

Westminster City Council

Enterprise Programme

2015-2019



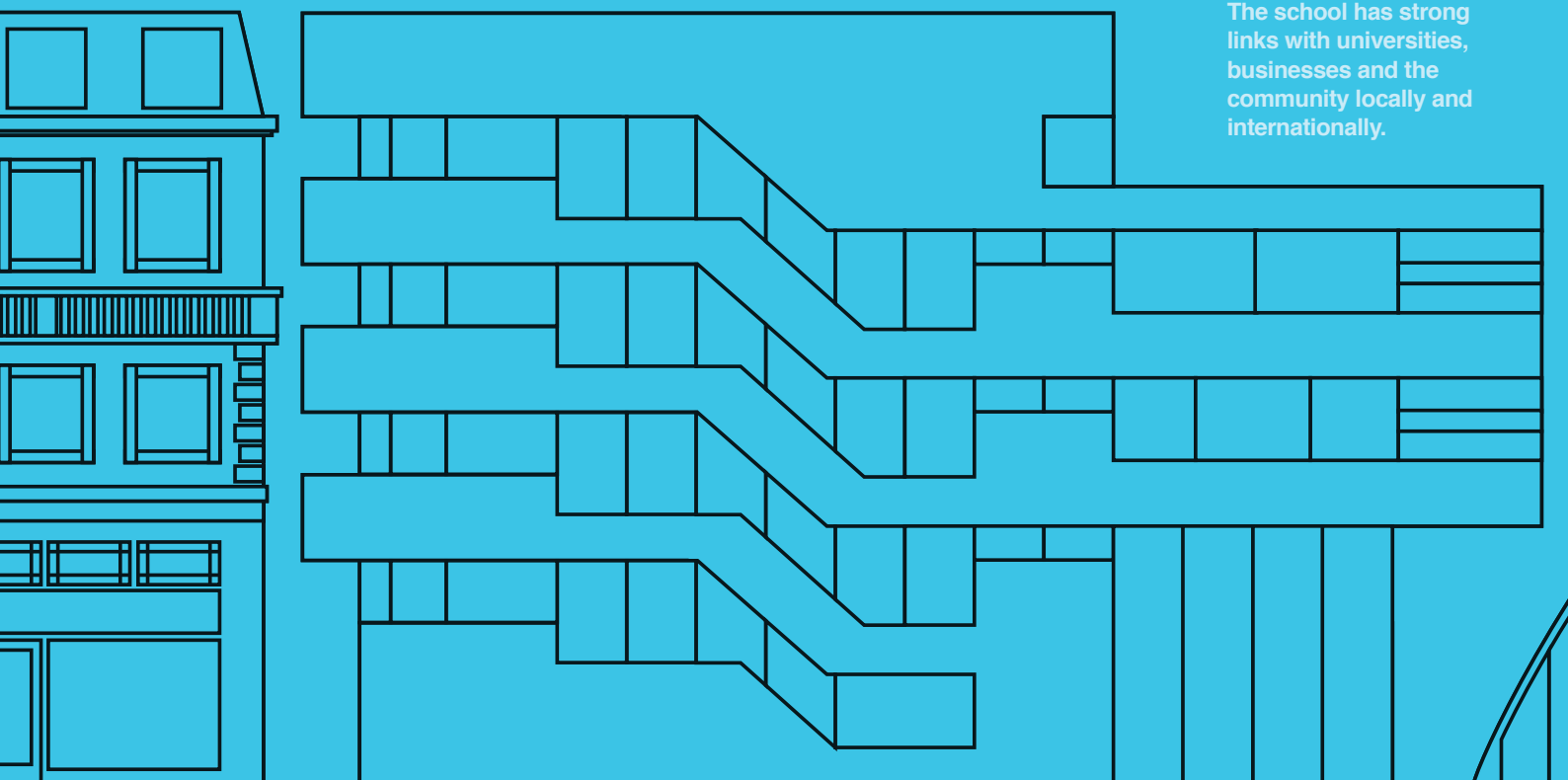
City of Westminster

westminster.gov.uk #CityforAll

Contents

Founded in 2004 in Westminster's Carnaby Street, Leon is a restaurant chain specialising in seasonal, naturally fast food. Now with 21 restaurants, the company demonstrates the high growth potential of the food sector.

Westminster Academy has a specialist focus on business and enterprise and is a national leader in teaching and learning. The school has strong links with universities, businesses and the community locally and internationally.



Foreword	02
Summary of the programme	04
Case study – West End Partnership	08
Case study – SohoCreate	10
Where we are now	12
A platform for enterprise	13
Challenges to enterprise	18
Case study – Great Western Studios	20
Our vision for enterprise	22
Case study – Westminster’s Opportunity Areas	24
Case study – HELP Enterprise	26
Putting the programme into action	28
Our priorities	29
Delivering the programme	34
Funding the programme	35
Case study – Church Street and Paddington Green	36
Case study – Superfast broadband	38
Appendix A	40

**‘We will continue
to back local
businesses and
help create jobs’**

City for All

Foreword



The Garage is a Soho-based incubator space for technology and creative industry startups; early stage companies receive £50,000 funding, subsidised desk space and the benefit of the founders' expertise in finance and branding.



City for All is our three-year plan to support a city that is confident, tolerant and where everybody is able to share in the benefits of economic success. It invites each and every one of us to play our part, creating a City of Aspiration, Choice and Heritage. The City for All plan has guided the formation of our Enterprise Programme, which in turn demonstrates the importance of enterprise to achieving many of our City for All aspirations.

Our vision is for Westminster to be the best place in the UK to start and grow a business, and a place where enterprise makes a major contribution to the rich vibrancy of our neighbourhoods and communities.

Businesses based in Westminster contribute more to the UK economy than those in any other local authority area in the country. Enterprise in Westminster contributes a huge amount to the vibrancy of our neighbourhoods as truly great places to live, work or visit.

I want to see the City Council recognised as a global leader in enterprise promotion and support. This Enterprise Programme sets out how we intend to help enterprises of all size and scale flourish in this city.

We cannot achieve our vision by working in isolation. We will achieve our goals by leveraging the unique assets and opportunities on our doorstep, by playing to our organisational strengths as a leader, convenor and enabler and by innovating and delivering outstanding value for money.

We will be reaching out more than ever before to listen, connect and respond to the needs of enterprise in Westminster. Successful delivery of our priorities will rely on collaboration with a wide range of different partners across the private and public sectors. This Enterprise Programme is a draft for engagement. We look forward to hearing your views and ideas to cement Westminster's position as a world class city for enterprise.

Working together, we can make our aspirations practical, real and lasting. I look forward to its implementation and success.

A handwritten signature in black ink that reads "Daniel Astaire". The signature is stylized with a large, looped 'D' and a cursive 'Astaire'.

Councillor Daniel Astaire

Cabinet Member for Housing, Regeneration
Business and Economic Development

Summary of the Programme

We have record numbers of start-ups and a growing network encouraging entrepreneurship in Westminster. But there are some serious challenges ahead. The City Council is committed to supporting enterprise and this programme outlines our ambition to make Westminster the best place in the UK to start and grow a business. Our work will be guided by a set of key priorities. We will facilitate, support, champion, signpost, and focus our work and that of our delivery partners in the following ways:

Westminster City Council is working with Great Western Studios on a second phase of development to increase the amount of affordable workspace for SMEs in north Westminster.



Priority 1: Developing business relationships and a whole Council, business friendly approach

There is no part of the Council that does not interact in some way with local enterprise. Whether managing the impacts of construction, licensing premises, or even rubbish collection, the Council's activities impact businesses large and small on a daily basis. The Council also serves an important role in helping businesses access other enterprise support organisations.

We want to make it easier for businesses to interact with the local authority when they need to and to see us as a partner to help them grow and develop, not simply regulate and refuse. We will challenge all parts of the Council to find new ways to support enterprise. And we will engage more widely than ever before, collaborating with an expanding network of organisations to support enterprise across the city.

For example, we will:

- > Continue to make the case for a fairer financial deal for Westminster on important issues such as business rate reform
- > Work with business groups on critical issues such as permitted development rights and residential to office conversion
- > Ensure there are 'Business Champions' in every Council department
- > Use the reach of our Communications team to better sign post residents to enterprise support on offer across the city.

Priority 2: Supporting start-ups, micro business and high growth potential businesses

Start-ups and micro businesses play a major role in supporting job growth, innovation, and the character and vitality of Westminster's business villages. Moreover, access to accelerator programmes and high quality affordable spaces are proven to substantially increase enterprise survival and job growth rates. In Westminster, despite some notable exceptions and high demand, there remain too few genuine accelerators, business incubation and co-working spaces.

The Council will work collaboratively with a range of partners, including the private sector and the London Enterprise Panel to support the growth and range of incubators, accelerators and co-working spaces in Westminster – supporting hundreds of start-ups and early stage businesses in the process.

For example, we will:

- > Implement a 'Places of Work' programme supporting 400 start-ups and SMEs
- > Work with businesses, universities and other partners to explore the potential for new business growth initiatives including med-tech and environmental start-ups, creative and 'maker' sectors
- > Raise awareness of the exceptional support already available in Westminster to our residents
- > Work with London Business Angels to expand the number of individuals who can bring their financial capacity and business experience to invest in innovative high growth potential businesses in Westminster.

Priority 3: Clusters and neighbourhood focused enterprise initiatives

Many parts of Westminster's business community are flourishing but require targeted support if they are to withstand pressure on commercial office space. In other areas, there is potential for business growth but enterprises are currently struggling. We will work at both ends of the spectrum to promote enterprise, business growth and the continued vibrancy of our neighbourhoods.

We will support small businesses to grow and remain in the heart of the capital, help maintain and develop business clusters in important growth sectors, whilst also supporting more enterprise growth as part of neighbourhood regeneration programmes in north and south Westminster. In these locations, enterprise can not only create jobs but add to the vibrancy and character of local areas, making better places to live.

For example, we will:

- > Work with existing and prospective BIDs, including new Property Owner BIDs on a range of business friendly measures
- > Oversee delivery of an enterprise programme for the West End Partnership to help ensure the area remains a viable location for start-up businesses
- > Develop an Enterprise Delivery Plan with the Church Street Futures Steering Group
- > Find ways for the Council to support a range of cluster initiatives, from medical, tailoring, to arts and creative industries through continued support for SohoCreate.

Priority 4: High Streets and Street Markets

High streets and street markets are at the centre of community life and can provide a platform for new enterprise formation. Together, Westminster's high streets and markets provide a strong base of employment, retail, residence and social life. But, as in other towns and cities, Westminster is home to a number of poorly performing high streets that are struggling to keep pace with a 21st Century economy.

We will stimulate new enterprise formation in under-performing high streets and use street markets and street trading as a platform for new enterprise growth across Westminster. We have a role to play as both a land and property owner that can bring forward new spaces to test new businesses, in addition to our role as a place leader, encouraging private sector investment in areas such as Harrow Road.

For example, we will:

- > Deliver a 'High Streets Fund' initiative focused on Harrow Road
- > Work with private sector operators to improve and expand the number of street markets in Westminster
- > Ensure our Corporate Property team creates new opportunities for test trading on high streets, reflecting our political priorities within our Property Business Plan.

Priority 5: Tackling barriers to self-employment

The UK is experiencing a rapid rise in self-employment, with one-in-seven workers now self-employed. Everyone living in Westminster should have as much choice as possible when it comes to their employment and residents have demonstrated many times over their flair for spotting opportunities and turning them into successful businesses. But some community members understandably face barriers in getting their ideas off the ground and enjoying the benefits of self-employment.

The Council wants to ensure that, regardless of background, all residents in Westminster know where to access first class support to start and grow a business. We will sign-post and support innovative approaches that enable entrepreneurial residents to overcome barriers to self-employment. Reflective of our overall Employment Programme, we will also seek to influence mainstream provision of enterprise support services to better cater to residents facing multiple barriers and long-term unemployment.

For example, we will:

- > Work with existing enterprise space providers to develop scholarship programmes for entrepreneurial residents in financial need
- > Support the HELP Enterprise initiative to create 100 new businesses established by long term unemployed residents living in temporary accommodation
- > Ensure front-line workers focussed on supporting long-term unemployed residents to become economically active are sign-posting effectively to enterprise support services.

Priority 6: Inspiring Young Enterprise

More than half of young people in the UK aged 16 to 24 want to start their own business. In Westminster, those leaving school, college and university stand to benefit from having a world-class enterprise landscape on their doorstep. But as more young people enter a labour market characterised by micro-business, self-employment and the likelihood of multiple careers, there is growing recognition that more needs to be done to fully equip them with the skills and confidence to be successful.

Links to industry within our secondary schools are relatively well established thanks in part to the role played by our local Education Business Partnership (One EBP). However, we can start to connect schools and college pupils to the first class enterprise support and networks that exist across the city and to strengthen ties with important sector clusters in order to help grow and develop local talent. We will also explore what more the City Council can do to promote business start-up programmes geared towards young entrepreneurs.

For example, we will:

- > Launch a Westminster Enterprise Week to coincide with Global Entrepreneurship Week to engage schools, colleges and businesses in enterprise promotion activities
- > Work with One EBP (Education Business Partnership), schools, and our business communities to further embed high quality enterprise programmes within the curriculum
- > Work with the University of Westminster and other Higher Education providers on enterprise support programmes and align their expansion plans with the Council's growth agenda.



‘PLACE LEADERSHIP’ IN THE WEST END – WEST END PARTNERSHIP

The West End Partnership was established in response to a report from the West End Commission, which called for a new strategic body to help shape plans and policies needed to secure the long-term economic vitality of the West End.

The Partnership aims to represent the area’s unique characteristics, providing a strong voice to influence the regional, national and international agenda. Chaired by the Leader of the Council, the West End Partnership brings together public and private agencies, including the Council, businesses, landowners and residents.

The vision of the West End Partnership covers a wide range of important issues, including maintaining a diverse economic, social and cultural base; sustaining the West End’s pivotal role in supporting London’s population and economy; providing new jobs and skills opportunities; reducing congestion and enhancing public transport; safety and security; and maintaining high quality public streets and spaces. Ensuring the West End remains a viable location for small businesses is also a priority.

The Partnership has already started to address some of these issues. For example, promoting new ideas on the funding of planning services to improve certainty for businesses, and ensuring that the West End has the tools it needs to manage its unique evening and night time economy.



£51.25 billion
gross GVA
generated by
the West End
economy

640,000 people
are employed
in the West End

120,000
employees per sq km
in the West End

‘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’

City for All

We will
work to ensure
that there will
always be a place
for SMEs and new
business startups
in the West End



1 in 5

jobs in London's
creative industries
are located in Soho

200+

the number of major
creative industry
awards that can
be traced to Soho
companies in the
past 10 years

90,000

creative industry jobs
located
in Westminster

'SohoCreate
is a forum, in
possibly the most
important arts and cultural
city, which is exploring and
debating what these issues are,
and this conference, itself, is an
example of how we need to be
forward thinking about what the
creative city of the future is'

Sir Peter Bazalgette
Chair of Arts Council England
and Non-Executive Director of DCMS



SUPPORTING CLUSTERS

The Council recognises that supporting clusters requires a bespoke approach and true collaboration with the sectors concerned. In recent years the Council has worked extensively to support Westminster's world class creative clusters.

Westminster is home to 90,000 creative industry jobs – almost 10% of the UK's creative economy. Soho, in particular, is the capital of creative employment with businesses of all sizes spanning TV and film, theatre, advertising, fashion, digital and more.

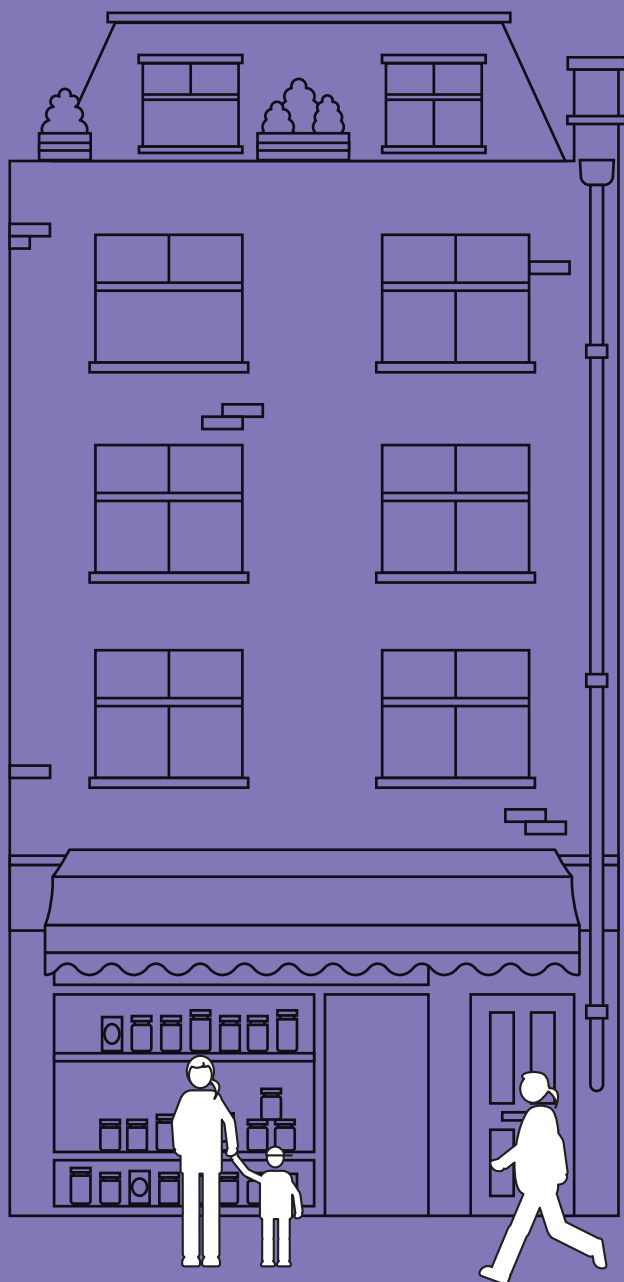
SohoCreate is a major initiative, co-founded by the Council, aimed at supporting this important cluster. The Council engaged prominent industry leaders to deliver SohoCreate. Tom Harvey, co-founder and CEO, was awarded an MBE for services to creative industries and previously ran the Edinburgh International TV Conference. And Sir John Hegarty is Chairman – a founder of global advertising agency Bartle Bogle and Hegarty and one of this country's top creatives.

SohoCreate has established an annual festival and a quarterly magazine celebrating the area's creative business community. The first festival brought together almost 800 creative professionals, providing them with opportunities to learn, connect, and do business. And SohoCreate is also helping the Council to convene industry leaders and property owners around critical issues such as office to residential conversions, permitted development rights and affordable workspace.

Over the next 3 years, we want to develop more cluster initiatives with the private sector. For example, supporting the growth of the medical technology and low carbon sector as prioritised in the Council's Sustainability Strategy. Our approach will be informed by learning we've gained in supporting Westminster's world class creative clusters. This work tells us:

- > A strong research base and clear business case is needed to guide effective collaboration between the Council and its clusters
- > With over 49,000 businesses, effective dialogue and collaboration takes place through cluster focussed bodies like BIDs and Soho Create with strong buy-in, connectivity and knowledge of their sectors
- > Business clusters want to work collaboratively with us to tackle key issues and in advocating, celebrating, and promoting their industries on a world stage
- > Where the Council demonstrates long term support for clusters, business communities are willing to 'give back' – for example, assisting long term unemployed back into work; or taking part in 'Team Westminster', our campaign to increase volunteering.

Where we are now



61 Old Compton Street is home to I Camisa and Son, London's original Italian deli since 1961. 85% of Westminster companies have fewer than 10 employees and many small businesses have been meeting the needs of residents, workers and visitors for decades, adding to the rich vibrancy of our distinct neighbourhoods.

Westminster is an important engine of growth for the capital and the United Kingdom, benefiting from a well-established, diverse and resilient economy. There is much to celebrate.

A platform for enterprise

Businesses based in Westminster contribute more to the UK economy than in any other local authority in the country. The city contains 49,500 businesses and 692,000 jobs – over 13% of the jobs in London. At £46 billion, Westminster produces 15% of London's GVA, and 3.4% of the national total.

Start-ups and early stage businesses are a major driving force for innovation, productivity, and job growth. In Westminster, nearly 85% of VAT registered companies have fewer than 10 employees and almost two-thirds of all jobs in the borough are generated by SMEs. The borough 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.

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.

Westminster is also a globally competitive location for universities and higher education, attracting students from all over the world to study and live here. Three of the world's best universities are located in Westminster: Imperial College London, Kings College London, and the London School of Economics and Political Science.

The great diversity of Westminster's economy is a vital element in Westminster'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.

**Westminster
thrives on its
economic diversity
in terms of both
sector mix and
the size and age
of businesses
located here.**

Activities to support enterprise

In recent years the City Council has played a major role in supporting the development of new initiatives and partnerships to support business and enterprise in the city. The Council has helped to establish seven Business Improvement Districts (BIDs). We are currently engaged in efforts to bring forward proposals for a BID for Edgware Road and new Property Owner BIDs. The Council has played an instrumental role in the creation of several high quality enterprise spaces across the city such as Impact Hub Westminster and Great Western Studios, dedicated to supporting new enterprise formation and growth.

The SohoCreate festival in June 2014, which we co-founded and backed, brought together 1,000 key people from the creative industries, emphasising the important status of this sector which clusters at the heart of the West End. We are also working with the West End Partnership on new plans to encourage and support small businesses to grow and remain in the heart of the capital.

We are also actively engaged in national policy discussions, such as calling for a fairer financial deal for Westminster from the Government and adding our voice to key issues affecting enterprise such as business rate reform, devolution, broadband, spatial policy, and transport and infrastructure.

Throughout all our work, we partner with wide range of organisations, including businesses, enterprise support organisations, other levels of government, third sector partners, universities and other educational institutions. We recognise that everyone has an important role to play in ensuring a successful economy.



Westminster's enterprise assets

8,000 start-ups and six
'Fortune 500s'

9 million sqm of office
floor space

Small but growing
number of enterprise
hubs and accelerators

Highly skilled
population of 225,000
residents and a day
time population of
1 million

A world leading
location for universities

Accessibility: 32
Underground stations;
4 mainline rail stations;
80 bus routes;
4 river boat commuter
services

Highly resilient and
diverse economy,
spanning business
and financial services,
creativity, arts
and culture, retail,
government, higher
education, and tourism

Westminster's enterprise hubs, accelerators, and services to support self employment

Despite reduced public spending, there is a vibrant and growing ecosystem of support for new enterprise within Westminster. The City Council has played an instrumental role in the formation of many of the excellent enterprise support initiatives illustrated below, which collectively support in excess of 1,000 startups and micro businesses every year.



Maida Hill Place

A first of a kind space in London supporting food entrepreneurs. It provides an affordable and low risk platform for food industry start-ups, with access to commercial kitchen facilities, pop-up restaurant space, networking events and training. www.maidahillplace.co.uk



Westminster Enterprise Centre

A neighbourhood based enterprise agency which has supported hundreds of local residents from welfare to self-employment. Run by Paddington Development Trust, a large focus is on pre-starts requiring intensive one to one enterprise coaching support.



Great Western Studios (GWS)

A 55,000 sq ft creative industries complex providing an exceptional work environment for over 100 creative businesses employing in excess of 350 people in Westbourne ward. GWS is set to expand and is a great example of what is possible from infill development site opportunities in north Westminster.



Lisson Grove Enterprise Space

In 2015/16 the Council will begin construction of a new 13,000 sq ft enterprise space. This project forms a key component of the Church Street Regeneration phase 1 programme.



Marylebone Flyover and Underpass

The Council is planning to take an underused 1970s underpass and an unloved busy junction, and transform it into a thriving, new destination for enterprise.



Canal-side enterprise spaces

In partnership with GWS, we aim to use vacant space on the Grand Union Canal to provide low cost container unit workspaces. This, coupled with an additional floor on the GWS building would bring over 100 new jobs to the area.



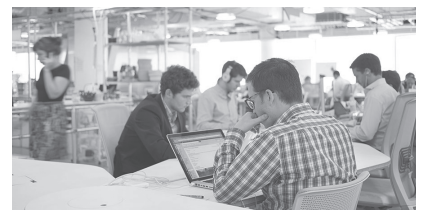
Venture 382

A temporary co-working space in the Church Street Neighbourhood, providing very low cost access on the HELP Enterprise programme for people at risk of homelessness.



Made at Somerset House

We are working with Somerset House to bring 36,000 sq ft of derelict space in the heart of London into use as affordable creative studios and incubator uses. This builds on an existing cluster here, which is already home to a maker-space (Makerversity) and Games Incubator (Playhubs).



Impact Hub Westminster

One of London's largest co-working and business incubation spaces, providing affordable workspace, collaboration and business support services to over 1,500 entrepreneurs over the past three years in the heart of the West End.



Business Information Points (BIPs)

Westminster's libraries are home to five BIPs across the city, providing high quality business information and events.



Truestart Retail

A 4,300 sq ft space located in the heart of Victoria, supporting high growth potential retail and consumer startups through a combination of seed investment, mentoring, training and shared workspace.

Key challenges

Despite Westminster's overall economic success, we face significant challenges. These are putting pressure on new businesses, as well as larger businesses and established clusters within the city. Our ability to meet employment growth targets set out in the London Plan is under threat.

The majority of commercial space in Westminster is located in the West End where rents are among the highest in the world. In these circumstances, even well-established firms can find it difficult to afford rents and business rates in Westminster.

In the last four years, Westminster has lost 1.8 million sq ft of office space to housing, with a further 3.7 million sq ft projected to be converted. Loss of office space is having a particular impact on smaller offices and those at the lower end of the market – i.e. those which are more attractive to new enterprises.

There is also a geography to the trend with areas such as Soho and Fitzrovia particularly affected. This makes it harder for new enterprises to establish themselves and has the potential to impact existing sectors – including the creative industries – which may, over time, be lost to other parts of London.

The London Plan forecasts that Westminster's population will increase substantially over the next 22 years, indicating the borough needs to provide 800,000 jobs by 2036 – an increase of over 100,000. To accommodate this job growth, 1.9 million sq ft of net additional space is needed. If left unchecked, the office to residential trend has the potential to threaten our position as a world class location for enterprise and our ability to accommodate future growth.

A further challenge is supporting growth beyond Westminster's Central Activities Zone (CAZ). Almost 60% of all businesses are based in two of Westminster's 21 wards. The Council will continue to work hard with landowners and property developers to encourage and coordinate further growth in Westminster's Opportunity Areas (Victoria, Paddington, and Tottenham Court Road).

Westminster is home to a number of under-performing high streets and street markets where many businesses are sustaining themselves, but only just. We want more vibrant high streets and street markets, providing a strong platform for people to test new business ideas.

The City Council also wants to put enterprise growth at the heart of its neighbourhood regeneration programmes in Church Street and Harrow Road. Whilst these areas will remain predominantly residential, we will encourage infill development and use of overlooked sites to provide new business space.

Many Westminster residents face significant barriers to starting and growing a business. These barriers can often include lack of finance, personal networks, business skills, and the challenge of negotiating benefit and housing changes. Whilst there are some good mainstream initiatives such as the Government's Startup Loans programme, for residents facing significant barriers to self-employment there is still a need for tailored support programmes. There is also a need to raise awareness of the fantastic enterprise support already on offer. In line with the Council's Employment Strategy, the Council will also seek to influence mainstream provision to better support long-term unemployed residents wanting to start a business.

Our role in supporting enterprise must also evolve. Since 2010, Central Government funding has decreased significantly. Over the next three years Westminster will need to make a further £100m in savings. There will be less resources to support new enterprise initiatives than in recent years. Over the course of this plan we will do more to advocate the issues of start-ups and SMEs at a regional and national level. We will also play more of a leadership role, helping to connect and encourage collaboration where it can support the delivery of this Enterprise Programme.

Westminster's enterprise challenges

Reduced funding for enterprise initiatives as the Council is faced with making £100m savings over the next 3 years

Accommodating 100,000 more jobs within Westminster over the next 20 years

60% of all enterprises concentrated in 2 of 21 wards in Westminster

Lack of awareness of business support and self-employment opportunities

Permitted development rights and conversion of offices to residential use

Rising commercial property rents and business rates

ENCOURAGING ENTERPRISE GROWTH OUTSIDE OF THE CAZ – GREAT WESTERN STUDIOS

Almost 60% of companies are based in just two of twenty wards in Westminster – West End and St James. Wards in north Westminster are predominantly residential and where suitable, the Council wants to encourage more commercial growth in these areas.

Located in north Westminster, Great Western Studios (GWS) in Westbourne ward is indicative of this objective. One of London's best enterprise spaces, GWS provides over 55,000 sq ft of high-quality affordable studio space to more than 100 creative businesses, employing over 350 people.

Helping pave the way for this development, the Council was instrumental in bringing key stakeholders together by brokering relationships with Crossrail, Network Rail and London Underground, enabling developers to acquire the site. The Council also helped finance the project through a creative one-quarter grant to three-quarters loan arrangement from the Civic Enterprise Fund. This was not only crucial in getting the project started but also in attracting further private investment.

GWS opened in 2009 and is 100% occupied with 104 studios housing a variety of creative entrepreneurs, including designers, makers, artists, fashion companies, TV companies and more. GWS has curated an exceptional business environment where small companies can collaborate, be inspired by one another, and grow.

Over the course of this plan, GWS will expand to meet high demand. With GWS and the Canal and Rivers Trust, the Council will also seek to use vacant land along the Regent's Canal to house new 'container' enterprise spaces. In turn, we will seek to engage creative SMEs here to take part in work experience and apprenticeship programmes for local young people.

Building on the lessons from GWS, in the future, Westminster City Council will:

- > Seek to bring forward other **overlooked sites and spaces** that could accommodate new enterprise spaces
- > **Bring people and organisations together** to get projects moving
- > Secure external **financial resources** and use them in creative ways to initiate projects and bring other investment to the table
- > Assist partners in **navigating Council policy and regulation** to bring ideas to fruition.

www.greatwesternstudios.com





100+

creative businesses
housed at Great
Western Studios

350

people employed

We will put enterprise
at the heart of
place making and
regeneration efforts
in north Westminster

450

jobs at GWS after
planned extension
in 2016

Our vision for enterprise

BNP Paribas, one of the world's largest banks, is working with the Council and local charity Vital Regeneration to support long-term unemployed residents into self-employment, committing funding and 40 volunteer business mentors from their UK head office based in Marylebone.



Our vision is for Westminster to be the best place in the UK to start and grow a business, and a place where enterprise makes a major contribution to the rich vibrancy of our neighbourhoods and communities.

Through this Enterprise programme we will:

- > Protect and develop Westminster's world-class enterprise landscape, ensuring businesses of all sizes are able to locate in the city;
- > Ensure that enterprise plays a central role in delivery of the Council's local area renewal programmes;
- > Improve and expand our relationships with business and enterprise support groups;
- > Back world class initiatives to support high growth sectors (e.g. Creative and Digital, Food, Med Tech);
- > Engage and support residents with entrepreneurial ambitions who are furthest from opportunity;
- > Ensure the whole Council is engaged in becoming an increasingly enterprise friendly local authority.

‘64% of all jobs in Westminster are generated by SMEs. Start-ups and early stage businesses are a major driving force for innovation, productivity, and job growth.’



WESTMINSTER'S OPPORTUNITY AREAS

The London Plan is the Mayor's strategic plan for the capital, providing an integrated economic, environmental, transport and social framework for development until 2031. All London boroughs must ensure that their local plans conform to the London Plan.

The London Plan recognises that London has limited opportunities for accommodating large scale development. However, a number of 'Opportunity Areas' are identified in which this is possible. There are three such areas in Westminster: Paddington, Victoria and Tottenham Court Road (part of which is located in the London Borough of Camden).

Although quite different in nature, plans for each of the areas include investment in a mix of public realm improvements, public transport upgrades, new homes, retail and office space. In all areas, the Council will ensure provision of offices, flexible workspaces and retail units suited to new and small businesses.

Together, Westminster's Opportunity Areas will make a major contribution to achieving the borough's goal of accommodating 100,000 additional jobs in the next 20 years.

In the future, Westminster City Council will:

- > Ensure that, wherever possible, all major development projects include additional offices, flexible workspaces and retail units appropriate for enterprise growth
- > Work closely with Victoria BID and Paddington BID to steer growth and support both large and small business within Westminster's Opportunity Areas.





Paddington:

3,000 new homes
and capacity for
23,200 new jobs

Victoria:

1,000 new homes
and 4,000 new
jobs

PROMOTING VIABLE PATHS TO SELF-EMPLOYMENT – HELP ENTERPRISE

The UK is experiencing a rapid rise in self-employment. The number of people working for themselves has increased by around 30% since 2000, meaning that one in seven workers is now self-employed.

Most people are turning to self-employment through choice rather than necessity. Benefits can include being happier at work, having more freedom to do things outside of work, and being able to work around physical health conditions or provide care to relatives. However, research shows that on average, self-employed people earn £74 per week less than their employed counterparts.

The Council will work with others to ensure those most in need of support can find the help needed to fulfill their self-employment ambitions – and make self-employment pay.

More than half of Westminster's 18,000 unemployed residents face physical or mental health barriers to employment and self-employment. But, for others, challenges include lack of confidence, finding appropriate mentors, managing the transition from benefits, and dealing with housing and childcare issues. Many people simply don't know where to turn for information and support.

HELP Enterprise is a ground-breaking initiative developed by Vital Regeneration, a local charity, and backed by the Council, BNP Paribas, and Dolphin Square Foundation. The project supports unemployed people at risk of homelessness to establish their own business. HELP Enterprise aims to launch 100 successful enterprises by 2017.

Less than a year into the project, 76 people have enrolled, 48 volunteer business mentors are providing support, and almost 20 businesses have been started. It provides an innovative mix of 'accelerator' business support and mentoring, micro finance and bespoke support for residents from low-income backgrounds. The project also helps some participants to access affordable homes with assured tenancies.

Westminster residents have demonstrated many times over their flair for spotting opportunities and turning them into successful businesses. Sometimes they just need a helping hand to get started.

In the future, Westminster City Council will:

- > Work with private-sector and community organisations to promote enterprise across the borough
- > Convene experts to explore how well Government funded self-employment support caters for long-term unemployed people
- > Lever external funding to support innovative projects that support residents in need to start their own business
- > Ensure our street markets and high streets provide residents with opportunities to launch new businesses
- > Work with services across City Hall to support enterprise growth.

<http://bit.ly/1I58FJb>

A close-up photograph of a man with glasses and a blue shirt, focused on repairing a smartphone. He is using a magnifying glass and a small tool. The background is blurred, showing a workshop environment.

1in7

UK workers is now
self-employed

Starting a business
is a popular choice
for many Westminster
residents seeking
a route out of
unemployment

100

target number
of successful
enterprises to be
launched through
the HELP Enterprise
initiative

**MOHAMAD
KHALIFE**

Repair Service for
Electronic Devices &
Peripherals

Mohamad Khalife runs a repairs business for electronic devices. Mohamad contacted HELP Enterprise seeking support and due to his visual impairment was unsure whether his venture could succeed. He has received training, mentoring, and has become more confident and ambitious with his business goals.

Putting the programme into action

With support from
Westminster City Council
and the London LEP,
Somerset House Trust is
transforming 36,000 sq
ft of derelict space into
new facilities for creative
entrepreneurs.



Our priorities

Our priorities will support the protection and development of Westminster's world-class enterprise landscape, as well as to enable entrepreneurial residents of all backgrounds to share in the economic opportunities at hand within our city.

The basis of these priorities has come from the learning of the past decade – talking to entrepreneurs, business support bodies, lessons learnt from council commissioned activity and best practice shared by our network of delivery partners. To succeed, the Council will need to work collaboratively with the private sector, in addition to other public sector and not for profit agencies who share our objectives.

one

Priority 1: Developing business relationships and a whole Council, business friendly approach

We want to make it easier for businesses to interact with the local authority when they need to and to see us as a partner to help them grow and develop, not simply regulate and refuse. We will challenge all parts of the Council to find new ways to support enterprise. And we will engage more widely than ever before, collaborating with an expanding network of organisations to support enterprise across the city.

We will do this by:

- > Continuing to make the case for a fairer financial deal for Westminster on important issues such as business rate reform, funding for safety, transport and broadband
- > Working with the Westminster Property Owner's Association and other business groups on critical issues such as permitted development rights and residential to office conversion
- > Ensuring that the voice of business is heard across the Council by strengthening our partnerships with business organisations
- > Using the Business Concierge service to help businesses navigate their way through our services and functions
- > Appointing Departmental Business Champions across all Council service areas to find new ways to become start-up and small business friendly
- > Continuing to engage with small businesses to improve procurement opportunities
- > Using the s106 process to support local procurement opportunities on major development sites
- > Providing free access to high quality resources, advice and networking sessions at our Business Information Points and via the Council's website
- > Holding 'meet the start-up' events, introducing the best new business talent in Westminster's enterprise spaces to major businesses in the city, brokering new relationships and supply chain opportunities.

two

Priority 2: Supporting start-ups, micro business and high growth potential businesses

The Council will work collaboratively with a range of partners, including the private sector and the London Enterprise Panel to support the growth and range of incubators, accelerators and co-working spaces in Westminster – supporting hundreds of start-ups and early stage businesses in the process.

We will do this by:

- > Engaging in relevant stakeholder and policy activities that promote the growth of co-working and incubator spaces
- > Implementing the 'Places of Work' programme to deliver over 40,000 sq ft of new and improved enterprise space, supporting 400 start-ups and SMEs, including securing a long term home for Impact Hub Westminster
- > Working with partners such as the Westminster Property Owners Association, the Somerset House Trust, businesses and universities to explore the potential for new, affordable spaces focusing on key sectors including creative arts, 'makers', and environmental start-ups
- > Raising awareness of the exceptional support available to those who already have early stage businesses or are seeking to become self-employed
- > Launching a bursary programme to enable young entrepreneurs and residents facing barriers to self-employment to access IAC support initiatives
- > Sponsoring the establishment of pop-up enterprise space (e.g. Venture 382 on Church Street)
- > Working with our Corporate Property team and other stakeholders to explore the potential for new enterprise space on previously overlooked sites e.g. Canal Towpath (Westbourne); Marylebone Flyover and Underpass
- > Working with London Chamber of Commerce, Federation of Small Business, UKTI and other agencies to promote international business connection and exporting initiatives for SMEs.

**Maintaining
Westminster's
economic diversity
is of fundamental
importance to
London's position as a
leading global city**

three four

Priority 3: Clusters and neighbourhood focused enterprise initiatives

We will support small businesses to grow and remain in the heart of the capital, whilst also supporting more enterprise growth as part of neighbourhood regeneration programmes in north and south Westminster. In these locations, enterprise can not only create jobs but also add to the vibrancy and character of local areas, making better places to live.

We will do this by:

- > Overseeing delivery of an enterprise programme for the West End Partnership to help ensure the area remains a viable location for start-up businesses
- > Working with BIDs on the delivery of agreed priority projects; engaging in the formation of Property Owner BIDs; and supporting the establishment of a prospective BID for Edgware Road
- > Developing an Enterprise Delivery Plan with the Church Street Futures Steering Group
- > Delivering a 'High Streets Fund' (GLA) initiative focussed on Harrow Road
- > Working with SohoCreate in 2015/16 and beyond to support and promote 'the most creative square mile in the world'
- > Producing area planning briefs for neighbourhoods in which new commercial development can be accommodated.
- > Ensuring future phases of regeneration programmes (e.g. Church Street Phase 2) have enterprise objectives embedded within them.

Priority 4: High Streets and Street Markets

We will stimulate new enterprise formation in under-performing high streets and use street markets and street trading as a platform for new enterprise growth across Westminster. We have a role to play as both a land and property owner that can bring forward new spaces to test new businesses, in addition to our role as a place leader, encouraging private sector investment in areas such as Harrow Road.

We will do this by:

- > Supporting the Council's Street Trading Policy; researching the potential of new street markets introduce private sector management of our street markets
- > Conducting a strategic review of isolated street trading taking account of the likely impacts of Crossrail from 2018
- > Coordinating with the Council's Corporate Property strategy to create vibrant, profitable high streets which support new enterprise
- > Working with Corporate Property to encourage greater coordination between Markets and the Council's retail portfolio
- > Producing an investment and master plan for Harrow Road and engaging with the Harrow Road 'Town Team'
- > Promote the services of web-based pop-up platforms to landlords and budding retail entrepreneurs.

five

Priority 5: Tackling barriers to self-employment

The Council wants to ensure that, regardless of background, all residents in Westminster know where to access first class support to start and grow a business. We will sign-post and support innovative approaches that enable entrepreneurial residents to overcome barriers to self-employment. We will also seek to influence mainstream provision of enterprise support services to better cater to residents facing multiple barriers and long-term unemployment.

We will do this by:

- > Working with existing enterprise space providers to develop scholarship programmes for entrepreneurial residents in financial need
- > Working with Central London Forward, Capital Enterprise, The Princes Trust and others to scope a Central London-focussed approach to welfare to self-employment support
- > Continuing our support for the HELP Enterprise initiative
- > Ensuring that Westminster's website provides relevant and easily-accessible information to those wishing to start a business or become self-employed
- > Liaising closely with Housing and Children's Services to ensure welfare-to-self-employment pathways take full account of residents' needs when starting their own businesses
- > Ensuring that there is an effective and sustainable network of organisations able to support new entrepreneurs
- > Substantially growing the number of volunteer business mentors to support residents.

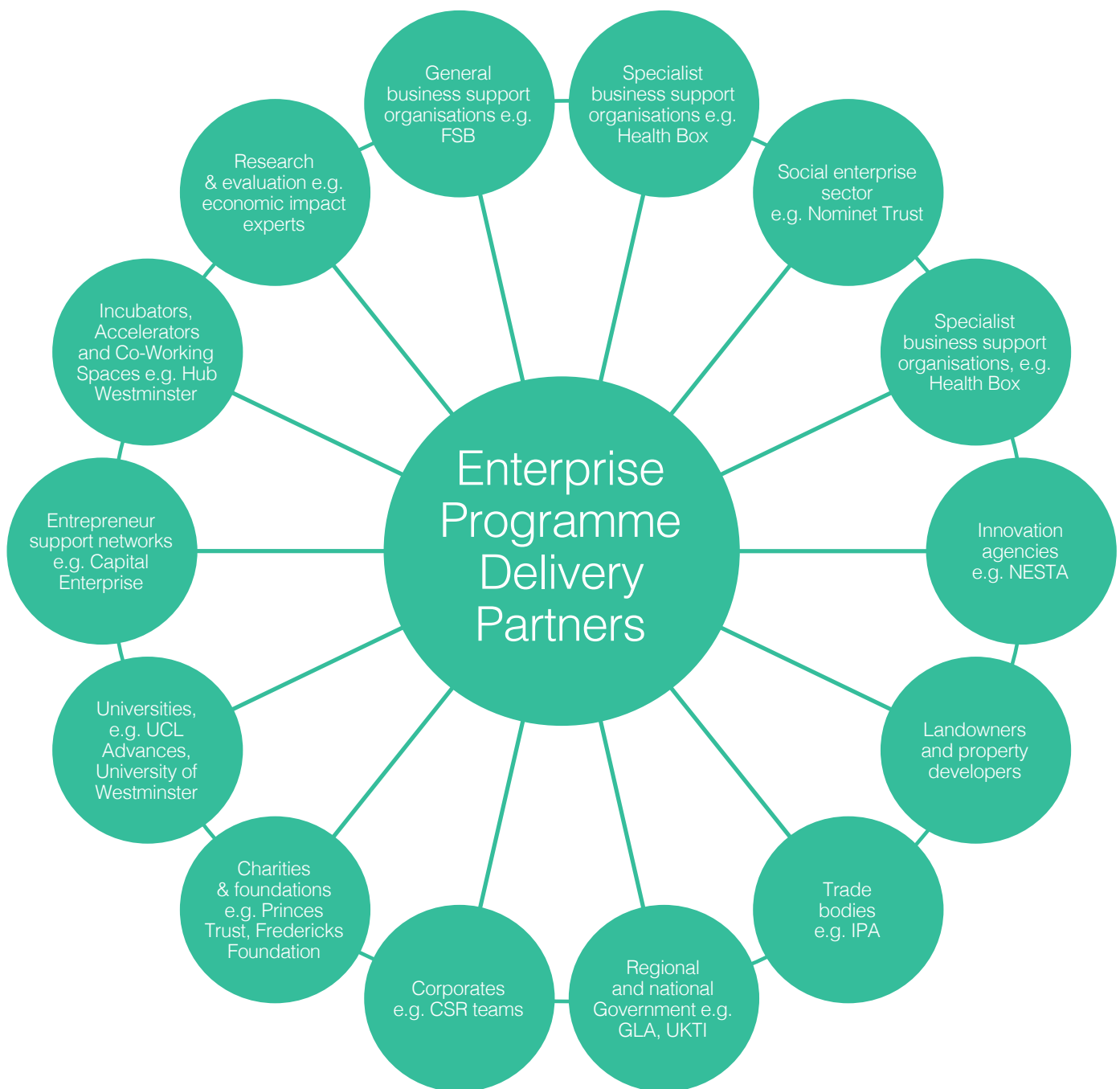
six

Priority 6: Inspiring Young Enterprise

Links to industry within our secondary schools are relatively well established thanks in part to the role played by our local Education Business Partnership (One EBP). However, we can start to connect schools and college pupils to the first class enterprise support networks that exist across the city. We will also explore what more the City Council can do to promote business start-up programmes geared towards young entrepreneurs.

We will do this by:

- > Launching a Westminster Enterprise Week to coincide with Global Entrepreneurship Week (November) to engage schools, colleges and businesses in enterprise promotion activities, including 'Dragon's Den' style challenges
- > Working with One EBP (Education Business Partnership), schools, and our business communities to further embed high quality enterprise programmes within the curriculum of primary and secondary schools
- > Working with the University of Westminster and other Higher Education providers on enterprise support programmes and aligning their expansion plans with the Council's growth agenda.



Delivering the Programme

In most instances the City Council's role is not to directly deliver. Our enterprise goals will be achieved by leveraging the unique assets and opportunities on our doorstep, by playing to our organisational strengths as a leader, convenor and enabler and by innovating and delivering outstanding value for money.

In order to achieve the goals set out in this Programme, Westminster City Council will:

- > Provide leadership, identifying opportunities and challenges, setting direction and maintaining an eye on progress towards goals;
- > Develop and catalyse new initiatives with the private and voluntary sectors, helping to get ideas off the ground and attracting input and investment from others;
- > Work closely with a wide range of partners from businesses just starting out to big business, regional and national government, making connections across organisations and diverse areas of activity;
- > Facilitate, co-ordinate and sign-post the work of others;
- > Help to develop the skills necessary for successful enterprise development and growth;
- > Conduct research and evaluation providing a strong evidence base for what works, why and what impact is being achieved.

We expect that this programme may need to adapt and evolve in the future. We will therefore review these goals on an annual basis.

‘The Confederation of British Industry estimates that SMEs have an additional £20billion of growth potential in the UK by 2020’

Funding the Programme

The Council will have to be extremely measured in the way it invests its time and resources to support enterprise, working with limited funding resources and staff. Where the City Council does access funding to support new enterprise initiatives, it will be guided by the framework set by this programme.

Delivering many aspects of this programme will not require direct funding by the City Council. Although the City Council will still have a role to play in leveraging resources from the public and private sectors to support the delivery of our ambitions.

Using the Council's Civic Enterprise Fund and other resources we are able to lever, we will support a small number of high impact initiatives which have the potential to sustain themselves without the need for ongoing support. This will build on the approach we have taken in recent years which has helped to build a stronger network of support for business and enterprise across the city. We will continue to look to the private sector and the GLA to pool resources and talents in delivering shared objectives aligned with this programme.

Measuring, learning and communicating impact

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, cluster development and self-employment.

Monitoring and measurement frameworks will be embedded within all major enterprise support 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 enterprise.

ENTERPRISE AND REGENERATION – CHURCH STREET AND PADDINGTON GREEN

The Church Street neighbourhood is among the most deprived in the country. Despite being located within walking distance of the West End, Church Street has the highest levels of income deprivation affecting children in the whole of London.

The Church Street Futures Plan aims to transform the neighbourhood over the next 15 to 20 years through new and improved homes, parks, children's play areas and shops, and better access to quality schools, healthcare and other services.

The Futures Plan has a significant focus on enterprise, including an aspiration to create over 80,000 sq. ft. of workspace within the neighbourhood. Proposed activities will build on local strengths and areas of growth, such as a thriving street market, the antiques trade, cultural sector, and development of the evening and food economy. There is also scope to further develop creative, design and making businesses through provision of managed workspace for micro businesses.

The Council has already started supporting enterprise in the area. Church Street Library is now home to a Business Information Point, which provides high-quality information and support to individuals thinking of starting a business and local businesses wanting to grow.

Recommendations for the development of Lisson Arches are being progressed through the construction of a 13,000 sq. ft. new enterprise space, due for completion in 2018. The Council's Corporate Property team are also working up plans to encourage a new food business quarter on Church Street.

The Council is fully committed to ensuring that as the neighbourhood changes through physical redevelopment, there are also social and economic benefits and opportunities for local residents and businesses.

In the future, Westminster City Council will:

- > Broker and promote local employment, training and enterprise opportunities at all stages of physical re-development
 - > Promote mixed use development that includes space for micro enterprise
 - > Build on enterprise assets already in place, such as distinct local economic specialisms.
-

<http://bit.ly/18dPsVH>





80,000

square feet of new
office, enterprise and
other workspace

Laila is a Church
Street Street trader
who supplies
food to the
HELP Enterprise
workshops

We are putting
enterprise
at the heart
of long term
regeneration
efforts



47%

the number of
premises in
Westminster that
have access
to superfast
broadband

‘Broadband quality
and availability is one
of the most important
issues facing small
businesses’

Federation of Small
Businesses

London is currently
ranked 26 out of
33 other European
cities in terms of
broadband speeds



ADVOCATING FOR LONG-TERM POLICY SOLUTIONS – SUPERFAST BROADBAND

UK cities lag behind many others in the speed of their broadband connections to homes and businesses. Download speeds in Hong Kong, Singapore and Paris are all much faster than in London. This is largely because much of the UK network relies on legacy copper networks rather than modern fibre-optic connections more commonly used in other countries. In Westminster, only 47% of premises have access to superfast broadband and average speeds are slow and variable.

According to the Federation of Small Business, broadband quality and availability is one of the most important issues facing small businesses. It is particularly important in Westminster with so many firms in sectors such as media, design, digital and telecoms, conducting the majority of their business online.

The Council has already been making efforts to improve broadband infrastructure in the borough. We take a flexible and accommodating position with regard to the laying of new fibre-optic broadband cables, and are pioneering an initiative to connect all social housing within the city with super-fast broadband.

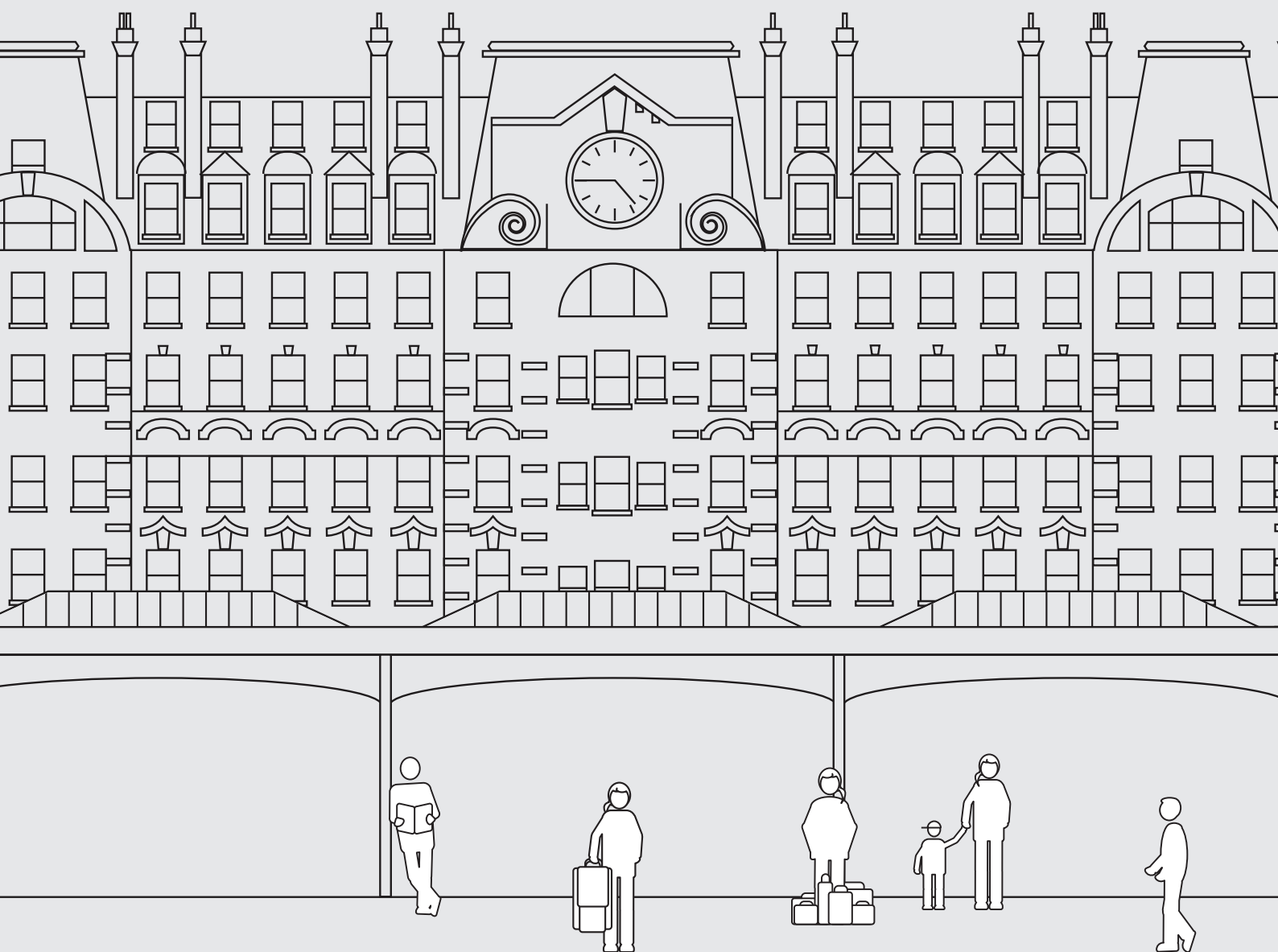
The council also works at a systemic level to advocate long-term solutions to the problem. In partnership with other levels of government, property owners, and business groups, the Council is working with broadband providers to better understand the reasons why some parts of the borough lack access to superfast broadband and is inviting providers to collaborate on solutions. Other ideas the council is actively considering include: continuing to press for clarification on the data used on connectivity and speeds to enable more consistent tracking; promoting schemes that support improved internet connections, such as the Government's Voucher scheme and the GLA's 'Wired Property Scheme'; using council assets to improve connectivity and engage commercially with operators; and improving understanding of the implications of new technologies, such as mobile broadband '5G'.

In the future, Westminster City Council will:

- > Convene and work with partners in government and the private sector to unblock barriers to enterprise growth
- > Work across borough boundaries on issues of regional importance
- > Leverage our skills in managing development, planning and street maintenance to promote a world-class environment for enterprise.

Appendix A: Policy context

Westminster's transport links include 32 underground stations, 4 mainline rail stations, 80 bus routes and, shortly, new cross-rail stations, enabling the daytime population to grow to 1 million people.



National

In recent years, the Government has introduced new policies and programmes to encourage enterprise. A key focus has been on providing greater access to finance for start-ups and SMEs seeking to grow. For example, the Start-Up Loan scheme and Business Angel Co-Investment Fund.

Other measures helping start-ups and SMEs include: National Insurance holiday for the first year of employing people; reduced Corporation Tax; and new initiatives to encourage more equity investing in early stage companies. The Seed Enterprise Investment Scheme (SEIS) and Enterprise Investment Scheme (EIS) have helped early stage businesses to raise equity finance, and have also provided greater incentives for individuals to consider investing their personal money into businesses with growth potential for the first time. These schemes have been part of a wider national trend towards a more supportive ecosystem of support for new business in the UK. The GREAT Britain campaign, Entrepreneur Visas and the rapid rise in popularity of crowd-funding sites are other notable enterprise support developments that have taken place in recent years.

The Government has also supported sector-specific initiatives such as Tech City. Tech City UK was established to deliver programmes focussed on accelerating the growth of digital industries in the UK. It has also focussed on bringing digital entrepreneurs closer to policy making efforts at the national level. The Government has also established several sector focussed 'Catapult Centres' to support business innovation and provide greater levels of funding for research and development alongside the private sector.

Regional

At the regional level, The Mayor's Economic Development Strategy for London, released in May 2010, sets out the Mayor's vision and objectives for the capital's economy up to the year 2031 and beyond. It includes a range of objectives aimed at making London 'the best big city in the world', a number of which focus on enterprise.

For example, the Mayor aims to support the capital's environment for starting, running and expanding a business by developing London's strengths in innovation, encouraging collaboration across sectors, promoting more productive links between business and academia, providing support for innovative activities, fostering entrepreneurial skills, and helping in accessing funding. The Mayor will also encourage cost effective business support programmes for London's businesses, particularly SMEs and entrepreneurs.

The Mayor also aims to attract investment in infrastructure and regeneration and maximise the benefits from this investment. This is being achieved by directing growth into the places that have the greatest need of and potential for development, as set out in the London Plan, especially the Opportunity Areas. The London Plan sets out an integrated economic, environmental, transport and social framework for the development of the capital to 2036. London boroughs' local plans need to be in general conformity with the London Plan, and its policies guide decisions on planning applications by councils and the Mayor.

As would be expected of such a strategy, the London Plan covers a wide range of issues, including many that target the needs of enterprise. The Plan recognises and supports the contribution to London's economy made by central London and its specialist functions and clusters of economic activity. It therefore focuses on ensuring the availability of sufficient and suitable workspaces, infrastructure and environments for businesses, including small and medium sized enterprises. It also singles out small scale offices – those under 500sqm

– located in central London for protection.

The Plan seeks to protect and enhance arts, culture, sport and entertainment, including creative workspaces and identifies liberalisation of Permitted Development rights for changes of use from offices to residential as an important issue to be monitored.

There is much policy in the London Plan that supports local shopping and high streets, including support for small shops, a competitive and diverse retail sector and support for street and other markets, which contribute to the vitality of town centres.

Finally, the London Plan specifically emphasises the need to support enterprise and innovation. This includes supporting new and emerging economic sectors, promoting innovation and research and working with developers, businesses and higher education institutions and others to ensure availability of a range of workspaces, including start-up space, co-working space and 'grow-on' space. The Mayor will also promote clusters of research and innovation and collaboration between businesses, HEIs, other relevant research and innovation agencies and industry.

The London Enterprise Panel (LEP) is the local enterprise partnership for London. The LEP is the body through which the Mayoralty works with London's boroughs, business and Transport for London to take a strategic view of the regeneration, employment and skills agenda for London.

The Panel has four strategic priorities including one specifically focused on micro, small and medium sized enterprises. The LEP's activities to support this priority include funding to increase overseas sales among SMEs; a package of business support that includes sign-posting to business support activities; the SuperConnected Cities programme, which provides vouchers to small businesses to install high speed broadband; a £25 million London Co-Investment Fund; a Camden-based accelerator programme that supports emerging creative businesses; and support for the Games industry. The LEP has also recognised the importance of business incubation, co-working and accelerator spaces to London's enterprise support landscape, and is investing in the growth of this sector through a new 'Places of Work' programme supported by Regional Growth Fund finance.

Local

In March 2015, the Leader of the Council launched City for All, a three-year plan for the Council. The Council's ambition, as articulated in the plan, is to ensure that everyone gets to enjoy the full benefits of being part of the world's greatest city. The plan sets out 18 commitments for the Council to achieve by 2018. There are a number that more directly reinforce Westminster's Enterprise Programme priorities:

- > Backing local businesses to create jobs, including through a new enterprise space in Church Street;
- > Reducing the number of long-term unemployed residents by one-third;
- > Working with the West End Partnership to set out a long-term vision for the West End;
- > Putting libraries at the heart of neighbourhoods and making them centres of information and community activity;
- > Making it easier to contact the council and use services online.

Westminster City Council is committed to taking an integrated, 'whole Council' approach to key issues in the borough. There are, therefore, a number of council strategies that have a direct bearing on this Enterprise Strategy.

The Westminster City Plan was adopted in November 2013. It sets out the vision for the City of Westminster up to and beyond 2026-27, and puts in place a policy framework to deliver that vision. Taken as a whole, it is the local 'spatial' expression of sustainable development. It balances competing requirements and demands to deliver against economic, social and environmental objectives.

The Westminster City Plan encompasses a wide range of policies that, ultimately, impact everyone that lives, works and visits Westminster. There are, however, a number that are of particular significance to efforts to support existing and new enterprises. Local spatial policies, for example, aim to maintain the mixed-use nature of Westminster's Central Activities Zone, helping to ensure the on-going economic diversity of the area. Special policy areas provide specific protections to unique

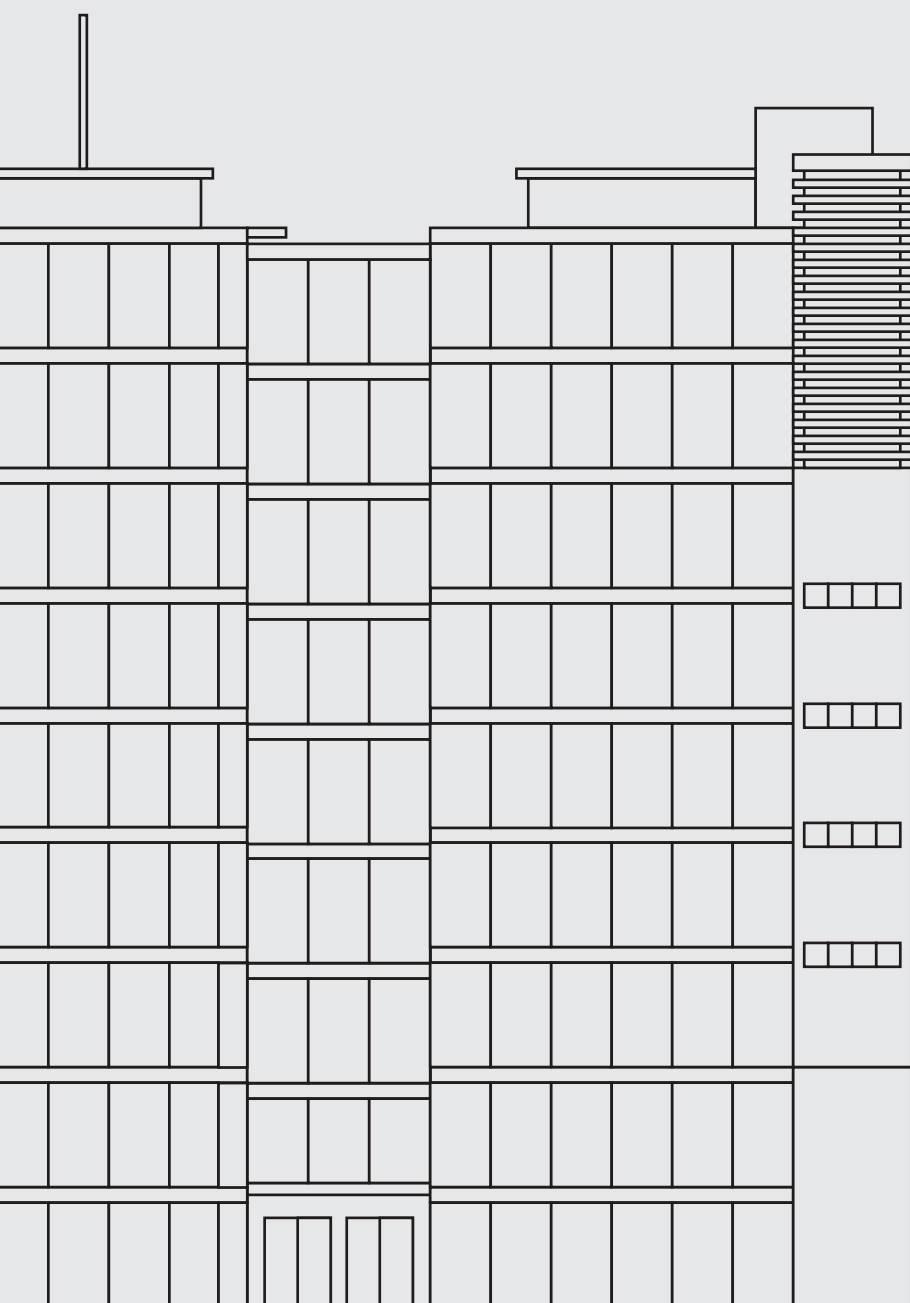
business clusters, such as medical facilities in Harley Street, tailoring in Savile Row and niche retail in St James'.

The plan directs the bulk of new office development towards Westminster's three Opportunity Areas, as well as the North West Economic Development Area (NWEDA). Wherever possible, it also requires new developments to provide a range of business floor space, including offices, workshops and studios, in order to maintain the breadth of Westminster's office offer and to protect key sectors.

Within the NWEDA, which covers the principal areas of economic renewal in the borough, the Westminster City Plan requires development to contribute to increasing economic activity, providing local services and improving the quality and tenure mix of housing.

Other existing Westminster strategies, such as the Housing Renewal Strategy, further promote the need to maximise economic opportunity through support for training, employment and enterprise. The January 2015 Environmental Report & Sustainability Strategy highlights a number of opportunities for potential green jobs growth and proposes an 'enviro-city' business hub in Westminster in partnership with the city's universities.

The Employment Programme, which is being released alongside this Enterprise Programme, does much to support the development of a vibrant enterprise and self-employment ecosystem in Westminster. At its heart is the goal of tackling worklessness among residents facing long-term, complex and significant barriers to employment. The workless rate among this group has unfortunately seen minimal positive change despite over a decade of mainstream employment support and council-funded programmes.



One of several major new buildings in the Paddington Opportunity Area owned by British Land, and home to AstraZenica, a British, innovation-driven multinational pharmaceutical and biologics company.





Economic Development Unit

Growth, Planning and Housing
Westminster City Council
11th floor, City Hall
64 Victoria Street
London SW1E 6QP
T 020 7641 6000

westminster.gov.uk



City of Westminster

November 2015: Issue 4

