

**ZERO  
CARBON  
2040**  
Westminster Climate Action

# City for All **Vision and Strategy** 2021/22



# Our City for All

At Westminster, we are working to create a world class City for All.

A city where residents live in a healthy and sustainable environment, have access to high quality, affordable homes, can grow and learn throughout their lives, build fantastic careers in world-leading industries, and retire into the community with dignity and pride. Everything we do as a council should improve the lives of every individual in our city.

Since the beginning of the pandemic in March 2020, our day-to-day priorities have changed completely. We had to respond to an unprecedented emergency at pace and since then, we have been working tirelessly to keep our vulnerable residents safe, support our businesses, and protect our communities.

With the implementation of necessary lockdown measures, our local economy has had to navigate great uncertainty: people's livelihoods have been impacted significantly, local businesses require long-term funding support, and the West End's status as a global destination for retail, culture, hospitality and leisure is not guaranteed.

We will build our City for All hand in hand with our communities, providing hope for our residents, business owners and visitors that a brighter future is on the horizon.

To get our city back on track, we have outlined a programme of work that will help build a dynamic post-pandemic economy that can respond flexibly to change. This programme will underpin a new pillar to our City for All vision – **Thriving Economy**. As part of this priority, we will reinvigorate the West End, address unemployment, particularly among young people, and attract sustainable investment to the city. We will complement all of this with the commitments outlined in our existing **Greener and Cleaner**, **Vibrant Communities** and **Smart City** pillars.

Alongside tackling the effects of the pandemic, the climate emergency remains the biggest challenge of a generation. To build a **Greener and Cleaner** city we will play a leading role in delivering on our ambitious targets that will benefit the city for many years to come, by becoming a council with net zero emissions by 2030 and a net zero city by 2040. The council will ensure that our children not only inherit a more equitable, greener and healthier living environment, but also a successful model of how to tackle urban environmental challenges.

We will build strong cohesive communities where all individuals are supported to improve their lives. The pandemic has had a disproportionate effect on people from minority ethnic, low-income and vulnerable groups, and we are committed to reducing the life expectancy gap between different communities by empowering people to be healthy and live well and providing excellent employment and education prospects for all.

We will create **Vibrant Communities** that are inclusive and sustainable, and our target of delivering nearly 2,000 affordable homes, along with our Church Street and low carbon Ebury Bridge schemes, will be key to this.

Our residents' diverse needs and requirements are at the heart of our **Smart City** ambitions for delivering high-quality services and improving the city. We will use the latest technological innovations to empower and protect our communities and improve their lives, by making it easy for residents to contact us, exploring voice-assisted smart care solutions and trialling technologies to improve road safety.

We know that we cannot deliver our vision alone. Our close working with residents and partners during the pandemic proved how crucial collaboration is to achieving better outcomes for our communities. That is why it is vital that we continue to work closely with our residents and partners such as Business Improvement Districts, landowners, neighbourhood fora, amenity societies, faith groups, cultural and health institutions to deliver our ambitious programme.

In these difficult times, Westminster needs to work together to achieve the very best for our communities, reinvigorate our economy and achieve our net zero carbon goals. Together, we will continue to build a City for All of which we can all be proud.



**Cllr Rachael Robathan**  
Leader, Westminster City Council





Cllr Rachael Robathan, Leader of the Council,  
meeting local businesses.



# Our approach

**The journey to creating a City for All starts with us, but we can't do it alone.**

At the council, we design and deliver services with diversity and inclusion at the forefront of our minds. To create a City for All, we must ensure that all of our communities' voices are heard and that their needs are recognised.

Our faith, cultural, resident and business groups play vital roles in this. Their contributions to the COVID-19 response highlighted just how important they are to our communities' foundations, and to the impact of our collective work, which was made possible by working together.

As we move forward with our vision, we will continue to put equalities first, fostering diversity and inclusion throughout our workforce and our ways of working, and we will collaborate with partners that share our vision and values.

One of our COVID-19 marshals  
keeping our communities safe.





**Greener  
and Cleaner**



**Vibrant  
Communities**



**Thriving  
Economy**



**Smart  
City**





# Our progress

In March 2020, we introduced our new City for All Vision and Strategy, which set out our long-term vision supported by our commitments for the year ahead. Shortly afterwards, the COVID-19 pandemic struck London, prompting a complete overhaul of our way of working and our programme of work.

With the support of our communities, partners, businesses and dedicated staff, we were able to respond quickly to this crisis and continue delivering for our residents and businesses.

In this section, we've highlighted outcomes from our pandemic response and wider City for All delivery of which we're particularly proud.



Westminster business displaying our 'Shop Local' campaign logo.



## THRIVING ECONOMY

- ▶ The **first local authority across the country to complete the rollout of the first round of business grants** – £99.5m to nearly 5,700 businesses, £20m over the original Government allocation.
- ▶ **Supported 19,500 businesses** through Retail Rates relief or Small Business Rates relief.
- ▶ **Conducted over 300 one-to-one appointments with businesses**, which resulted in more than £2m of alternative support identified and awarded to them.
- ▶ **Led on a new licensing scheme** and **issued nearly 900 licences** to allow businesses to provide outdoor hospitality and continue trading throughout the year.
- ▶ **Undertaken over 25,000 visits** to ensure our businesses operate in a COVID-19 secure way to keep our communities safe.
- ▶ **Rolled out temporary street measures** to keep people moving safely and promote sustainable transport modes, creating additional space for pedestrians, businesses and cyclists, enhancing a sense of community, and supporting our efforts to tackle climate change and reduce air pollution.
- ▶ **Worked with retailers** to test and trial initiatives to support economic recovery.
- ▶ **Launched Ebury Edge** in Ebury Bridge to enable local entrepreneurs, community groups and local residents to occupy and make use of underutilised spaces.
- ▶ **Helped 39 residents into work** supporting the mass testing efforts in the city.
- ▶ **Created 64 high quality, London Living Wage Kickstart jobs** for 16–24 year old residents in receipt of Universal Credit.
- ▶ Launched Westminster Wheels with Groundwork London and Cycle Confident, which will have **supported 11 trainees into employment and distributed 120 refurbished bikes** to the community for free by the end of March 2021, promoting sustainable travel to reduce carbon emissions and improve air quality.
- ▶ From April to December 2020, the Westminster Employment Service **helped move 179 residents into jobs, and supported 42 others** to move into better paid positions or gain further qualifications.
- ▶ **Supported 16 people formerly sleeping rough into employment** with charity partners, our Rough Sleeping and Housing teams and Westminster Employment Service.
- ▶ **Supported over 1,000 residents in the last two years into work placements, paid work and apprenticeships** by requiring our contractors to create employment opportunities.
- ▶ **Created ten affordable workspaces totalling 186,500 sq ft**, with more in the pipeline.
- ▶ **Engaged 541 young people** in enterprise and sector-based career related learning experiences.



## CITY FOR ALL IN ACTION

## Keeping people moving and businesses trading safely

The pandemic rapidly changed the way people move through Westminster, as well as how people conduct business. The council responded to this through our movement and hospitality work, which aims to support residents, workers and businesses.

We created walking and cycling routes and transport hubs to support high streets, which was particularly important during the re-opening of non-essential retail in mid-2020. Around 50 schemes were delivered that focused on widening pavements to provide people with enough space for social distancing. We also introduced key cycle routes so that people could travel safely and reduce their use of public transport.

The council supported the hospitality sector by licensing them to use outdoor dining spaces throughout 2020. This helped hundreds of businesses by creating conditions that allowed them to continue operating and attracting visitors. 92% of our stakeholders and 84% of residents and visitors felt satisfied or positive with the council's work in helping local businesses to reopen.

Our movement and hospitality schemes were key to supporting the city in challenging times, and we will take forward these effective measures to catalyse business recovery across the city.

[View our Movement Strategy business toolkit](#) ►



A family using one of our new cycles lanes.

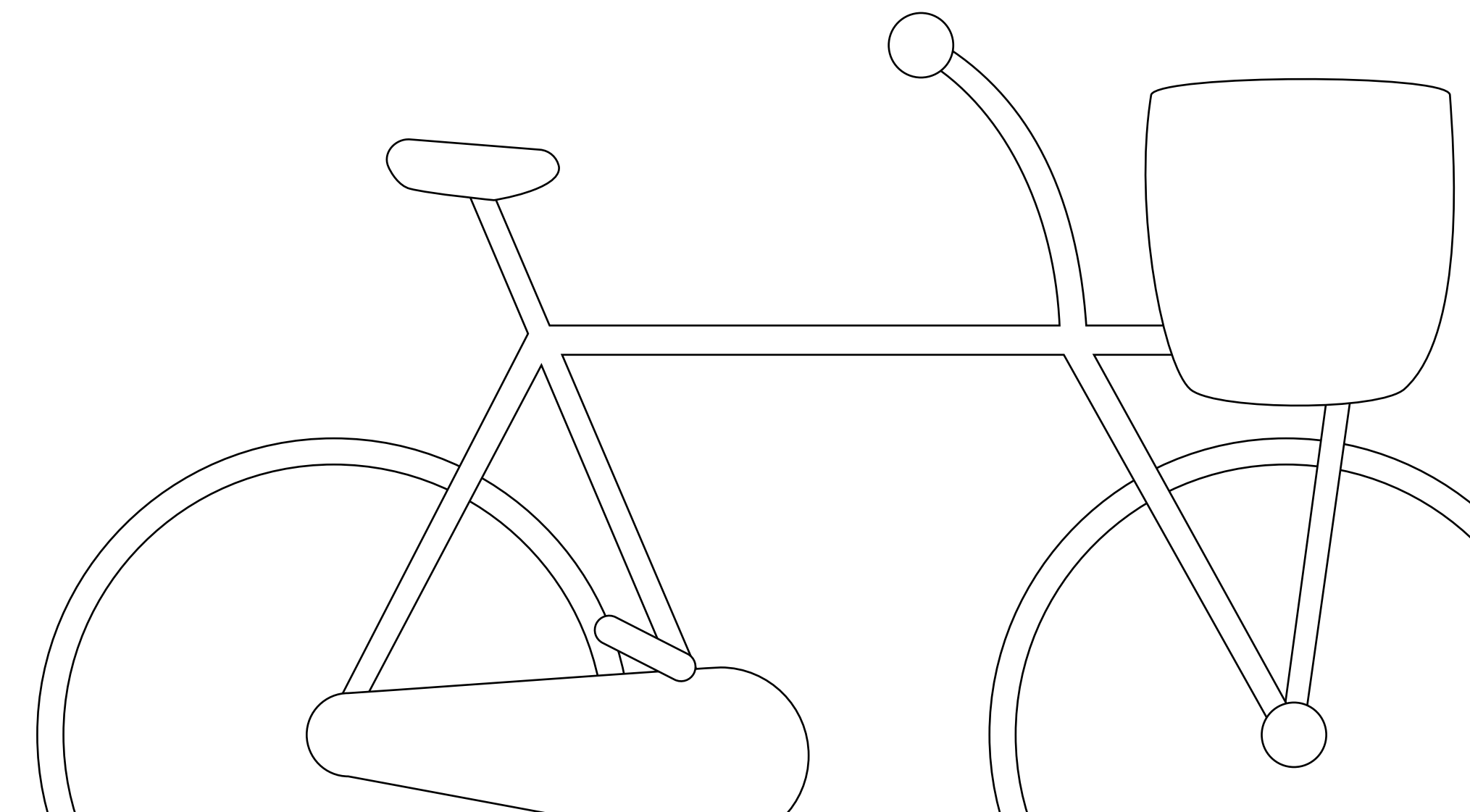
Venues newly licensed to use outdoor dining spaces.





## GREENER AND CLEANER

- ▶ **Produced a 20-year Freight, Services and Deliveries Strategy and Action Plan** to help us meet our carbon reduction and road safety targets.
- ▶ **Convened landowners and logistics industry partners** to plan the reduction, re-moding and re-timing of freight, servicing and delivery vehicles to reduce traffic and congestion, improve air quality and meet our net zero carbon commitments.
- ▶ **Facilitated the creation of a micro-distribution hub** at the Park Lane car park to ensure more efficient parcel deliveries across the West End.
- ▶ **On track to deliver more than 1,000 electric vehicle charging points**, with a range of charging speeds and which include 32 rapid chargers.
- ▶ **Completed ground-breaking low carbon roadworks** on King Street, exclusively using electric vehicles, cargo bikes, tools, welfare and recycled equipment, which cut the project's carbon emissions by an estimated 75%.
- ▶ **Halfway through rolling out our LED street lighting programme**, which is intended to deliver 50% savings in energy use.
- ▶ **Diverted over 345 tonnes of food waste** from incineration with our award-winning food waste recycling collection trial.
- ▶ **Added 7.5 miles of new cycle lanes** to support safe, active and sustainable travel around the city.
- ▶ **Partnered with Caulibox to create a digitally-enabled reusable lunch box deposit return scheme**, first piloted at Tachbrook Street Market, that reduces the need for single use-containers.
- ▶ **Introduced pay-as-you-go electricity** at Tachbrook Street Market to enable traders to power their cooking using electricity rather than gas.
- ▶ **Implemented 11 'School Streets'**, closing roads during school start and end times, to reduce car use and make streets safer for our children.
- ▶ **Completed the roll out of the city-wide 20mph speed limit** as part of our commitment to making our streets safer, healthier and cleaner for everyone.
- ▶ Continued delivering services to the high standards our residents expect – **86% of residents were satisfied with the way the council is running the city.**
- ▶ **More than eight out of ten residents were satisfied with how we keep our streets clean and regularly collect bins.**





**CITY FOR ALL IN ACTION**

## Improving the infrastructure around schools

Schools are incredibly important places for our children's development, which is why we value what is outside them as much as the learning in their classrooms. The spaces outside our schools are used for playing and travelling, and we've started a programme of work to improve these areas to make them safer places to play.

Outside our schools we have prioritised children and families over traffic by introducing temporary road closures through our ActiveStreets programme. We also provided pedestrian and cycle zones, and introduced a city-wide 20mph speed limit in October 2020, which first started around schools. With our support, some schools have also added green infrastructure to their sites, installed air filtration systems and introduced anti-idling zones.

These measures have enabled children and their families to travel more safely and actively to and from school. By temporarily eliminating cars from the surrounding area and supporting urban greening, we've also helped to improve air quality in and around schools and reduce pollution's damaging impacts on children's lungs.

[Learn more about the ActiveStreets programme](#)

ACTIVE  
WESTMINSTER

  
City of Westminster

Children playing in an ActiveStreets session.





## VIBRANT COMMUNITIES

- ▶ **Rapidly created Westminster Connects**, both a digital platform and a weekly network of up to 300 volunteers dedicated to supporting people shielding.
- ▶ **Directly distributed our Winter COVID-19 grants totalling £750,000** to 6,706 children in receipt of free school meals, over 1,600 low-income households, 250 care leavers and 13 families with no recourse to public funds.
- ▶ **Reached new levels of community engagement and dialogue** by using virtual platforms to run consultations and discuss COVID-19 concerns with residents, health professionals, faith group leaders and leading members of the BAME community.
- ▶ **Identified and took action, with the Met Police, against those who ignore COVID-19 regulations** and put our communities' safety at risk.
- ▶ **Supported all our schools and libraries to remain open** with on-site and remote learning offers to vulnerable children and children of key workers.
- ▶ **Rolled out a programme of on-site and digital activities for our young people** through our libraries, City Lions, schools, and flagship thematic events such as Westminster Enterprise Week.
- ▶ **Worked with local authorities and charities to help over 830 people off the streets** into hotels and other accommodation.
- ▶ **Delivered over 725 new affordable homes since 2017** – and we are on track to deliver more than 1,850 by 2023.
- ▶ **Opened our state-of-the-art and energy efficient care home, Beachcroft House**, where 65 residents have settled in and are enjoying its facilities. Its opening will allow us to deliver over 100 housing units at other sites to meet a range of housing needs.
- ▶ **Invested another £500,000 in youth services** (totalling £1m over two years), which includes funding for five youth hubs and 17 youth projects.
- ▶ **Continued to support all our families with a child with special educational needs or disability (SEND)**, remodelling our short breaks offer to provide individual care to children and their families.
- ▶ **Westminster's SEND team received a glowing Ofsted report** for their ambitious work supporting children with SEND in the city.
- ▶ **Supported 615 vulnerable residents**, since April 2020, to continue living in their homes by providing bathrooms suitable for their needs, ensuring heating if a boiler breaks down, and providing a Handyperson service.
- ▶ Since April 2018, we have **renovated nearly 1,350 vacant social housing properties to a dementia-friendly standard** to enable future occupants living with dementia to stay in their homes.
- ▶ **Moved nearly 270 people into long-term housing** from March to December 2020.
- ▶ **Prevented 458 cases of homelessness** since April 2020.
- ▶ **Enhanced green spaces, widened footways, improved lighting, and made street crossings and other public spaces safer** through the Community Infrastructure Levy.
- ▶ **Made good progress on our Luton Street projects**, which will provide a community centre, a three court sports hall and 171 new family homes, including 62 affordable units.



## CITY FOR ALL IN ACTION

## Westminster Connects

Westminster Connects was set up rapidly at the start of the pandemic to support people who were vulnerable due to COVID-19. It offers information, support and advice to those who are vulnerable.

Since the beginning of October, Westminster Connects has:

- ▶ Supported over 8,400 Clinically Extremely Vulnerable residents with monthly phone calls
- ▶ Made regular calls to nearly 1,700 vulnerable older housing tenants
- ▶ Distributed £262,000 in hardship funds to over 400 households
- ▶ Deployed 150–300 volunteers per week.

Volunteers and local charities have rallied to support Westminster Connects. Together with our Business Community Partnerships team, they have distributed:

- ▶ Easter eggs donated by John Lewis and Marks & Spencer to vulnerable elderly residents
- ▶ Hampers to elderly isolated residents
- ▶ Christmas vouchers to families in need, care leavers and looked after children.

The council's Responsible Economy team created interactive maps to help residents connect with local support and medical services, identify neighbourhood shops, and locate restaurants and venues participating in the Eat Out to Help Out initiative.

**Read more about Westminster Connects**



**WESTMINSTER  
CONNECTS**

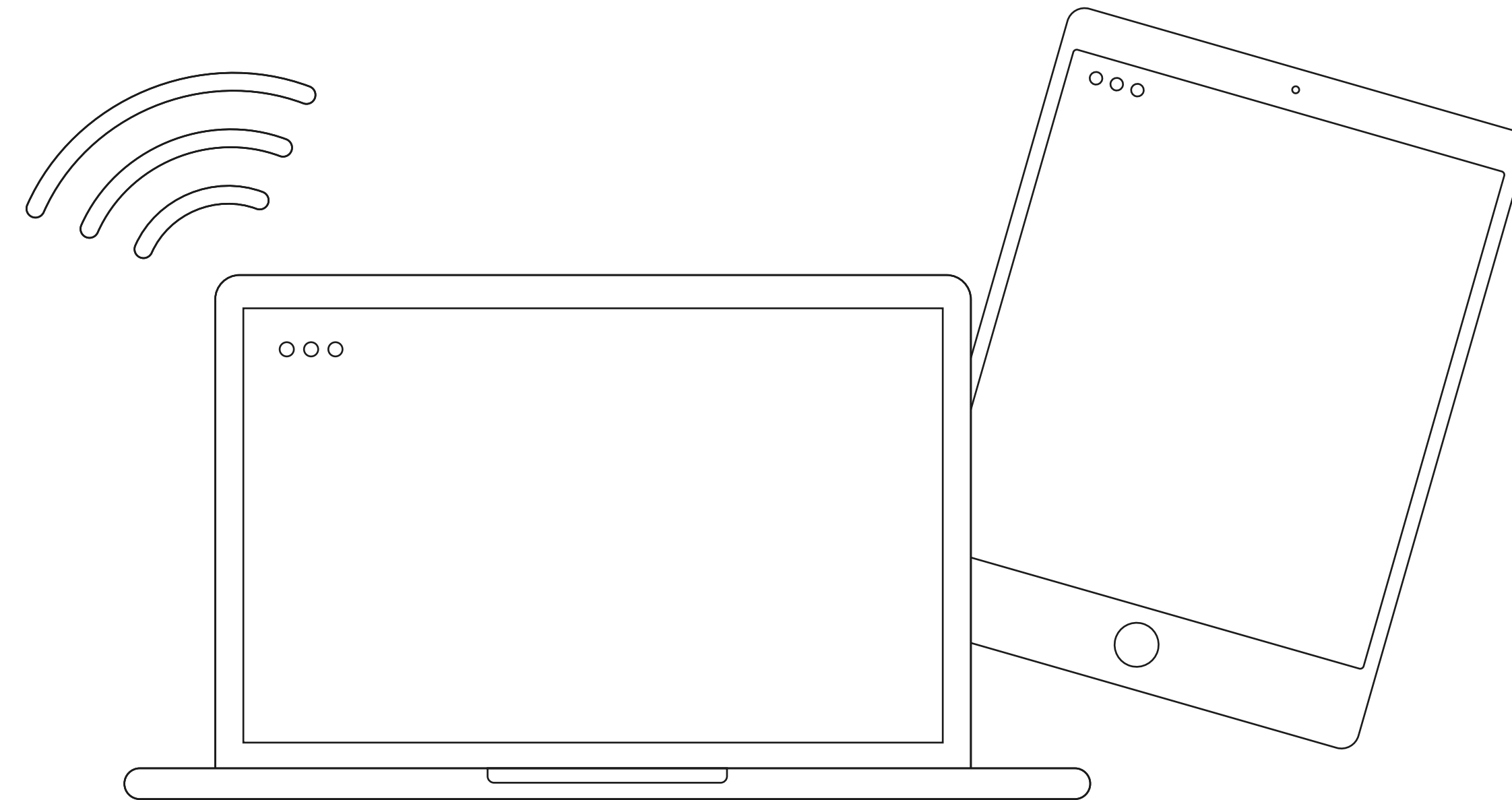


Storm Flowers London, one of the many businesses that helped support vulnerable residents.



## SMART CITY

- ▶ **Distributed, with our partners, over 4,000 laptops to children previously without access to a personal computer** to minimise disruption to their learning and development.
- ▶ **Donated 50 refurbished council iPads to all care homes** across Westminster and Royal Borough of Kensington and Chelsea to enable care home residents to stay and feel connected to their friends and families.
- ▶ **Brought virtual concerts and performances to our care home residents** with Constella OperaBallet, so that they could continue enjoying music and culture.
- ▶ **Trialled Motiview technology in care homes with London partners** to allow residents to cycle virtually all over the world, which can encourage physical activity, reminiscence, and conversation in older people and those living with dementia.
- ▶ **Launched a brand new website**, designed using residents' input to make it easy for all residents to navigate and access the information they need.
- ▶ **Introduced our 'Crowdfund Westminster' platform** to empower local residents and organisations to crowdfund the financial support needed for local activities. The council has pledged £58,000, and five campaigns have already hit their funding targets.
- ▶ **Connected almost 750 businesses to gigabit capable broadband connectivity** through Connect Westminster's £2.8m project, co-funded by the council and the European Regional Development Fund.
- ▶ **Coordinated the business intelligence support for all London boroughs throughout the pandemic**, helping local leaders manage pressure on vital services for communities across London.
- ▶ **Agreed to participate in an e-scooter trial in 2021**, in partnership with the Department for Transport, Transport for London and other central London boroughs.
- ▶ **Most connected London borough based on full fibre availability**, with more than half of its total premises able to access full fibre broadband.
- ▶ **Won an 'Excellence in Local Government' award** for our partnership approach with University College London and King's College London to harness the latest innovation and research to address our long-standing challenges, such as understanding recycling behaviours, electric vehicle charging use and demand, and physical inactivity.



GREATER  
LONDON  
AUTHORITY



European Union  
European Regional  
Development Fund



CITY FOR ALL IN ACTION

# Helping with home studies

Maycee, aged seven, received a laptop from the council after being recommended by a ‘Family Navigator’, a part of our Early Help Service for families in Westminster. With the sudden switch to home learning during the pandemic, many children have had to adapt to learning from home, but not everyone has had access to the same tools and resources.

There are many more stories like Maycee’s and with the thousands more laptops we, along with our partners, have made available to our young people, there will be even more to come.

Explore our Early Help Service offer

Donate a laptop to help children and families access education digitally

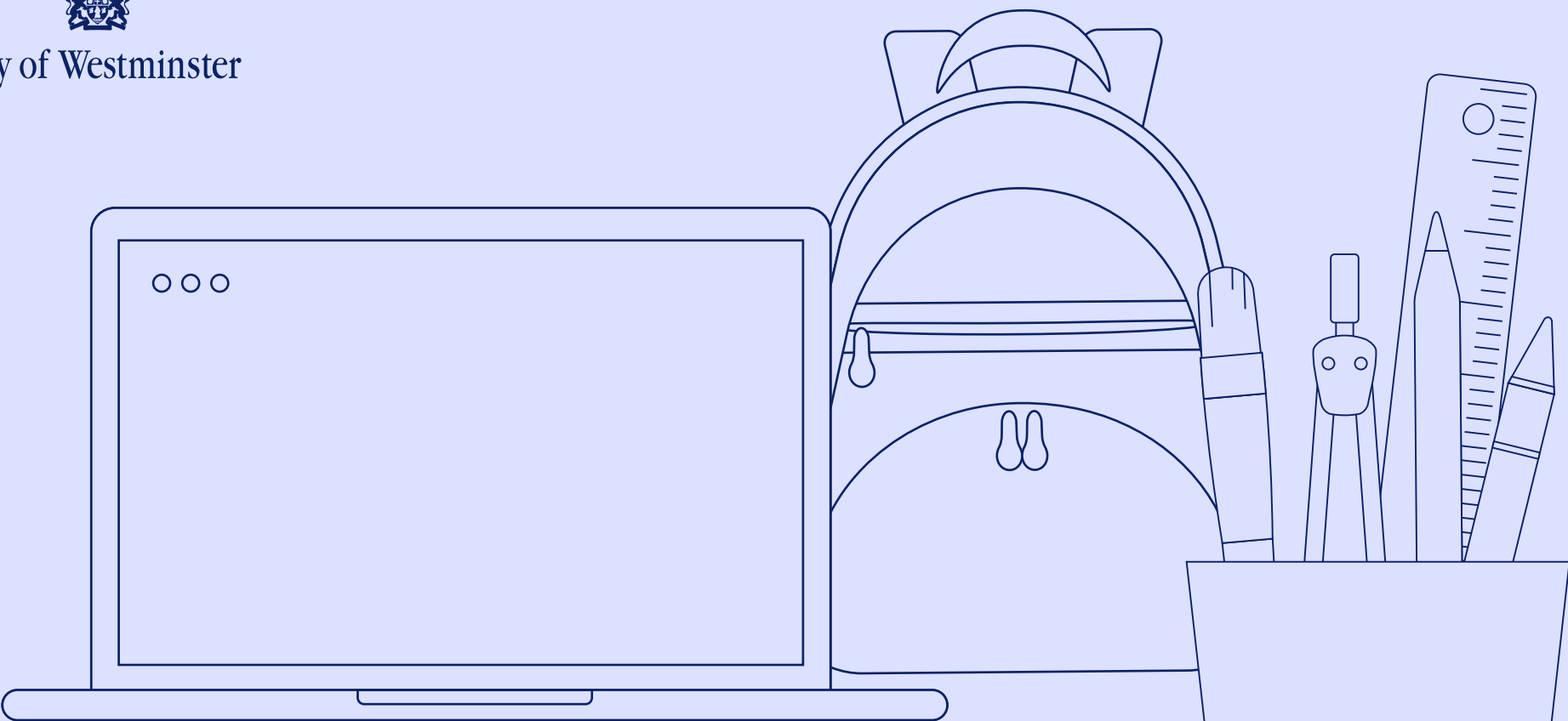


**“Having a laptop means that I can do my schoolwork on there. Because I’m turning eight, I have a bit more responsibility. It also means that I’m learning to use the keyboard and I’m using Microsoft Word so that when I go back to school, I have a bit more experience.”**

Maycee (pictured), aged seven



Maycee with her new laptop.





# Thriving Economy

Westminster Wheels staff and trainees refurbishing bikes.





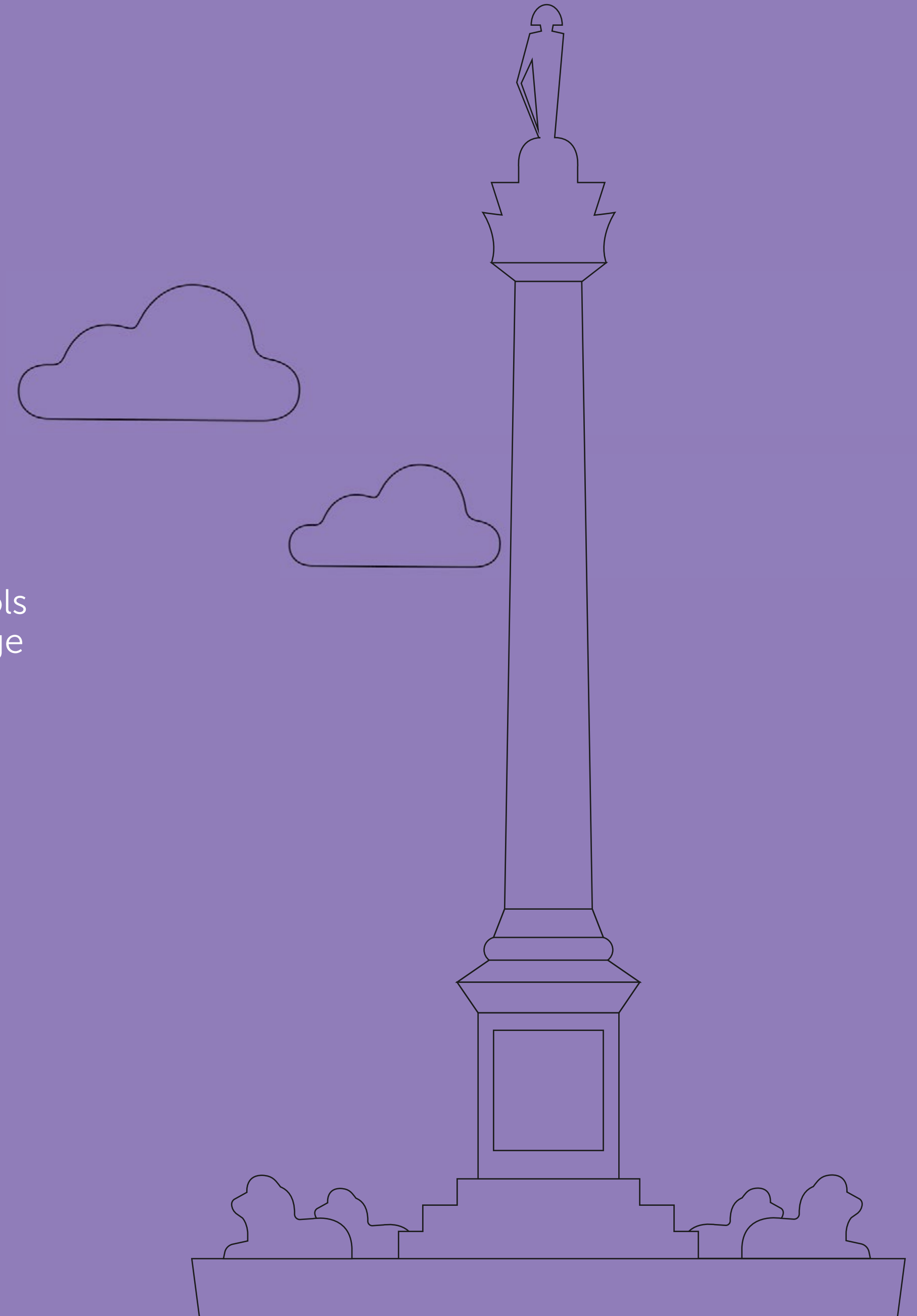
## OUR VISION

# Thriving Economy

Westminster's high streets and the West End will continue to be instrumental to our neighbourhoods' vitality and the nation's success, and the city will be a model for how a sustainable economic recovery can achieve carbon emission reduction targets.

Our local high streets will continue supporting their communities through opportunities for employment and training, leisure and community cohesion. Residents and local businesses – big and small – will be provided with the tools and knowledge that will enable them to be resilient to future economic change and thrive in a greener, post-covid world.

The city will be a place where people live, work and flourish, but as the home to the West End and other famous landmarks like Buckingham Palace, Parliament and the Royal Parks, it will continue welcoming visitors from around the globe to experience the diversity and unparalleled culture and history Westminster has to offer.





# What we will do

We will maintain the resilience and flexibility we deployed for the pandemic response, using a place-based approach and working with our communities to shape an economy that underpins our low carbon future.

Home to nearly one-sixth of London’s jobs, Westminster’s economy – from its high streets to the West End – is critical to the nation’s economic wellbeing.

From Pimlico to Harrow Road, each of our high streets is unique. However, they are all the lifeblood of their local areas. We will work with residents and businesses to cultivate the conditions needed for our high streets to grow sustainably and support the communities that depend on them. We will help our communities thrive in a greener post-covid economy, and we will work with those groups particularly impacted by COVID-19: businesses, women, children, young people, minority ethnic communities, low-income earners, vulnerable residents, those with special educational needs and disabilities, and older people out of work. We will improve employment outcomes for young people and young adults through initiatives that connect them with good work, which includes creating jobs at the council for residents aged 16–24 through Kickstart. We will expand the benefits of this by influencing our supply chain, partners, developers and local businesses.

COVID-19 has brought partners together like never before. We will harness this shared dynamism to rally support for the West End’s recovery and ensure its future as a low carbon cultural and economic destination, with training and employment opportunities for residents and people across the London area. The cultural sector, creative industries and the arts will be pivotal to the city’s social and economic recovery. We will strive to create a vibrant and inclusive cultural landscape that encourages creativity, innovation and enterprise to support tourism and employment. It will provide our cultural partners, venues and creative industries with new opportunities and an environment in which they can flourish. Our continued significant investment in the Oxford Street District’s revitalisation will complement this work, and our Oxford Street District Framework sets out a road map for the District’s transformation over the next ten years.

We will continue supporting our vital hospitality sector across the city, and consult on a new outdoor dining offer for Westminster, following our support to businesses that enlivened our city and made it a vibrant and attractive place to visit. We will embrace new and sustainable ways of moving around to enable people to enjoy the city’s varied offer, facilitate business activity and support our net zero carbon ambitions.









MARYLEBONE  
HIGH STREET W1

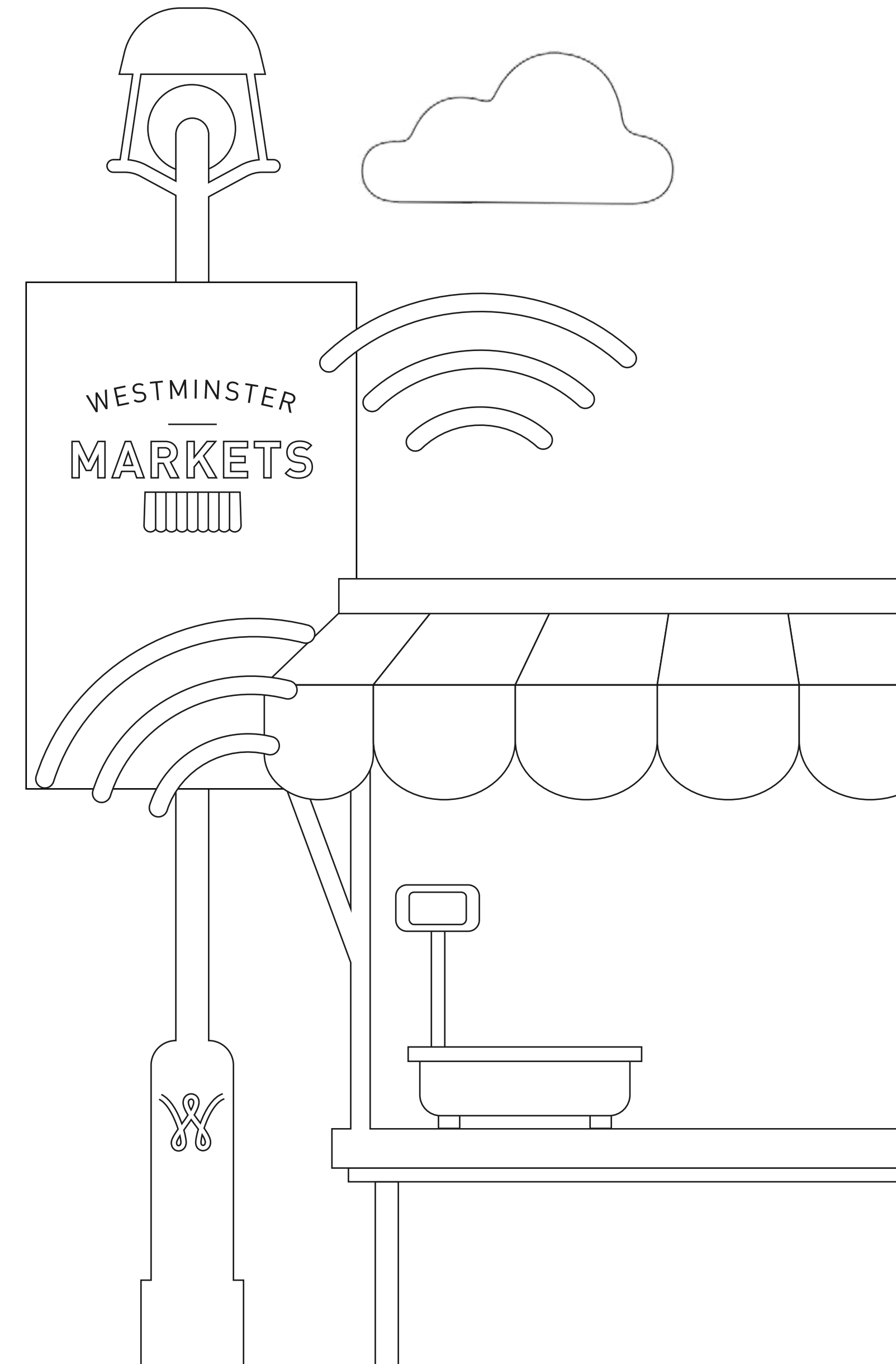
CITY OF WESTMINSTER





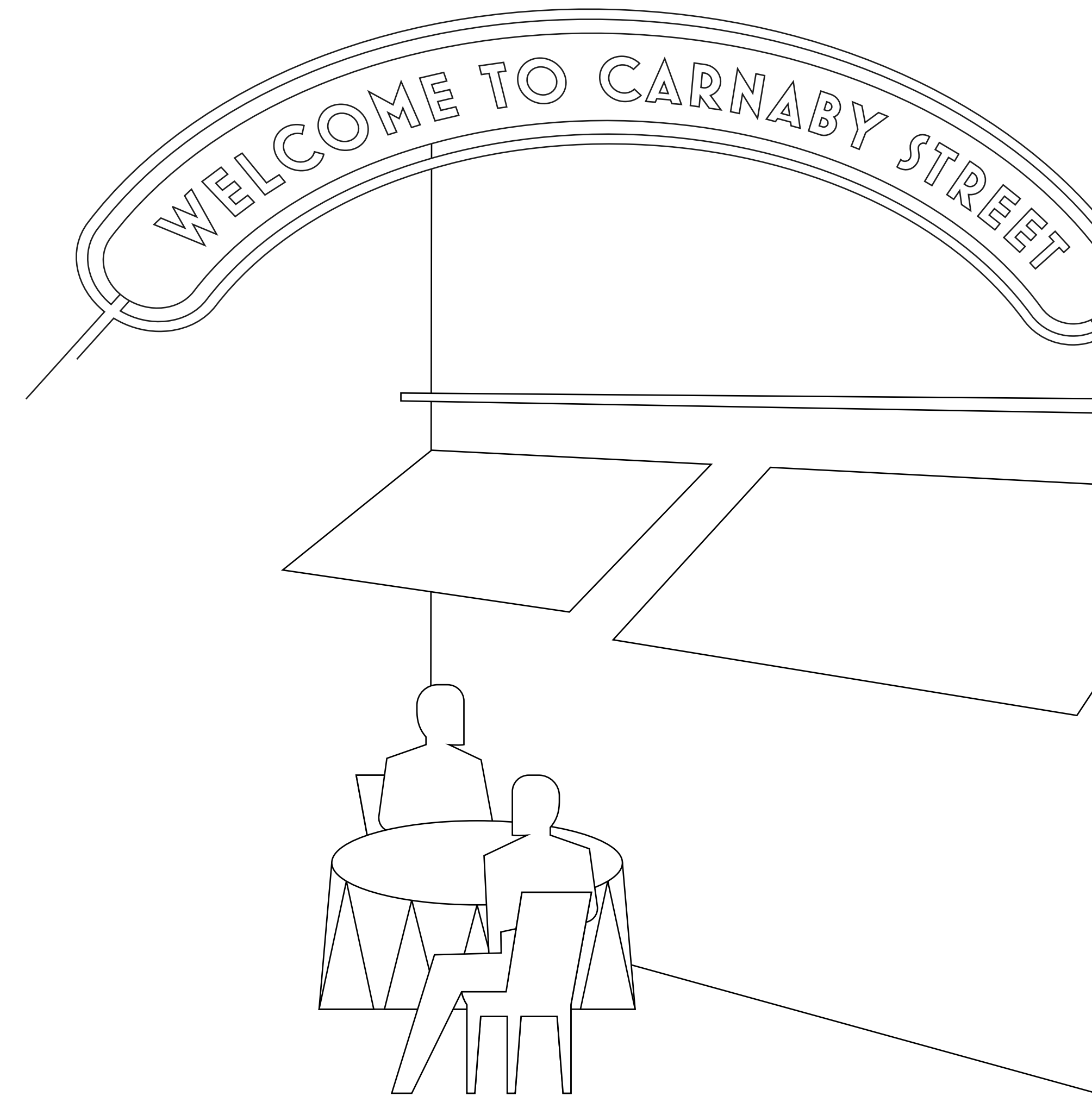
## Here are some of our key commitments for 21/22

-  Develop an evidence-based strategy for stimulating and accelerating the wider green recovery of the city.
-  Create the talent needed for businesses' growth by up-skilling local employees through the Westminster Adult Education Service, our partner colleges and universities and the Westminster Employment Service.
-  Take targeted action to address youth unemployment, by extending and improving our youth engagement and skills offer, broadening our young people's horizons, and equipping them to access the opportunities in our city.
-  Increase employment amongst young people and young adults by providing and connecting them with quality, fairly-paid and productive employment.
-  Continue to develop and promote our street markets through marketing, business support, wi-fi and sustainable packaging and encourage new traders with unique product offerings.
-  Co-create a Church Street Market waste management strategy to reduce the market's waste footprint and ensure all waste that can be recycled is recycled.
-  Bring Business Improvement Districts, Great Estates, suppliers, developers and our business community together to invest in programmes impacted by COVID-19 to support a green recovery and address poverty.
-  Take effective, urgent action to stimulate the West End's recovery, through supporting new investment, and use our convening power to make a compelling case for government support tailored to the West End.





- Work with key landowners and Business Improvement Districts to bring innovative ideas and low carbon concepts to the West End, including animation of public realm spaces and a consultation on a new outdoor dining offer.
- Nurture the creative economy by increasing opportunities to engage in creative enterprise, its supply chain and the local cultural offer.
- Leverage our significant investment into the Oxford Street District to transform the heart of the West End and Westminster's retail, cultural and hospitality economy and to test low carbon economic growth and development.
- Through our council services and partners, ensure a soft landing and frictionless experiences for businesses seeking to locate and invest in the city.
- Attract investment from forward-thinking brands to Westminster to contribute to the creation of employment opportunities and accelerate sustainable economic growth for our communities.
- With our Business Improvement Districts, property owners and London & Partners, facilitate business incubation and the delivery of pop-ups that support the retail, creative and cultural sectors and community focused start-up enterprises.
- Use our new licensing and planning policies and partnerships to foster a nimble operating environment for businesses.
- Simplify compliance advice and guidance to our businesses to enable them to thrive in Westminster.
- Enable businesses and visitors to be greener and more sustainable by facilitating cycling, walking and innovations in how people and goods are moved around the city, such as ActiveStreets.





**CITY FOR ALL IN ACTION**

## Helping unemployed residents into mass testing support roles

Westminster Employment Service (WES) worked with our COVID-19 response team to recruit people into roles that support mass testing efforts in Westminster. All roles were paid above the London Living Wage and suited varied shift patterns. The roles available included test assistant, registration, test processor and site supervisor.

This effort was supported by various local partners, including Jobcentre Plus and CNWL (NHS Trust). We also used over 50 community organisations to promote the vacancies available.

The recruitment effort not only helped to drive forward the mass testing programme but also provided jobs for people seeking work. Many of those recruited had been unemployed for over a year.

By February 2021, we had supported 50 residents into employment, with more expected. Nine of those had also recently completed a Public Sector Level 1 course through the Westminster Adult Education Service (WAES).

[Learn more about the Westminster Employment Service](#) ▶

[Explore Westminster Adult Education Service's offer](#) ▶

WES and WAES work with residents to develop their skills, and open doors to training, employment and career progression opportunities.

**"Every morning I wake up I feel a new sense of purpose. It feels great to feel a part of something other than my family and my colleagues are awesome people."**

Long-term unemployed resident and WAES learner







One of our residents buying fruit at Church Street Market.

Westminster's economy –  
from its **high streets** to the  
**West End** – is critical to the  
nation's economic wellbeing.



Visitors enjoying our new outdoor hospitality in the West End.



# Greener and Cleaner

Westminster property owners have come together to encourage wildlife back into the heart of London, and create greater connections with nature through green roofs and walls, planters, flower boxes and pop-up spaces.

*Image credit: The Crown Estate*





## OUR VISION

# Greener and Cleaner

We want Westminster to be known for leading the way in tackling climate change and improving air quality.

Our children will inherit not just a more equitable, better, and healthier living environment but also a working model of how a global city can successfully take on the environmental challenges facing the next generation.

Our city will maintain the highest standards in street cleanliness and high-quality inclusive open spaces that all our communities can access and of which they can be proud. Westminster, as the UK's shop window, will be a showcase destination as we welcome businesses and visitors from across the globe.





## What we will do

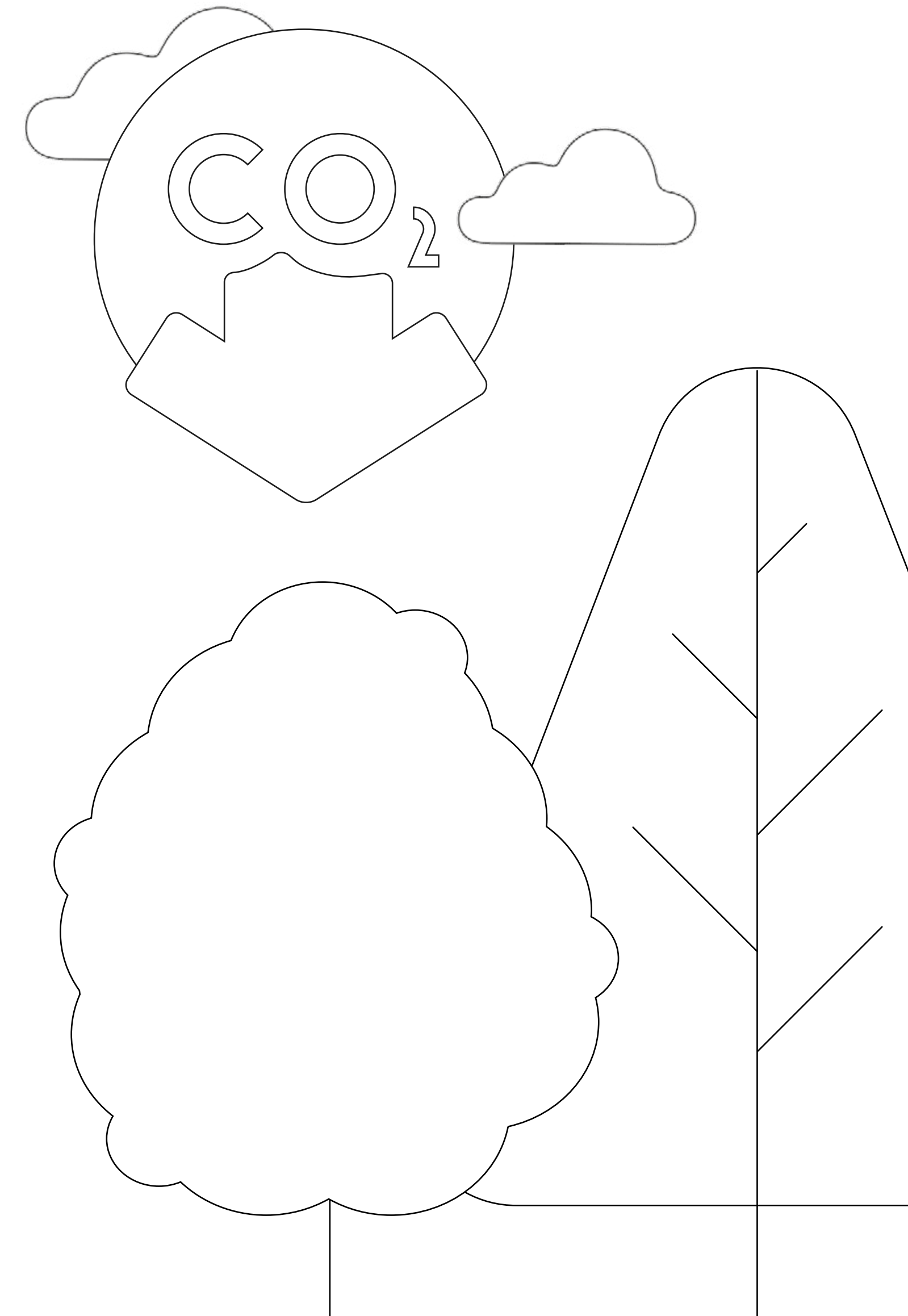
In 2019, Westminster declared a Climate Emergency and committed to being a council with net zero emissions by 2030 and a net zero city by 2040.

We've already started working hard to achieve these ambitions, and there is still much more to do. Our Climate Action Group, chaired by the Leader of the Council, will steer Westminster through these challenges and embed sustainability into the foundations of the city by building it into our services, supply chain, road networks, planning policies, green spaces and more. This will drive action not only on our Climate Emergency agenda, but also on our commitments to creating better places in our communities.

Only 2% of the city's overall carbon emissions are from the council's own buildings and services. Achieving our city-wide net zero goal will require everyone playing their part, and we will encourage, enable and support others to do so. Maintaining open channels of communication such as our environment newsletter, Open Forum events, and regular dialogue with major landowners and industrial partners are crucial to this. We will develop a Climate Emergency Action Plan, in close collaboration with our stakeholders, that sets out how to upgrade Westminster's building stock, reduce energy use, and shift to sustainable energy sources. With 86% of the city's carbon emissions coming from the built environment, our City Plan will be an important enabler to climate-friendly development and sensitive retrofitting of historic buildings.








Some communities across Westminster live in areas with unacceptably high levels of pollution. We will work tirelessly to address this inequality and ensure air quality meets legal limits to enable all people to live well.

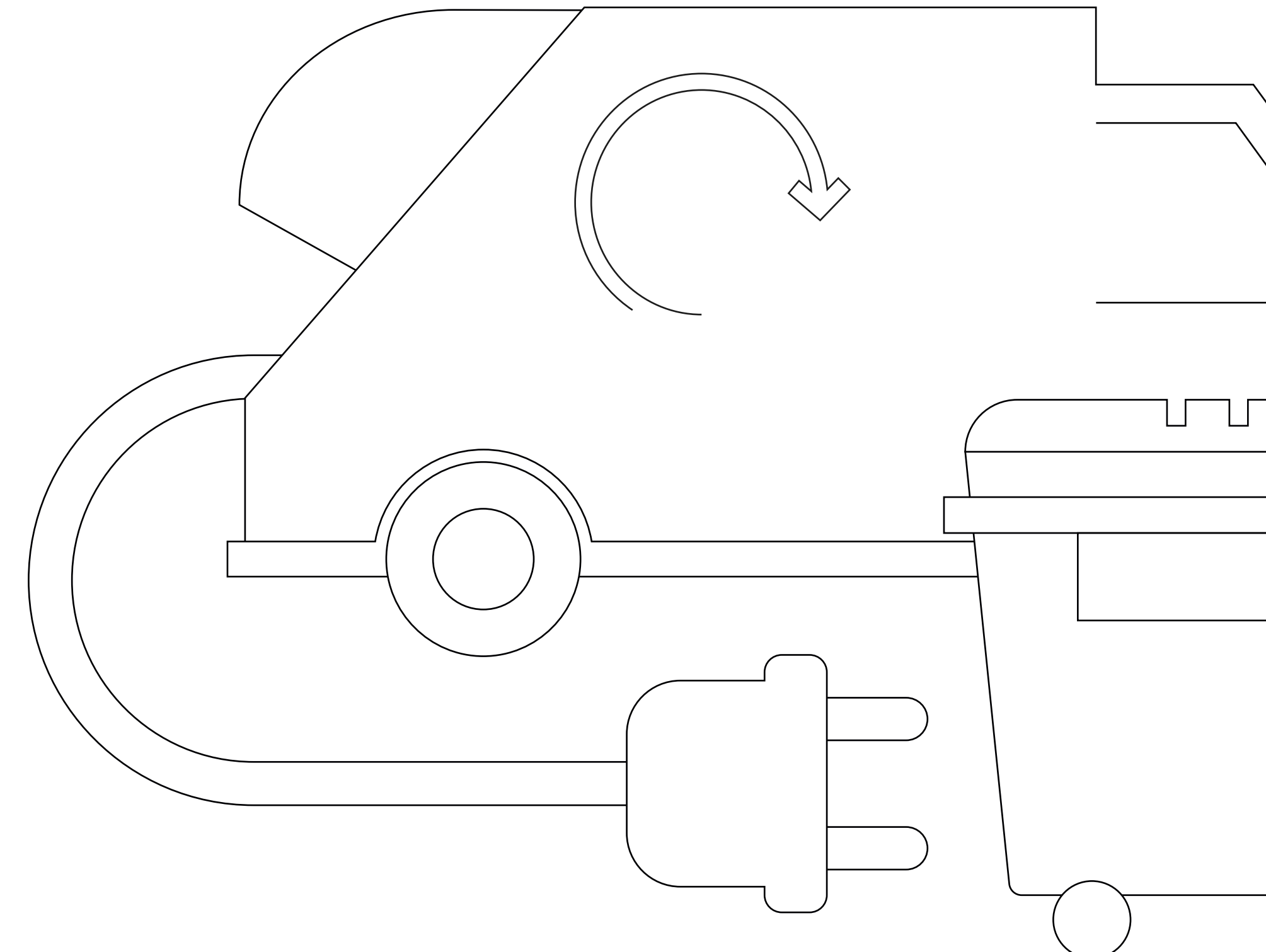
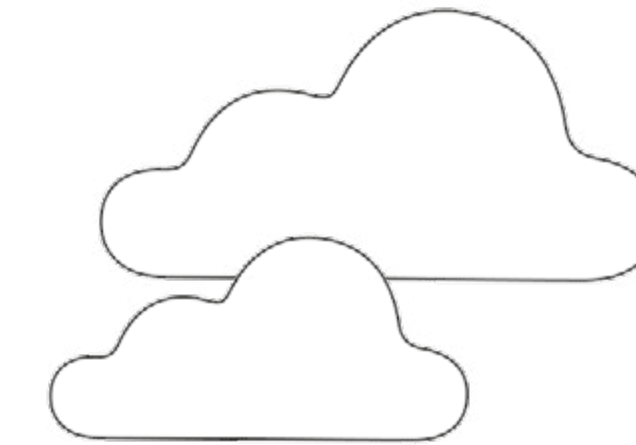
To remain a global destination at the heart of the nation's capital, we will continue our commitment to providing clean streets and first-class refuse collection services. We will make it easy for our residents to recycle effectively, and through urban greening, we will expand our network of green spaces throughout the city for people and biodiversity.





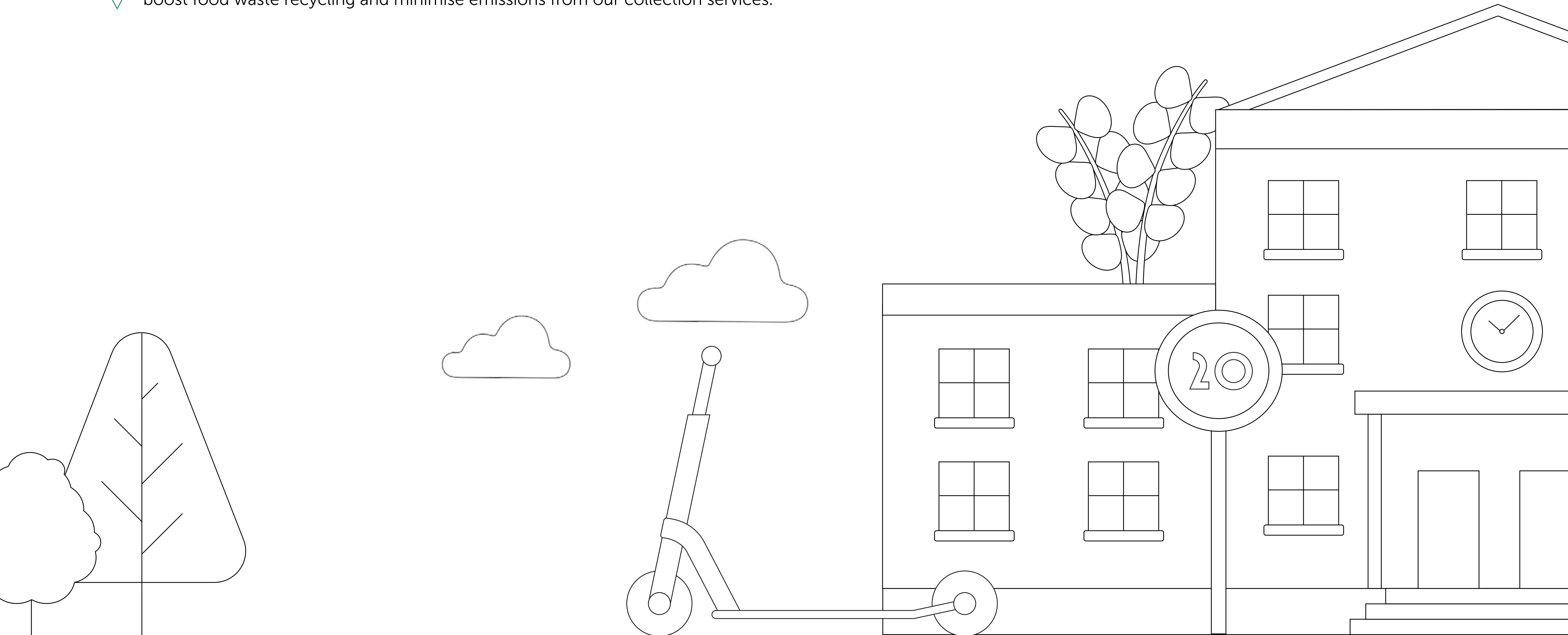
## Here are some of our key commitments for 21/22

-  Publish our action plan for reducing council emissions in line with our net zero carbon target and work with residents and businesses across the city to develop a Climate Emergency Action Plan for a net zero carbon city, resilient to the impacts of climate change.
-  Use the procurement and contract management process to promote the environmental performance of our suppliers and supply chains. For example, all of the electricity we purchase is generated from 100% renewable sources.
-  Adopt an Environment Supplementary Planning Document that details how the environment policies in our City Plan can be implemented, including supporting sensitive retrofit of listed buildings with secondary or new energy efficient glazing, where appropriate.
-  Pursue partnership funding to improve the energy efficiency of our tenants' homes and to decarbonise and modernise the Pimlico District Heating Undertaking, which generates about 37% of the council's emissions.
-  Reduce congestion and carbon emissions and improve air quality by working with industry and businesses to create the conditions that support the reduction, modal shift and re-timing of their freight, servicing and deliveries.
-  Respond quickly to increasing demand for sustainable transport modes, including consulting on our approach to parking policy, expanding our car sharing scheme, and rolling out electric vehicle charging points across all our developments. We will proactively explore and test new innovations in sustainable transport to help meet our emissions targets.
-  Implement our Air Quality Action Plan, including revising our Code of Construction Practice, supporting traffic reduction, working more closely with Public Health, and prioritising schools, libraries and health care centres for improved public awareness.





- Support our schools through improvements to local roads and green infrastructure. Some of our schools have already completed greening projects, installed air filtration systems, and adapted signage and road markings to reduce engine idling outside of schools.
- Develop a new approach to waste management to reduce waste, recycle more, boost food waste recycling and minimise emissions from our collection services.





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**CITY FOR ALL IN ACTION**

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## Driving progress to net zero carbon emissions

The council has been working closely with partners over the past year to trial new and innovative ways of reducing carbon emissions, which include using electric vehicle technology in roadworks, and reducing, re-moding and re-timing freight, servicing and delivery vehicles' activities.

Westminster completed a ground-breaking roadworks scheme at King Street with FM Conway exclusively using electric vehicles, tools, welfare and recycled equipment. The use of electric vehicles removed the need for diesel and petrol engines, cut carbon emissions by an estimated 75% compared to traditional industry methods and reduced noise pollution for residents.

Many freight and logistics vehicles pass through the city, contributing to traffic, congestion and poor air quality. The council has been working with industry and Government partners to establish two micro-distribution hubs in Westminster, one near St James's Park Underground Station, and another in the Park Lane car park. From these hubs, deliveries are completed by low emission vehicles rather than large vehicles, reducing overall fuel use and minimising impacts on air quality and traffic. To progress this work further, the council and its partners have been working together to scope model lease clauses, out-of-home parcel delivery services, and commercial waste reduction.

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Many freight and logistics vehicles pass through the city, contributing to traffic, congestion and poor air quality.







Green and canal-side spaces in the north of the city.

Achieving our **city-wide net zero goal** will require everyone playing their part, and we will **encourage, enable and support** others to do so.



Some of the recycling facilities we provide for our residents.



# Vibrant Communities

A Westminster Connects volunteer delivering essential supplies to vulnerable residents.





## OUR VISION

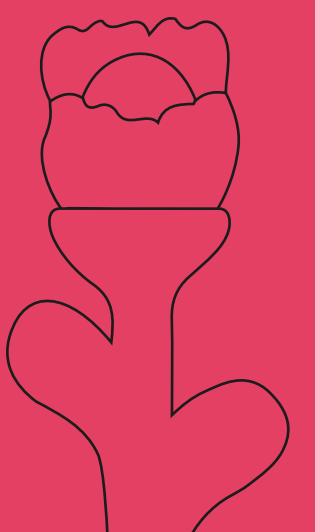
# Vibrant Communities

Westminster will build the homes it needs to remain an inclusive and vibrant place for people from every background, at every income level and at every age. Building on the solidarity displayed during the COVID-19 pandemic, we will work with all of our communities to ensure our services are inclusive and enable all of our residents to be healthy and live well.

We will open doors to new experiences and opportunities through excellent education and employment prospects. The impacts of COVID-19 highlighted and exacerbated the existing inequalities Westminster's communities face, particularly among minority ethnic, low-income and vulnerable groups. We remain committed to ensuring that everyone has an equal opportunity to succeed and be healthy regardless of their background. People will be able to retire with dignity and pride in Westminster, and residents who need care will be supported within their own community.



OVER 725 NEW AFFORDABLE  
HOMES SINCE 2017





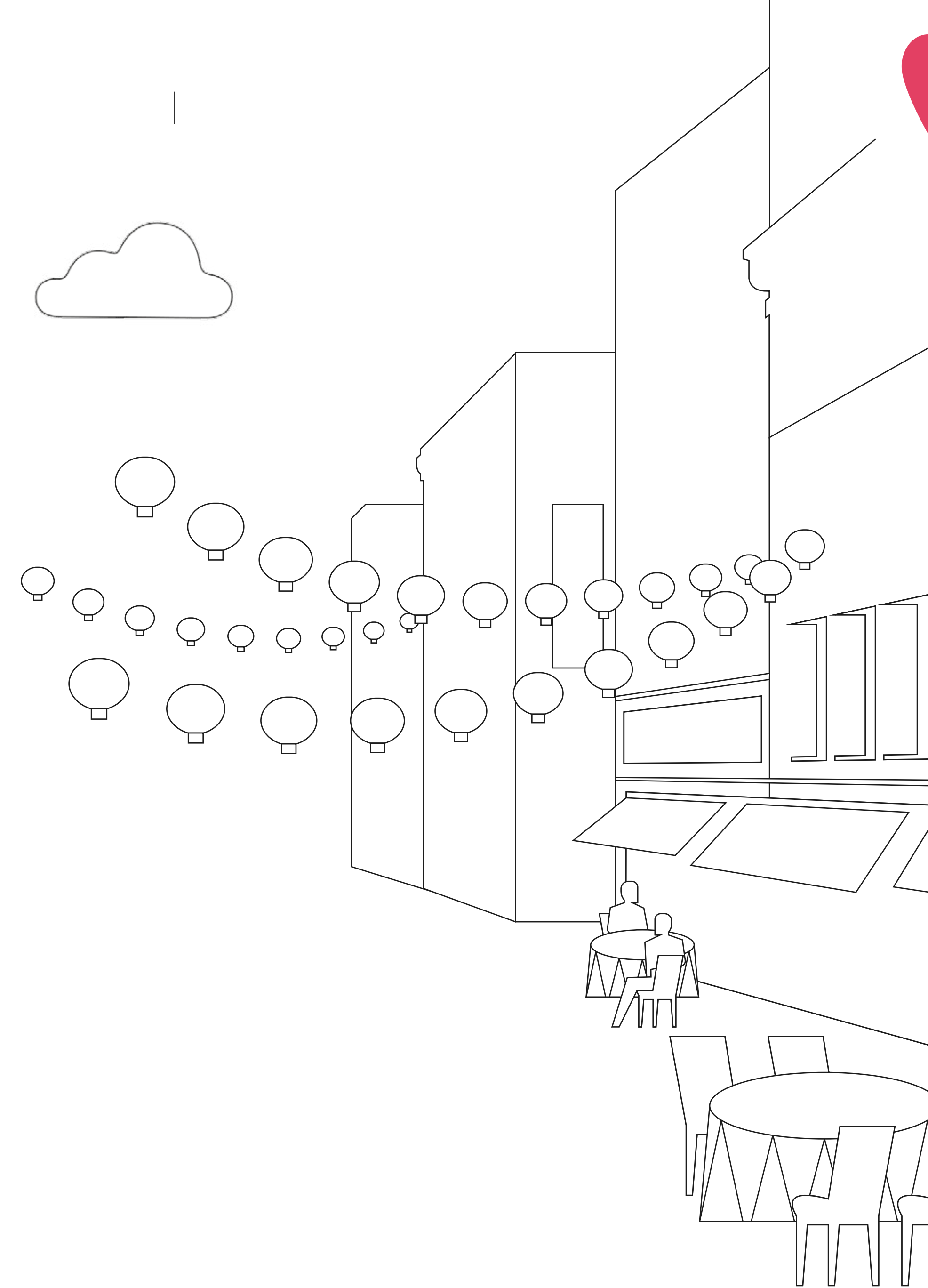
## What we will do

Residents will be empowered to access and benefit from the opportunities and support available to them at every key stage of life.

Our City Plan sets out an up-to-date and adaptive framework that will help make Westminster one of the best places to live, work and play in the world. It will enable 20,000 new homes to be built by 2040, of which at least 35% will be affordable, helping people and families move in to well-designed, green and affordable homes. Westminster will be at the forefront of building design standards, ensuring we can respond to the climate emergency and that people can be proud of their homes and business premises.









We will continue to revitalise our neighbourhoods, such as Ebury Bridge – a low carbon development – and Church Street, providing new homes and communities with access to high-quality green space and other local amenities that support healthy lifestyles. To provide an outstanding offer for social housing tenants and leaseholders in the city, we will leverage our ability to influence social housing landlords. Further, we will transform our own housing services, which will include efforts to improve energy efficiency and reduce fuel poverty, a new model of resident engagement, and recognition of the link between health and housing. We plan to introduce a new licensing scheme for Houses in Multiple Occupation to improve the living conditions in over 4,000 homes in the private rented sector.

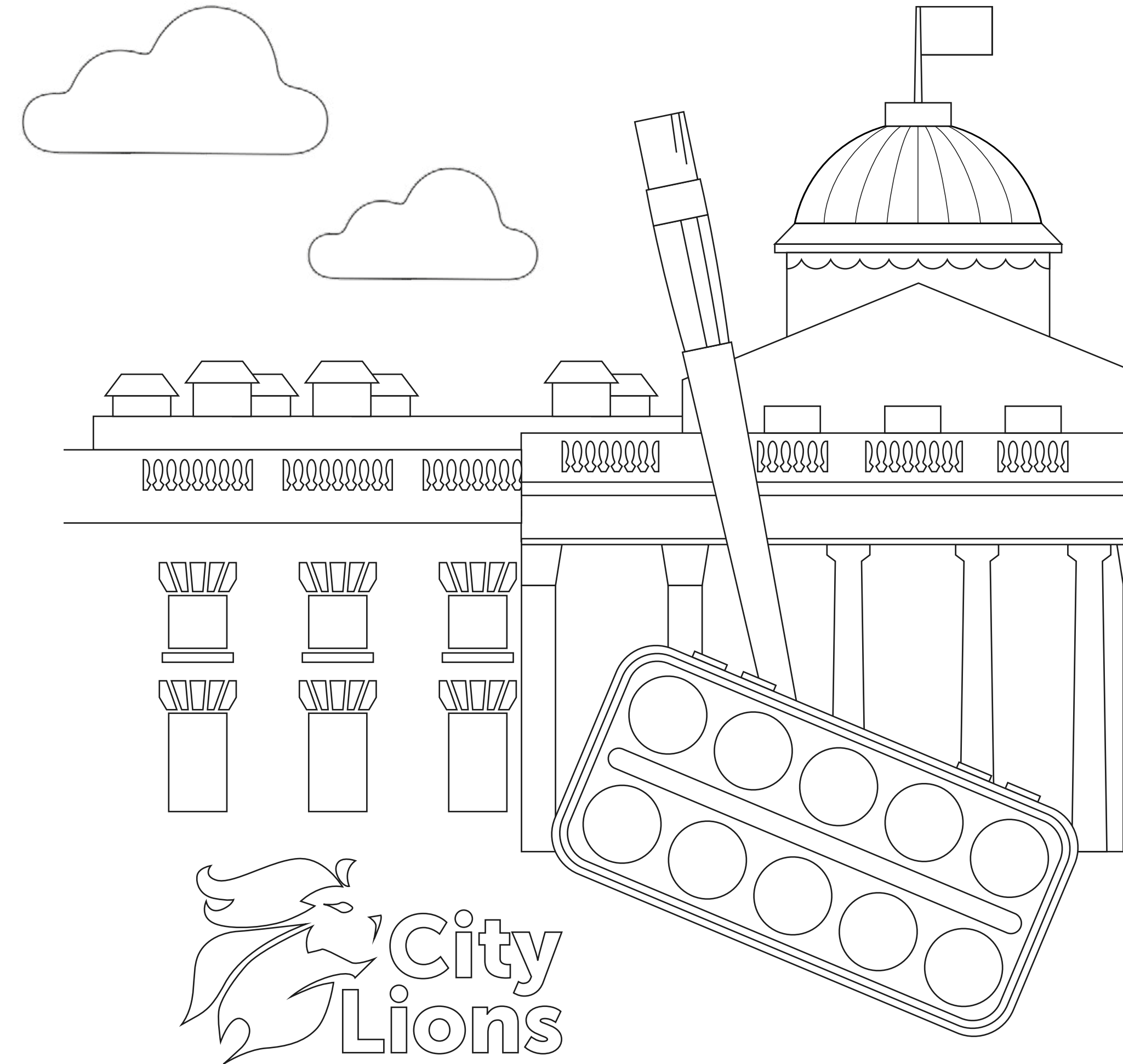
We will continue engaging with our children and young people, and will provide a safe environment for them to grow up in and ensure they can participate in the opportunities available to them. We will tackle health inequalities by supporting residents to recover from the impacts of COVID-19 and by co-designing our services with them and our partners. Our sports and leisure offer will be available throughout the city to encourage more people to participate, and our libraries will become community hubs, linking residents to opportunities that include culture, history and employment, as well as traditional council services.





## Here are some of our key commitments for 21/22

-  Address the impacts of COVID-19 on residents by improving community resilience, tackling inequalities in life expectancy, empowering them to access further learning opportunities, and demonstrating our impact through our public health report.
-  Continue to build on Westminster Connects with our partners to create a whole new level of civic engagement where greater numbers of volunteers support vulnerable residents and areas in Westminster.
-  Re-purpose buildings and enhance our partnership approach to increase access to coordinated council and community training, education, employment, business start-up advice, health and wellbeing services.
-  Deliver our affordable housing target of more than 1,850 affordable homes by 2023.
-  Transform our Pre-Birth to Five Programme to help parents ensure their children have the best start in life, improve our local offer for children with SEND, and reduce all forms of school exclusion, which includes working with GPs to bring health visiting and maternity services online safely.
-  Building on the rapid rollout of digital services for young people, we will further enhance opportunities available to our young people through our City Lions programme, expanding our reach across communities.
-  Renew our focus on supporting the vulnerable and those in supported living, including becoming a leading dementia-friendly city, looking after those with autism and launching a personalised approach for people needing social care that will allow people to book their visits to us and state their needs in advance.
-  Develop a mental fitness programme in partnership with universities and local businesses aimed at supporting positive mental health, wellbeing and resilience.





- Support people's physical and mental wellbeing by creating active environments through our leisure centres, parks, open spaces and recreation facilities.
- Embrace the use of digital tools to widen and improve participation in and understanding of the planning process.
- Ensure that residents, businesses and stakeholders are at the heart of placeshaping to deliver robust and vibrant places through effective partnerships.
- Enhance community and environmental facilities, in consultation with residents and estate action plans.
- Continue to improve the housing offer to residents, including improving efficiency in the management of repairs and major works.
- Offer a wider range of opportunities for residents to engage with the council on the provision of housing services, to maximise resident participation and involvement.
- Publish a new commissioning strategy in 2021/22 that sets out a health-led partnership approach to using our skills and assets to support people sleeping rough into long-term housing solutions.
- Informed by residents' perspectives and engagement, we will pilot new ways of working in Church Street and Churchill Gardens to improve residents' health and economic wellbeing.
- Work with our partners to tackle the key anti-social issues faced by our communities.
- Introduce an additional licensing scheme, which will enable us to raise standards in private rental housing and take action against those landlords that provide dangerous or substandard housing.





## CITY FOR ALL IN ACTION

## Beachcroft House

Recently opened in 2020, Beachcroft House is a state-of-the-art and energy-efficient 84-bed, dementia-friendly care home in Maida Vale. 65 residents have settled in so far, and are enjoying the facilities it offers, including bedroom Wi-Fi and smart TVs, a dementia-supportive garden, a library, a cinema room, special exercise bikes and magic tables.

The opening of Beachcroft House addresses the need for housing and care spaces in Westminster. It is the first phase in a major regeneration of specialist care provision in the city, which aims to deliver the next generation of care homes through an innovative cross-funding model.

Beachcroft House has an ambition to be a lifetime home for its residents and was built to tackle social isolation, illness and frailty, and adapt the kind of assistance they receive as their needs change while staying in the same location and within the same community.

Beachcroft House accommodates the residents of existing facilities due for re-development – Carlton Dene and Westmead. Development plans for the sites are underway, which include a 66-unit dementia and disability-friendly extra care scheme with communal amenity spaces at Carlton Dene, and a 65-unit scheme for general needs and family housing at Westmead, which includes 24 affordable units.

Outdoor space at Beachcroft House.



Communal and kitchen spaces inside Beachcroft House.





**Residents will be empowered** to access and benefit from the opportunities and **support** available to them at every key stage of life.

A resident enjoying their new home at Lyons Place, one of our regeneration schemes.



Image credit:  
@Benoit Grogan-Avignon



Ebury Edge, at Ebury Bridge, has made more space available for local businesses, residents and community groups.





# Smart City

We've been working with partners like Young Westminster Foundation to keep our young people digitally connected.

*Image credit: Landsec*





## OUR VISION

# Smart City

Westminster will be a global centre of innovation. Our approach will be guided by citizens' needs and data insights to enhance services for residents, businesses and visitors. Residents will be empowered to be digital by choice, and we will improve access to services and information that our customers need to live well.

We will use new tools and technologies, work in partnership with experts and local communities, and encourage innovative practices in order to make our services efficient and improve outcomes across care, education and other vital public services. Local businesses and talent will have opportunities that enable them to grow and be resilient to change.

Our work will support us to achieve our net zero carbon targets, and it will improve the public realm, using new technologies to create exciting and extraordinary experiences for people.





## What we will do

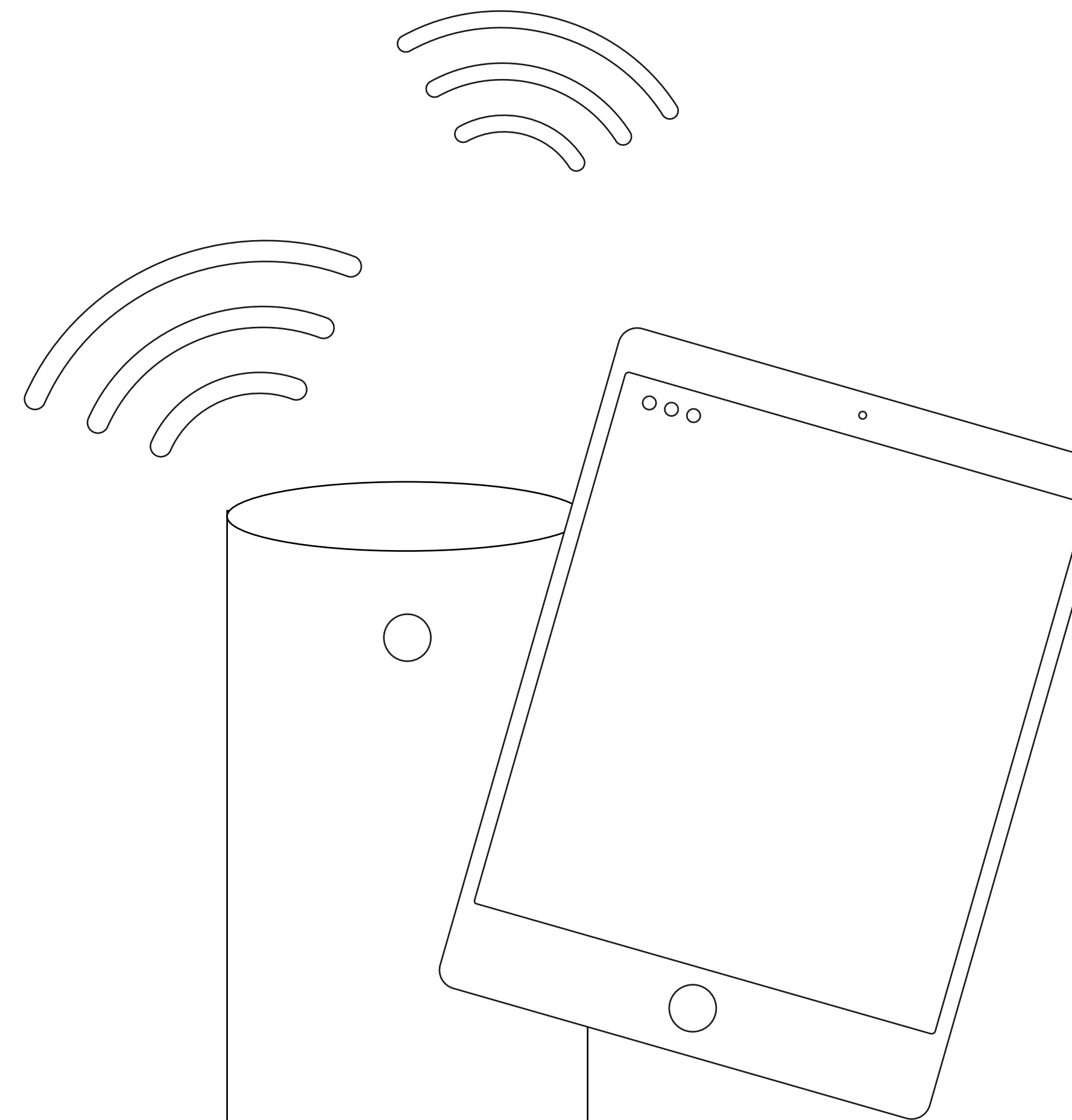
We will leverage technology to enhance how we deliver our services, reduce our carbon emissions, and ensure our users are enabled to be digital by choice. To be a city where people are empowered, we will co-create solutions with our residents to ensure we are targeting and solving challenges specific to their lives.

We will appropriately embed assistive and responsive technology to promote independence among some of our most vulnerable, and our website and contact centre will make it easy to find information and complete transactions. We will continue to drive digital equality through tech-strong libraries, and prioritise digital inclusion to ensure the opportunities of being online are accessible to those most disadvantaged across all ages.

We will meet our net zero carbon targets by optimising resource use and consumption patterns through a holistic and circular approach to people, planet and technology. We will be a smart city that is prepared to trial the use of sensors to manage light, improve safety and ease traffic. We will enable 5G infrastructure and continue to drive electric vehicle charging capability across the city. Most crucially, we will continue to search for and act on opportunities that support low carbon behaviours and development to achieve greater climate resilience.

Because the only certainty is change, we will work in partnership with our local businesses, both big and small, to become more agile and resilient, while also involving them in how we tackle challenges and create opportunities. Our ambition is to help drive an innovative economy that creates the conditions for growth, investment and resilience. This includes ensuring reliable and fast connectivity across the city, implementing digital street markets and creating an innovation hub in City Hall.

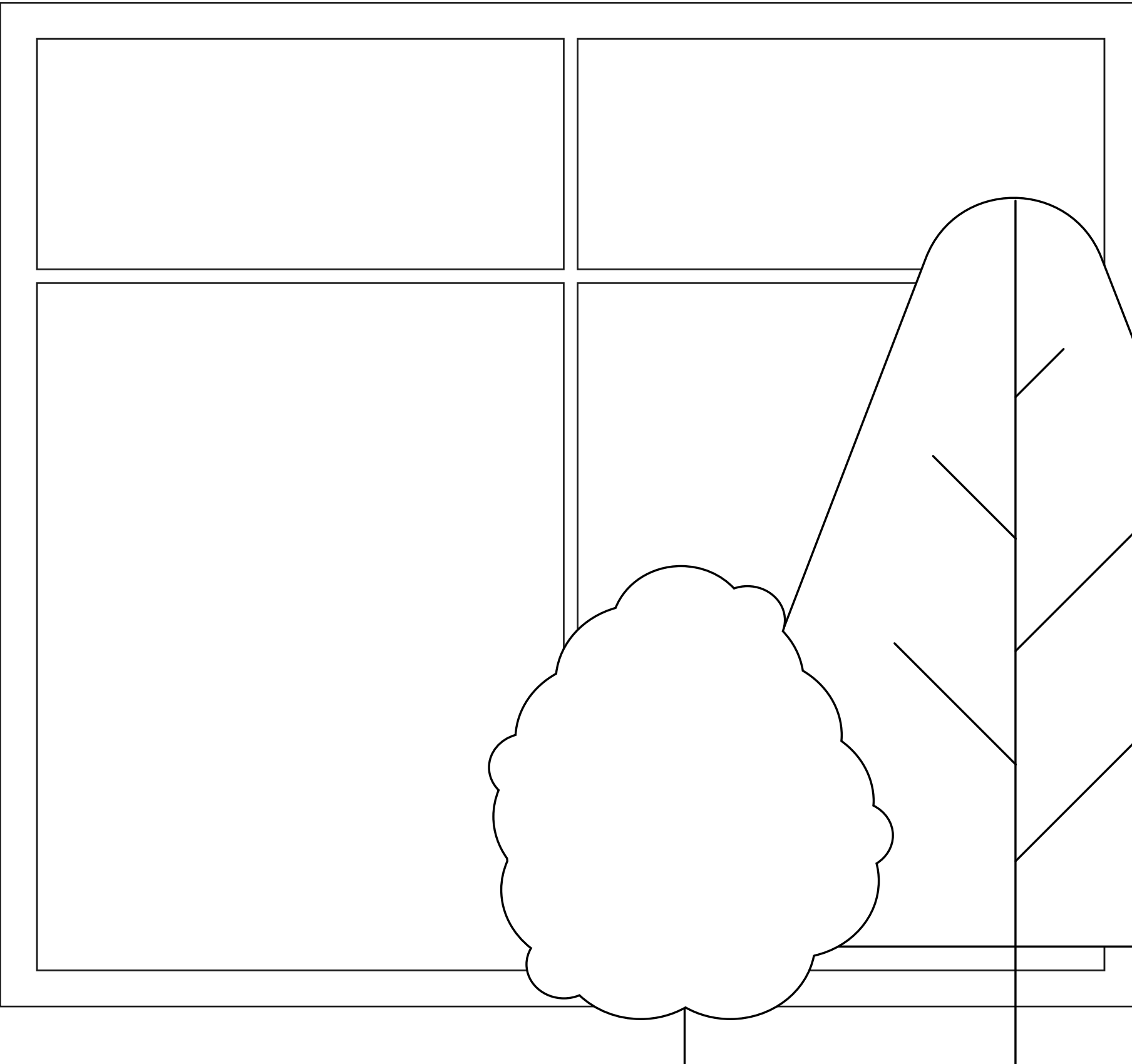
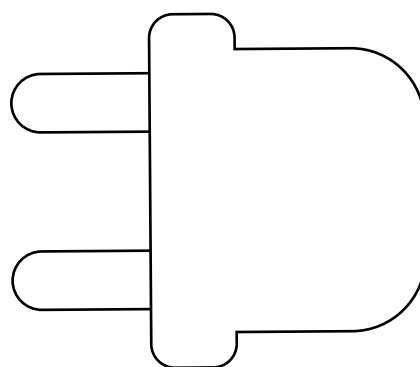
We will celebrate the city's iconic status and unique character by delivering extraordinary experiences through channelling and championing our city's unrivalled creative capital. We will enable Strand Aldwych to be a global thinking and learning quarter by use of integrated digital features in the built environment, and we will cement the Oxford Street District's global reputation by implementing technologies that will enhance its transformation, facilitate innovation and showcase opportunities for the city and beyond.





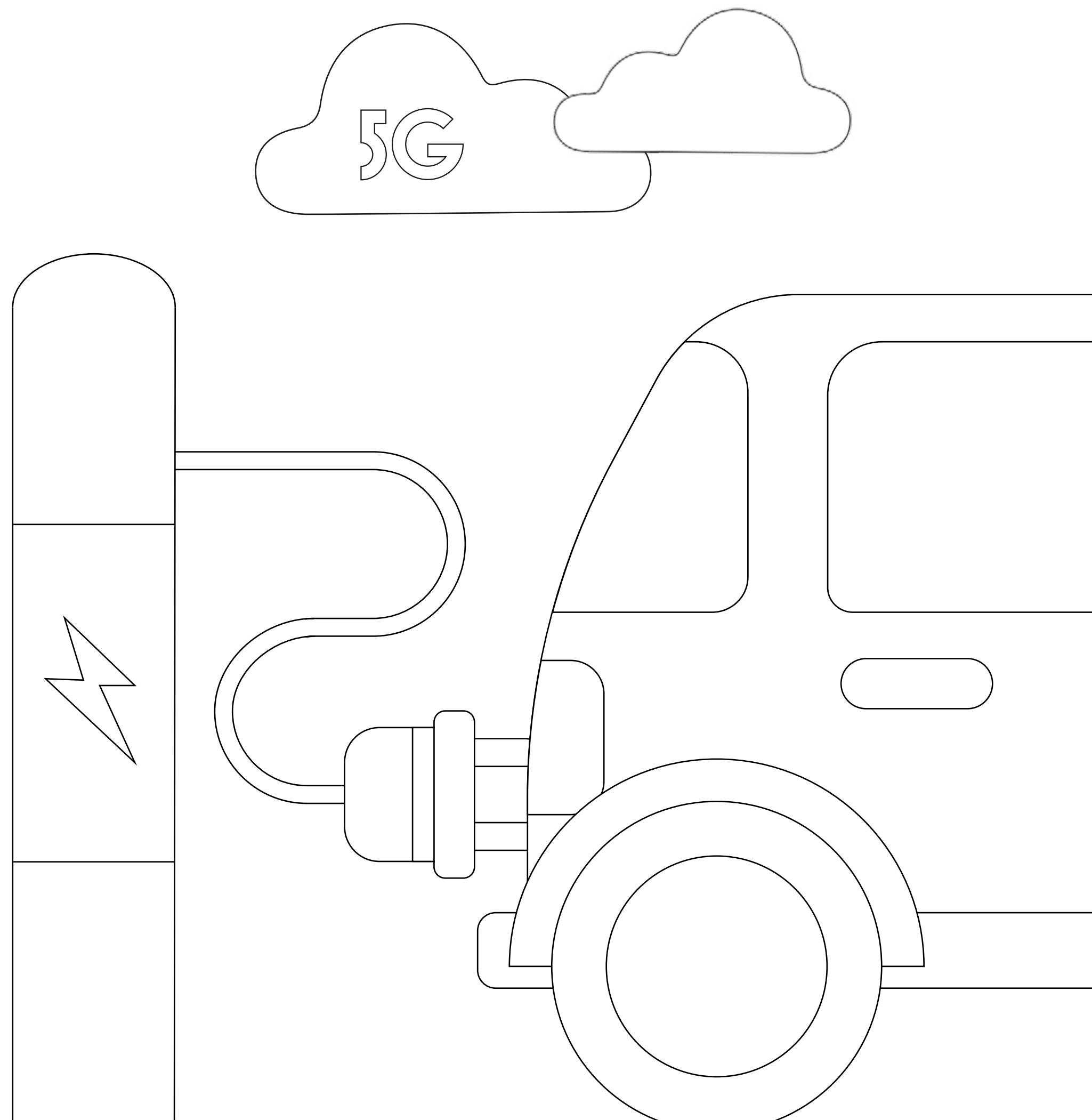
Here are some of our key commitments for 21/22

- 📍 Ensure digital inclusion to address digital inequality by empowering our communities and businesses to develop their digital capabilities and access digital services.
- 📍 Bring world-leading solutions to the iconic Oxford Street District, making it a leading demonstrator of smart city and low carbon approaches. We will drive outcomes-oriented innovations and demonstrate the council’s commitment to cleaner air, more efficient freight and servicing, and sustainable movement.
- 📍 Facilitate full-fibre broadband to our social housing properties by the end of 2021 and ensure all new affordable housing is built with access to this. We will look beyond our own properties and expand this to areas across the city with the lowest connectivity.
- 📍 Expand our digital library service and enhance digital facilities in schools and for school-aged children at home.
- 📍 Explore the use of smart care solutions that deliver the best outcomes for service users such as Alexa and cobots that can support people to be independent in their homes.
- 📍 Create innovative digital solutions that make transacting with the council easy for residents and service users.
- 📍 Use insights and analytics to enhance outcomes and experiences for our customers, and inform future decision making.
- 📍 Be a proud early-adopter of OpenActive, harnessing open data online to encourage more local people to take up physical activity.





- 📍 Trial smart city technologies that include: using sensors to improve road safety; enabling 5G infrastructure; and electric vehicle charging facilities across the city. In addition, we aim to be leaders in smart cities and will continuously identify further opportunities for trialling smart city technologies across all our services in collaboration with our partners.
- 📍 Equip our front line officers with digital tools that facilitate their engagement with our communities and businesses to keep our city safe and healthy.
- 📍 Implement our Digital Street Market project of rolling out Wi-Fi and digital training to all six Westminster markets and their traders.





## CITY FOR ALL IN ACTION

## A digitally inclusive city

The council is committed to increasing connectivity across the city and closing the digital divide to enable people to thrive in an increasingly digitised society. Through our Digital Ambassador and Connect Westminster programmes, we are making digital services more accessible and supporting communities and businesses to develop their digital capabilities.

The council has partnered with Community Fibre to create a Digital Ambassador training and digital inclusion programme. The programme offers residents accredited learning and the opportunity to be digital trainers, who go on to share their digital skills and knowledge in their communities.

Launched in August 2017 and co-funded by the council and the European Regional Development Fund, Connect Westminster is a voucher scheme that supports small and medium-sized enterprises in the city by providing grants worth up to £2,000 to help them access improved broadband speeds. Since the launch, we have connected almost 750 businesses through vouchers totalling £1.5m. This support has resulted in a dramatic increase of 2,254% in download speed and 10,170% in upload speed for those businesses.

**Find out more about Connect Westminster** ▶

**GREATER  
LONDON  
AUTHORITY**



**European Union**  
European Regional  
Development Fund

Connect Westminster has helped businesses like Alfie's Antiques access improved broadband speeds.







Residents will be empowered to be **digital by choice**.



Our ActiveWestminster card provides fantastic discounts for residents and is key to using open data more effectively.

Re-imagining the iconic Oxford Street District.

CGI credit: MVRDV



On track to deliver

**more than 1,000**

**electric vehicle charging points**

Working with landowners  
and industry partners to

**change the way  
deliveries are made,**

**to cut carbon emissions, reduce  
traffic and improve air quality**

Rolled out temporary measures  
across Westminster's streets to

**create  
extra space**

for **pedestrians, businesses  
and cyclists**

**19,500**

businesses supported  
through **Retail Rates** or  
**Small Business Rates relief**

**179**

residents **helped into jobs**  
through our Westminster  
Employment Service

**Over 345**

tonnes of food waste  
sent to be recycled

**ZERO  
CARBON  
2040**

Westminster Climate Action

**75%**

of **carbon emissions**  
**cut** from the King Street  
roadworks through the  
use of ground-breaking  
**low carbon technologies**

City of Westminster

City  
for  
All

**Over 725**

**new affordable  
homes** delivered  
since 2017 – and  
we are on track to  
deliver more than  
**1,850 by 2023**

Rapidly created  
Westminster Connects  
to **support people  
shielding**, with a  
weekly network of

**up to 300**  
volunteers

**Brand new  
website**

launched using  
**residents' input**

**Most connected London borough** based on

**full fibre availability**

**Over 830**

people helped **off  
the streets and into  
accommodation** through  
work with our partners

**£1m**

invested over  
two years in youth  
services, including  
funding for **five youth  
hubs** and **17 youth  
projects**

**50**

refurbished council  
iPads donated to help  
**care home residents  
stay connected** to  
friends and families

**Over 4,000**

laptops distributed to  
**children without access  
to a personal computer**