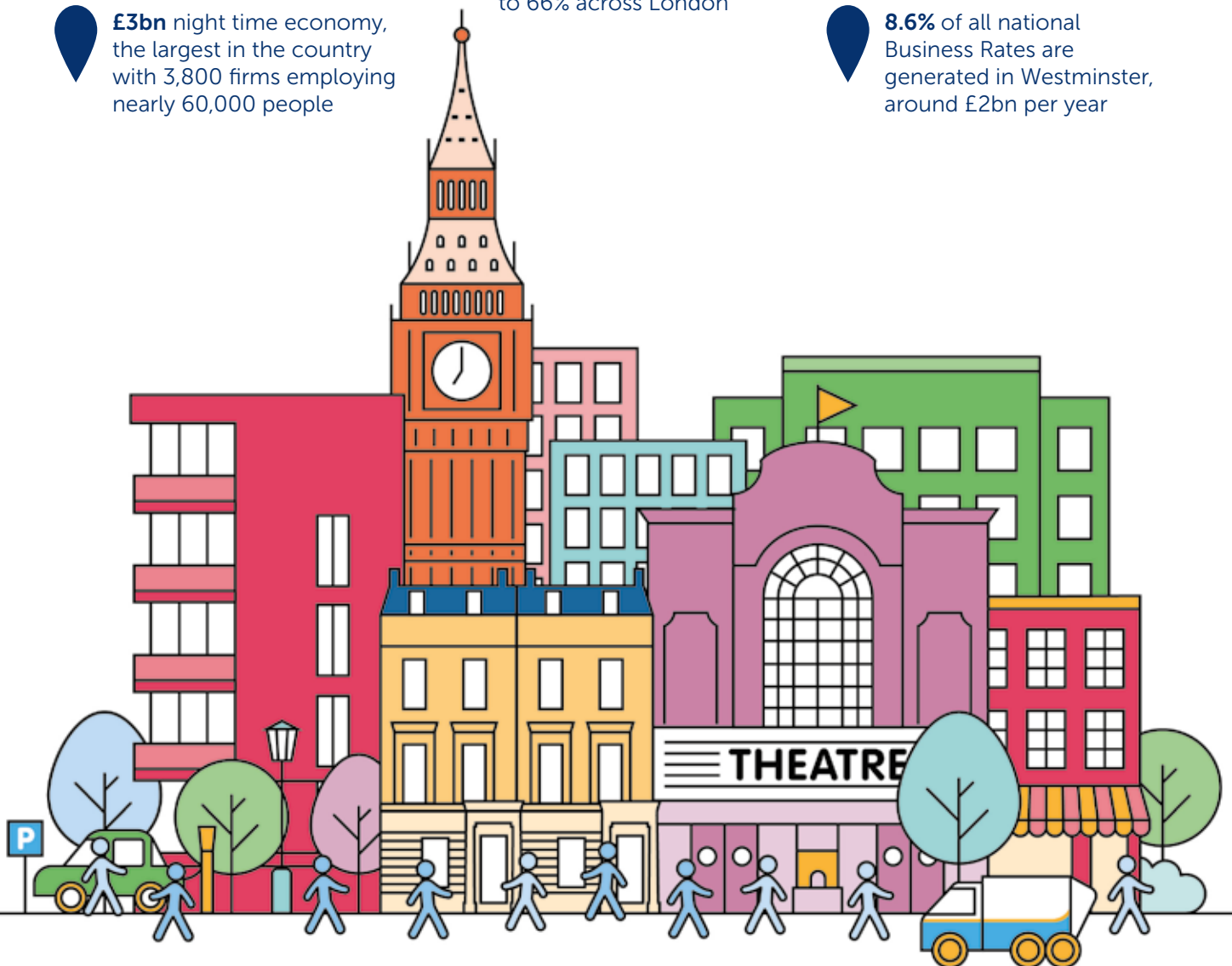
80% of businesses have less
than 10 employees



£3bn night time economy,
the largest in the country
with 3,800 firms employing
nearly 60,000 people



8.6% of all national
Business Rates are
generated in Westminster,
around £2bn per year



Westminster facts and figures