

## Year 2 Delivery Plan April 2024 - March 2025

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## Delivering a Fairer Westminster

**O**ur vision at the heart of our Delivery Plan remains the same – to build a Fairer Westminster that supports and celebrates its communities, and led by a council that combines social justice with efficient services.

This past year has been challenging for many residents and we have continued to support where we can – through a £21m Cost of Living Fund which has helped residents struggling the most with high costs of food and accommodation.

Looking ahead, we want to ensure that our ambitions are more cross-cutting than ever – and we want to do that by strengthening our approach to the Climate Emergency. One of the main messages we heard at our Citizens' Climate Assembly last year was how important embedding climate action across every service will be towards achieving net zero – which is reflected in this plan.

Communities are at the heart of everything we do, and we are fortunate to have such a diverse and vibrant mixture throughout Westminster. Through the #2035 programme, we're working to tackle inequalities by improving social, economic, and health outcomes, plus access to essential services through new community hubs. We want to make Westminster a place where everyone can thrive and feel safe by listening, connecting, and working together.

In addition, we are committed to improving our Housing service. Three of our four new Housing Service Centres are now open so that residents can easily access support advice in their communities, and we are

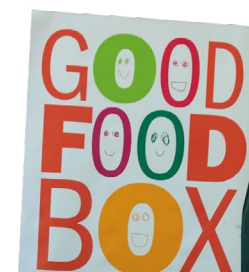
overhauling our Housing Allocations Scheme, making it easier to understand, alongside other improvements to repairs and compensation.

Over the last year we have worked closely with local businesses to understand what more we can do to boost our high streets across our city, launched Westminster After Dark which seeks to improve how our city feels at night for residents and businesses alike, and we're revitalising areas including North Paddington and Ebury Bridge. There is also a clear way forward for Oxford Street, with the support of local people and through partnership with the private sector.

There are more ways than ever for residents to get involved and have their say, whether that is through public participation at council meetings, Resident Panels and Citizens Assemblies. Your engagement is critical in helping us, whether that's feedback on services and policies or working together to shape new initiatives.

We are proud of what we have achieved, but there is still a lot more we want and need to do, and ways of working that can be improved. Most importantly, we will continue to consider and reflect your priorities – our residents and businesses – as we build a Fairer Westminster together.

### The Leader and Cabinet of Westminster City Council



A weekly veg box scheme making good food accessible to everyone.

## Fairer Westminster is made of five key ambitions

### Fairer Communities

Making Westminster a healthier and equitable place for all our residents.

### Fairer Housing

Increasing affordable housing and making sure our tenants and lessees are satisfied.

### Fairer Economy

Building a strong, diverse and growing economy that benefits all residents and businesses.

### Fairer Environment

Working to become a net zero council by 2030, and a net zero city by 2040.

### Fairer Council

Having our council become more transparent and visible to our residents.



We can translate this document into the following:

- Arabic (عربي)
- Bengali (বাংলা)
- Kurdish (کوردی)
- Portuguese (Português)
- Spanish (Español)

If you have any other questions, please email us at:  
communications@westminster.gov.uk

**020 7641 6000**

Or write to us at:  
Fairer Westminster  
Westminster City Council  
Westminster City Hall  
17th Floor, 64 Victoria Street,  
London, SW1E 6QP

## The Council's Budget for 2024/25

**A**s part of our Medium-Term Finance Plan, every year we agree council tax charges and budgets for individual council services for the next 12 months. For the period from April 2024 to March 2025, the council has a gross budget of £900M, called the General Fund, which will be used to deliver services for residents, businesses and visitors.

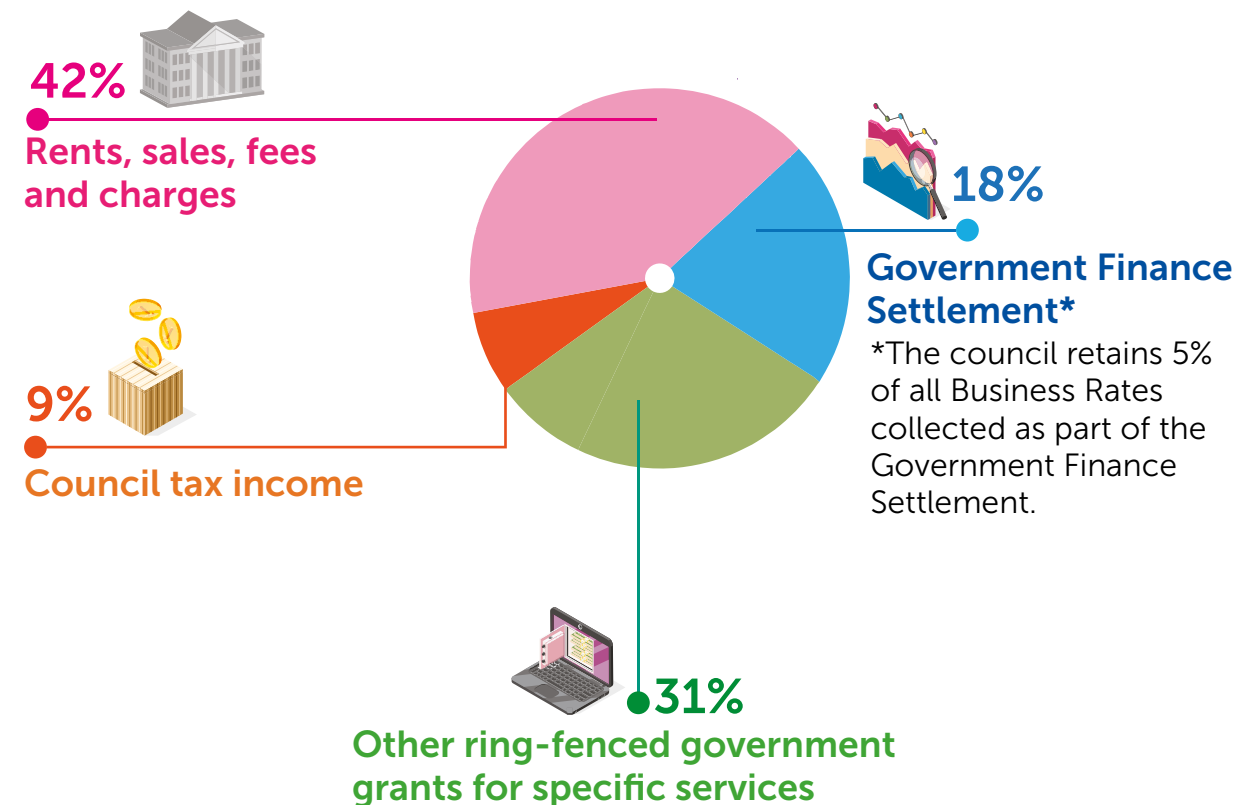
The council also has a separate Housing Revenue Account (HRA) fund for its social housing stock, separate from the General Fund. The HRA provides investment of £2.493bn to deliver new homes, improve Housing Services quality, refurbish existing housing stock condition, improve safety, and support tenants during the cost of living crisis.



In addition to this, we also have a Capital Strategy, which is our agreed multi-year capital programme, spending £2.604bn on public realm, highways and communities.

Because Westminster is a home for residents as well as a destination for workers and visitors, our budget and the services it funds have a significant and positive impact on the borough, London as a whole, and the wider United Kingdom.

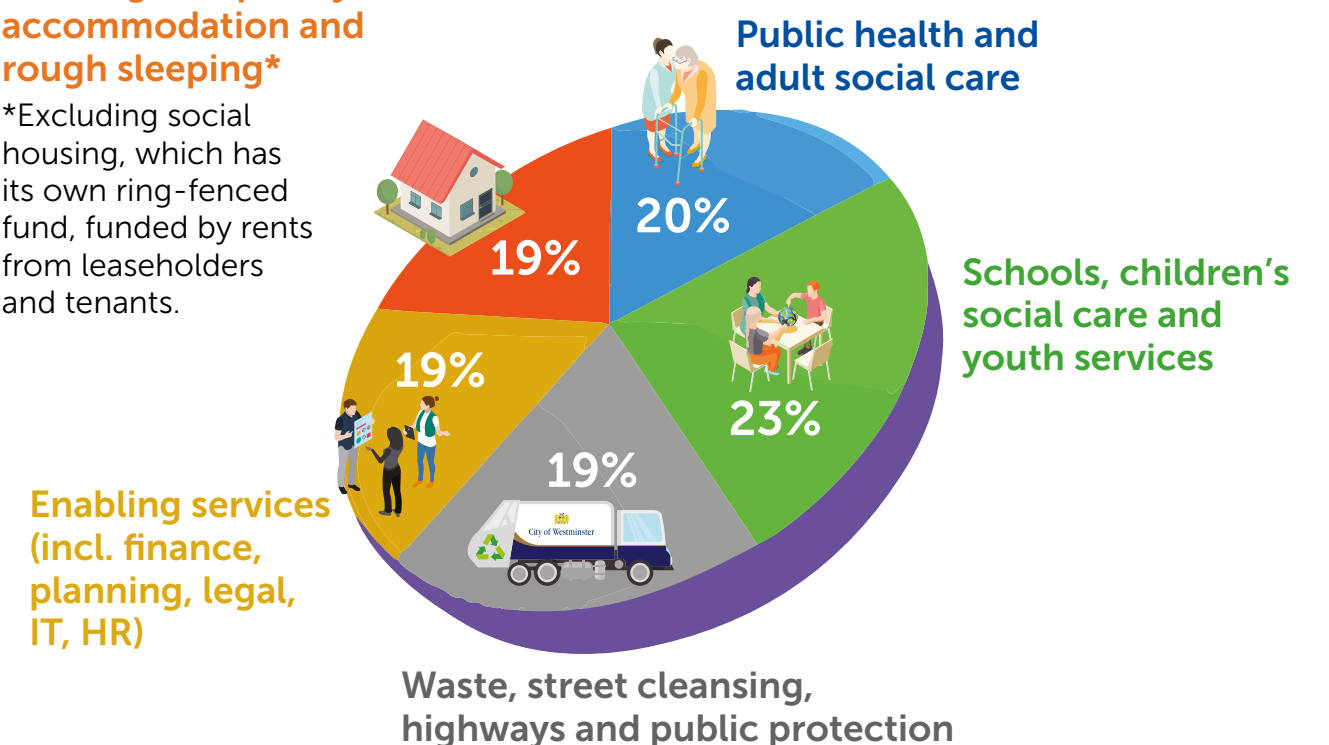
## Where our funding comes from



## How we invest in our services

### Housing, temporary accommodation and rough sleeping\*

\*Excluding social housing, which has its own ring-fenced fund, funded by rents from leaseholders and tenants.







**A**t the heart of our Fairer Westminster strategy is a commitment to reducing inequality. We continued our support with our £21m Cost of Living Fund, for energy and financial advice, hardship support, foodbanks and more.

We've supported our young people by expanding our Universal Free Lunch Offer, with free school lunches for more children to reduce the financial burden on families. To provide added security and support, we're now putting 'Care Leaver' alongside other protected characteristics, recognising the challenges faced as they transition into adulthood.

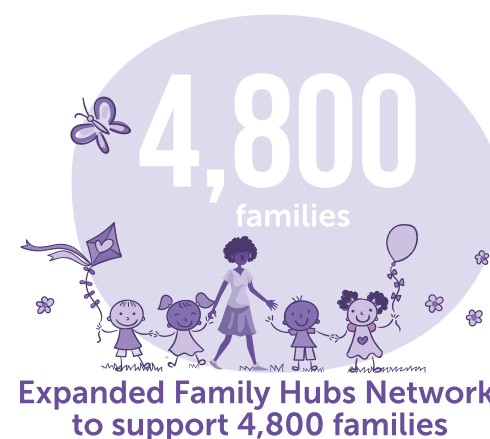
Our Family Hubs Network provides vital support to families in the city, from Church Street to Pimlico, and will be complemented by Community Hubs later this year, with streamlined service access for residents. Through investment in various projects ranging from sports and culture to environment and education, there's been more opportunity for local people to engage and contribute to our communities.

To address significant health inequalities, we're redoubling efforts through initiatives such as our Health and Wellbeing Strategy and the #2035 programme, which aim to improve access to housing, healthcare, high-quality social care services, education and jobs that pay a liveable wage. Supporting the Voluntary and Community Sector (VCS) remains a priority, with the first core funding grants to be awarded in 2024 alongside other initiatives to help the sector grow.

Finally, through active listening, genuine engagement and collaborative action we want to empower you to address pressing issues like anti-social behaviour to help make Westminster a place where everyone can feel safe.



## This year, we've...



- Initiated £3m in core grant funding for community organisations
- Introduced the Healthy Communities Fund to promote public health interventions
- Boosted the 'Winter in the City' campaign with £100k of funding
- Launched a £1.8m budget for cultural projects
- Opened Games Libraries and launched tabletop games clubs for people
- Launched Commonplace – our resident consultation hub





# Fairer Communities in action...

## Helping families with school costs



Our £21m cost of living strategy includes a range of support for those struggling with school costs.

We are delivering the most ambitious expansion of the free school meals programme in the capital, with children aged three to 14 able to receive a free school lunch. Our additional investment of £2m is complementing the existing Free School Meals offer and recent additional funding means 14,000 children are now eligible for free school meals.

Our new School Uniform Grant Scheme has provided over £150,000 to support over 1,500 Westminster families in need with the cost of School Uniform when starting a Westminster Primary or Secondary school. The scheme helped Westminster families with children in Reception and Year Six of Westminster primary schools from September 2023 and we're funding it for an additional year, allocating a further £85,000 to schools.



**SCAN ME!**

Find out more about how we're supporting families:  
🌐 [www.westminster.gov.uk/cost-of-living-support](http://www.westminster.gov.uk/cost-of-living-support)

Through the Holiday Activity and Food Programme and Additional offer, we have funded some 62 community organisations to provide over 38,000 holiday activity sessions and meals to around 8,400 children and young people during half term holidays, and in Summer, Easter and Christmas for disadvantaged children who fall short of DfE eligibility criteria.

All this funding is in addition to existing support available to disadvantaged families via schools and our Early Help services. Parents are also able to receive financial help from charities supporting young people.

"The money from the free school uniform funding has helped parents in lots of different ways. For Year 6 the cost for when children go to secondary school is quite high especially for things like blazers and school shoes, so parents were really grateful that the uniform was already sorted."

**Claire Cleary**, Deputy Head of Gateway Academy

"I've got two children so that means double the uniforms and sometimes you have to buy mid-year or before if the trousers or shoes go bad. So, the fund meant I had that spare money to go towards any extra uniforms I needed to buy."

**Manar**, Parent



# Deliverables for this year...



- As part of our Children and Young People's Plan, we will work with our partners and our children to achieve better outcomes for children this year:
  - Help families understand the eligibility requirements and accessibility of the new Free Early Education Entitlement programme so they take advantage of this opportunity.
  - Support schools and nurseries to collaborate with family hubs and libraries to provide a new approach to bring together all the support residents may need as a family.
  - Strengthen our outreach services to support children who face behavioural challenges. Services include parent training, social skills training and behaviour management.
  - Help families access services that tackle inequalities and strengthen the multi-agency support provided by our Children's Services.
  - Tackle and prevent youth violence and offending, by working closely with schools and by providing change programmes and positive activities.
  - Improve our youth offer by guaranteeing access to youth workers and to our parks, libraries, youth clubs, gyms, sports and cultural centres.
  - Create more opportunities and strengthen the support provided to children in care and care leavers when transitioning to adulthood, through our revitalised Local Offer.
  - Ensure all children can have access to electronic devices such as laptops and tablets..
  - Develop a programme to provide children a minimum of 10 life enhancing opportunities and activities by working with schools, the voluntary sector and our cultural sector.
- We will also introduce a new online platform to connect local businesses with charities so they can support community organisations through donations and volunteering.
- We will open up more public, green and commercial spaces for residents to improve wellbeing, foster community engagement, create jobs, and promote equal opportunity.
- Launch our new Active Westminster Strategy which sets out our plan to improve the health and wellbeing of residents by making physical activity accessible for everybody.
- Introduce an improved advice service for residents, offering support and access to valuable resources on many matters.

- Deliver a wide range of programmes and activities through Westminster City Lions for 1,400 children aged 13-16 who live in or are educated in Westminster.
- Introduce a new CCTV network of 100 re-deployable cameras placed in priority areas to help tackle anti-social behaviour.
- Expand and enhance community hubs, ensuring residents have easy access to a wide range of services that meet local needs.
- Expand the Westminster Connects web platform to enable more volunteers to help our vulnerable residents.
- Launch the Community Researcher Programme to strengthen community engagement in decision-making by training residents to lead on and facilitate community conversations.
- We will deliver, with our providers, timely, good-quality and person-centred social care for better resident outcomes.
- Launch the enhanced Healthy Lifestyles Service with our partners, focusing on residents who stand to benefit most, providing support for mental health, dementia, learning disabilities, and raising health awareness.
- We will tackle inequalities and improve outcomes for our most vulnerable residents with our partners and communities through:
  - Our #2035 programme
  - Community Equalities Strategy
  - A Food Plan for Westminster
  - Our Changing Futures programme
- Review our drug and alcohol misuse treatment and prevention offer to meet the needs of communities, including youth, those with mental health needs, and those in the criminal justice system.
- Establish an ambitious plan with our community groups to deliver our Health and Wellbeing Strategy, targeting health inequalities.
- We will fund a variety of grants programmes to support our communities and residents who will benefit most:
  - A Voluntary and Community Sector Investment Strategy to deliver our three-year core funding programme of council investment.
  - Our next round of the Community Priorities Programme to fund local activities.
  - Working with the 36 Healthy Communities Fund recipients, delivering health and wellbeing initiatives.
  - Our Culture and Community grants programme, delivering wellbeing and participatory activities.





**A**lthough we have made great progress in delivering on our Fairer Housing commitments, including completing 300 Harrow Road, opening new housing service centres and providing more support for rough sleepers, there is more to do if we are to realise the breadth of our ambition.

We know that our Housing Services are not where they need to be for our residents, and we're focused on delivering continued service improvement built on your feedback, with a particular focus on repairs and complaints. Our new Housing Service Centres place our services in the neighbourhoods they support, giving staff the space to engage with you and deliver a compassionate and joined up service.

While we are here for all our residents, it is only right that there is an additional focus on supporting our most vulnerable, so we're revising our existing Allocations Policy and will launch a new Homelessness and Rough Sleeping Strategy, both of which will set out how we want to engage and support people through difficult times. Similarly, our Temporary Accommodation acquisition programme will help place individuals and families facing homelessness in good quality housing that meets their needs.

A further 227 affordable homes will be delivered this year through our house building programme, 53 of which are being specifically designed to provide high quality, energy efficient, community supported accommodation for our older residents. Phase 1 of our Ebury Bridge regeneration project will also complete this year with Secure Tenants and Resident Leaseholders returning to their new homes. Based on the current design and tenure mix, the three phases of the Ebury Bridge scheme will deliver 391 truly affordable homes, following a successful resident ballot (where 91% of residents voted in favour of the proposals).



## This year, we've...



- 
- Opened new Housing Service Centres in Bayswater, Pimlico and Queen's Park
  - Performed regular property MOTs
  - Delivered a resident-approved development scheme for Ebury Bridge
  - Completed over 240 retrofits of our least energy efficient homes, with cumulative fuel savings estimated to be over £50,000 and almost 200 tonnes of carbon per year





# Fairer Housing in action

## Opening new Housing Centres



We've so far opened three new Housing Service Centres in Pimlico, Harrow Road and Bayswater, meaning residents can drop in and speak face-to-face with the Housing team about the issues that matter most to you.

The Bayswater site was the third of four new housing offices to open over the last 12 months. A fourth will open in Soho later this year which will bring the total to eight across the city. By opening offices in communities across Westminster we are able to provide more personal advice and support services for the city's social housing tenants and leaseholders. Visitors to the centre can speak to housing staff about issues including repairs and grounds maintenance, or find support on paying bills.



**SCAN ME!**

Find out more about how we're working for our tenants and leaseholders:

🌐 [www.westminster.gov.uk/housing](http://www.westminster.gov.uk/housing)



The improvement in housing is a priority for the council. Our focus is on enabling all relevant teams to deliver the best possible services to residents and communities. The experience and feedback received from residents and staff will be central to the improvement journey.

In addition, we've introduced a tenants' panel so that residents can express their opinions on the projects we undertake and decisions we make.

"It's great to have the opening of the new estate office. It's very important for the elderly and vulnerable and really anyone who lives on our estate. It really is a great bonus for the area."

**Jonathan Morely**  
Wessex Gardens Resident Association

"I think it's fantastic that it's been brought back as it's been a missing link for us. This will be a lot easier for residents moving forward to have the estate office just across the road from where they live."

**Darlene Torey**  
Chair of Residents' Association for Lillington and Longmoore Gardens





## Deliverables for this year...

- Strengthen frontline housing services to provide better face-to-face interactions with housing officers in local neighbourhoods, prioritising support for vulnerable households.
- Work together with residents to make sure housing estates and communal areas are well maintained.
- Improve our housing repairs service to ensure timely and transparent communication with residents about their repair progress and improve overall service quality and efficiency.
- Expand opportunities for residents to actively participate in shaping services and initiatives, including developing a repairs and leaseholder charter.
- Ensure that our tenants are living in good quality and safe homes by keeping accurate records of property conditions and complying with the latest building and fire safety regulations.
- Secure more temporary accommodation for families that need it, reducing reliance on expensive third-party providers while ensuring residents remain close to their families, jobs, and schools.
- Improve our approach to supporting those in housing need by prioritising early intervention, being responsive to changing needs, and being empathetic in interactions with all service users.
- Develop a new Homelessness and Rough Sleeping Strategy through active community involvement and collaboration with our partners and service users.
- Revise our Housing Allocations Policy to provide clarity in how we prioritise social housing, making it easier for residents to understand.

- Deliver more high-quality and genuinely affordable homes that meet the diverse needs of residents, including social rent homes and family-sized units for larger households in our community.
- Revise our affordable housing policy to provide clearer direction on how more genuinely affordable housing can be delivered.
- Launch an Empty Homes Action Plan to enforce action against owners of empty properties.
- Launch a Private Rented Charter, ensuring that our tenants and private rented sector are aware of their rights and what support is available to them.
- Consult with residents, landlords and other stakeholders on improving standards and management in the private rented sector.
- Increase enforcement on non-compliant landlords to protect our residents, particularly our most vulnerable renters.
- Develop new housing and care for older people at Carlton Dene, and adapt the homes of others to support independent living.
- Engage with residents to progress a preferred option for the future of the Pimlico District Heating Undertaking (PDHU).







**W**estminster is an economic engine for both London and the UK, with over 53,000 businesses, one-eighth of London jobs and generating £72bn in economic value. Our ambition is to deliver a strong and sustainable economy, with employment

opportunities and inclusive growth that benefits everyone with our Fairer Economy Plan.

To achieve this, we're continuing to work closely with local businesses, job providers and our 18 Business Improvement Districts (BIDs). Our £10m High Streets Programme will begin delivery in the summer in areas such as Harrow Road, Praed Street and Queensway. We've launched Westminster After Dark to develop an evening and night-time plan for residents, businesses and visitors, plus much-needed investment for more opportunities and reducing disadvantages in areas such as North Paddington.

At the core of our economy ambition is action on climate, with initiatives such as the Sustainable City Charter – a business-led climate action pledge for organisations – and the partial review of the City Plan with new policies on affordable housing and retrofit.

In the West End, improvements to the public realm in Oxford Street and Regent Street will deliver a safer, more welcoming environment for residents and visitors. Through the Meanwhile On Programme in partnership with BIDs and property owners, vacant spaces are being repurposed to encourage new businesses to thrive.

Our Social Value Programme ensures that local employment and training opportunities enable us to bridge the skills gap, and we've established an Education, Employability and Skills Board and continued initiatives such as Tech Lions and City Lions to help residents find jobs and explore new career paths.

## This year, we've...



- Launched a Westminster Against Dirty Money Charter to combat money laundering.
- Worked on reviving Paddington, Edgware Road, Harrow Road and Queensway with our High Streets Programme.
- Progressed the North Paddington Programme to improve those neighbourhoods.
- Launched a Design Review Panel providing expert advice on major developments – a first for any local council.
- Initiated a safe, inclusive night-time community with our Westminster After Dark Programme.
- Launched the Night Stars volunteer initiative, and the Night Hub based in Soho, to help visitors to some of the busiest parts of the West End stay safe while out at night.
- Secured commitments for local recruitment and training from major employers with the Westminster Anchor Alliance.
- Launched My Skills Zone, a free e-learning platform for residents.
- Signed a Memorandum of Understanding to ensure Oxford Street remains a premier shopping destination.





# Fairer Economy in action...

## North Paddington Programme



The North Paddington Programme has been developed in partnership with local people, community groups and charities in the Harrow Road, Queen's Park and Westbourne wards.

Together with our local communities we are delivering a healthier, safer and more financially secure North Paddington area. We're improving outcomes and opportunities for local people by addressing social, economic, health and environmental inequalities which exist within the city. That's why we created the North Paddington Partnership Board, made up of a diverse group of representatives from education, health, local businesses, the police and other community leaders. The North Paddington Partnership Board has helped us to prioritise and ensure that the needs of communities are at the forefront of our decision-making.

North Paddington is among several new areas to be designated as a Creative Enterprise Zone (CEZ). Becoming a CEZ sees the area granted £170,000 in funding to celebrate creativity and culture in North Paddington. It supports existing arts and cultural institutions, as well as connecting and opening opportunities for local people. The vision is for a place where creative production grows, is sustainable, and accessible by everyone, where people are empowered to develop their talent and reach their potential.

The North Paddington High Streets Programme is focused on delivering positive change to Harrow Road in line with community feedback. We've been engaging with residents and local businesses to gather data and insights to inform the programme. The vision is to support local high streets to become vibrant neighbourhoods where essential goods, services and public spaces are easily accessible and serve their communities.



**SCAN ME!**

Find out more about the programme at:

🌐 [www.westminster.gov.uk/north-paddington-programme](http://www.westminster.gov.uk/north-paddington-programme)





## Deliverables for this year...

- Through the Education, Employability and Skills Board, we will develop a Strategic Skills Framework to align education, job opportunities, and skill-building in Westminster, aiming to enhance residents' employment prospects.
- We will deliver our Meanwhile On Programme with partners to address low-quality occupiers in the West End, focusing on Oxford Street, aiming to enhance experiences, diversify the area and provide opportunities for entrepreneurs.
- Through our High Streets Programme, deliver High Street Action Plans to support our vibrant high streets, in areas such as Harrow Road, Praed Street and Queensway.
- Expand our enterprise spaces around the city, at 300 Harrow Road, Lisson Arches, and Church Street, to help start-up and small businesses grow.
- Launch a sustainability skills programme aimed at upskilling residents in green skills, helping them advance in careers that support our Climate Action ambitions.
- Through our Westminster After Dark programme, develop an inclusive Evening and Night-time plan to ensure community safety, sustainability, and accessibility.
- Provide dedicated support to the borough's scale-up business community and startups, aiding their growth and ensuring fair access to job opportunities.
- As part of the North Paddington Programme, we will develop skills and employment programmes to ensure residents can access quality training and job opportunities, as well as implementing the Creative Enterprise Zone programme to strengthen the area's cultural industries and employment opportunities.

- Deliver a new Supplier Readiness Programme, providing mentoring, business shadowing, advice and upskilling opportunities to help small businesses secure council contracts.
- Create more employment and training opportunities for residents by leveraging our connections with suppliers, developers, and businesses, as part of our social value commitments.
- Assist local enterprises, including Voluntary and Community Sector organisations, to reduce carbon emissions, using our Carbon Offset Funding.
- Deliver early career programmes for under-represented groups, engaging with the community through recruitment events and job fairs.
- Develop a new Site Allocations policy to guide sites in optimising land use to its full potential, realising benefits such as new homes, employment space, green areas and community facilities.
- Through ongoing engagement with people who live in, work in and visit Regent Street and Haymarket, guide the public realm design and plan based on their input.
- Strengthen Oxford Street's global status through community and partner collaboration to improve the public realm and visitor experience.
- Deliver outdoor arts festivals, such as West End LIVE, Inside Out, and City of Sculpture to attract visitors, boost local businesses, and showcase Westminster's vibrant arts scene.







**W**e're tackling the Climate Emergency head-on, aiming to be a net zero council by 2030 and a net zero city by 2040.

In Westminster, where carbon emissions are amongst the highest in the UK, it's crucial to reach these targets to improve air quality and

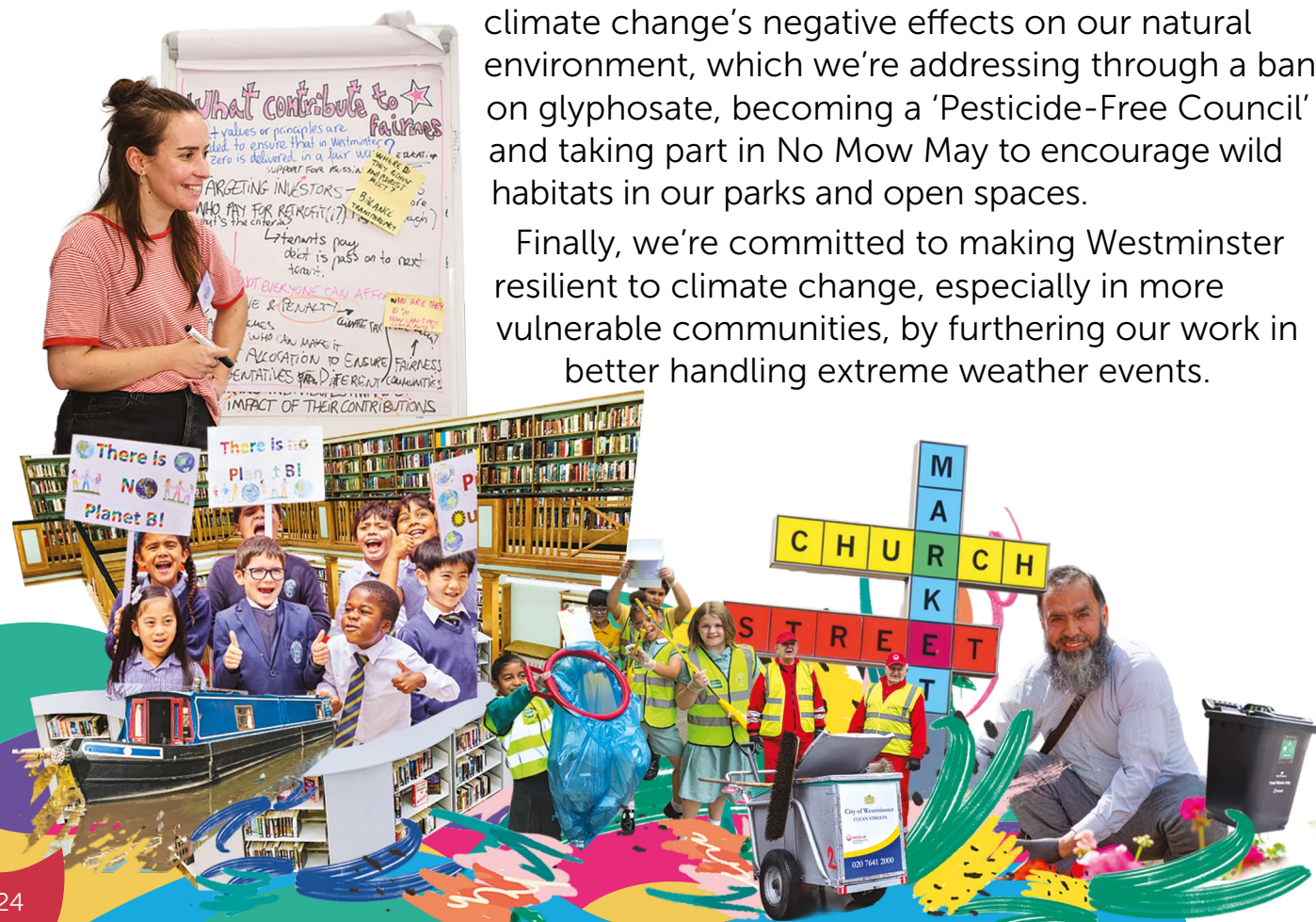
protect everyone's health and well-being.

Our Climate Emergency Action Plan is the foundation for our transition to net zero setting out how we are deepening existing programmes and launching new efforts. Residents rightly asked us for quicker action, which is why we're pushing ahead faster than the national target of reaching net zero by 2050.

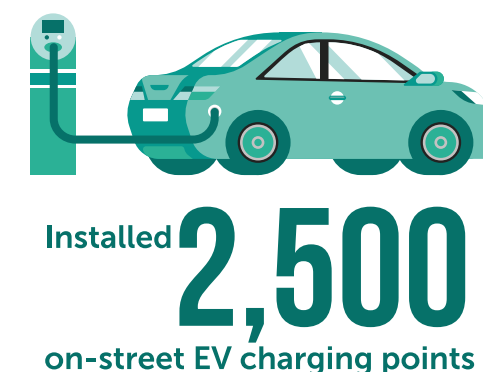
Big strides have been made, with a £35m investment in better travel options such as public transport, walking and cycling to improve air quality throughout the city, and £20m invested in zero-emission waste trucks to further cut noise and air pollution. Our Citizens' Climate Assembly saw residents brainstorming solutions on how to reach our net zero goal, showing again that engaging you in vital issues is key. Expanding our food waste recycling programme, plus the ongoing work of our dedicated City Inspectors in identifying and resolving issues is all working towards these goals.

The council declared an Ecological Emergency last year, recognising climate change's negative effects on our natural environment, which we're addressing through a ban on glyphosate, becoming a 'Pesticide-Free Council' and taking part in No Mow May to encourage wild habitats in our parks and open spaces.

Finally, we're committed to making Westminster resilient to climate change, especially in more vulnerable communities, by furthering our work in better handling extreme weather events.



## This year, we've...



- Become the first local authority to launch an award-winning interactive Environmental Justice Measurement data tool that allows residents to better understand how climate change affects their neighbourhood.
- Launched an air quality monitoring webpage.
- Established a dedicated proactive Noise Team to target our most prolific complaints across the city.



# Fairer Environment in action

## Westminster Citizens' Climate Assembly

We held the Citizens' Climate Assembly across June and July 2023 because we are committed to improving the representation of residents' views in how we tackle the climate emergency.

### What is a Citizens' Climate Assembly?

Citizens' assemblies are a type of democratic decision-making process used across the world.

A random but representative selected group of people are brought together to learn about a topic, discuss with one another, and make recommendations about what should happen and how things should change. The people selected broadly represent the entire community.

"It's been such a brilliant experience. I've met some amazing people, had some really great questions asked, really challenging and inspiring and it has been great to hear people pick up the importance of community action in climate change."

Beatrice Liese, Groundwork

### How did the Citizens' Climate Assembly work?

Fifty Westminster residents were selected at random to attend assembly sessions and address the following issues:

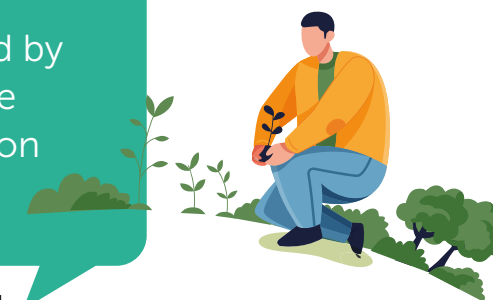
How can we overcome the main barriers to Westminster becoming a net zero city by 2040 together? How do we ensure this is delivered in the fairest way?

Members attended four sessions between June and July 2023 to learn about climate issues, discussed them and made recommendations.



"I think the value of including community voices when it comes to the issue of tackling climate change is that you get to put forward a range of perspectives from people with different lived experiences, different backgrounds. We're shaped by our environment and getting to hear such a range of voices and opinions helps form a robust solution that's fair for everyone."

Bryony, Resident participant



### How did people get involved?

Over 10,000 randomly selected addresses received a postal invitation to register to take part in the assembly. 50 people were then selected by lottery to take part in the event. The lottery process was completed to ensure participants best represented Westminster as a whole.

There are lots of other ways to be involved in opportunities across Westminster. Keep up to date with the Citizens' Climate Assembly by signing up to the Environment Newsletter.



SCAN ME!

More from our climate assembly

🌐 [www.westminster.gov.uk/climate-assembly](http://www.westminster.gov.uk/climate-assembly)



# Deliverables for this year...



- Deliver the Greening Westminster programme to assist community groups in improving their green spaces through increased funding and project support.
- We will reduce carbon emissions and improve energy efficiency across our housing and buildings through:
  - Our Retrofit Task Force focusing on streamlining planning processes for green improvements to council-owned housing and creating a procurement plan for diverse stakeholders.
  - Revising our Retrofit Policy to clearly prioritise necessary retrofits over demolition.
  - Renovating council homes to help lower our tenants' energy bills, improve their homes' energy efficiency and reduce carbon emissions.
  - Decarbonising our operational and commercial estate by implementing energy conservation initiatives like solar panel installation.
- Update our Environment Supplementary Planning Document to provide guidance for development in relation to flood resilience, biodiversity and energy.
- Develop an ambitious, evidence-based plan to address our declared Ecological Emergency, building on the findings from our Green Infrastructure Audit.
- Incorporate Sustainable Urban Drainage Systems into public realm schemes to reduce cityside flood risk, as part of our Flood Risk Management Strategy.
- Fully modernise our existing public toilets and explore options to expand availability.
- Drive participation to the Sustainable City Charter to support the business sustainability and decrease citywide carbon emissions.
- Increase tree canopy cover by planting more trees to enhance urban greenery, air quality, and biodiversity.
- Pro-actively target our most prolific complaints to reduce the noise nuisance in our communities
- Improve air quality for all across our city by:
  - Installing more School Streets with resident support to make it easier to walk, cycle or scoot to school.
  - Revising Air Quality Action Plan based on new World Health Organization data.
  - Implementing the Schools' Clean Air Fund, offering £1m in financial assistance to primary schools.
  - Upgrading the air quality monitoring network to measure smaller particles providing more precise data on air pollution.
  - Rescinding outdated smoke control zones and designate new ones covering the entire city, including canal areas.
- Produce a climate adaptation and resilience plan to build our resilience to climate change and reduce risks to our communities, businesses and services.
- Encourage and promote active and sustainable travel to our residents, businesses, and visitors by:
  - Updating our parking rules, expanding electric vehicle charging spots.
  - Electrifying remaining waste and street cleansing vehicles.
  - Increasing diversity of EV charge points across the city.
  - Completing coverage of Santander Cycle hire docking stations in underserved areas.
  - Establishing new and improving existing cycle routes.
  - Fitting signalised junctions with green man phases where pedestrian usage is high.
  - Developing a new Sustainable Transport Strategy to provide environmentally friendly and sustainable transport options.
- Deliver more effective and regular engagement with residents on the Climate Emergency and facilitate collaborative action.
- Advance our Local Area Energy Planning to progress our net zero carbon ambitions.
- Develop tools and guidance to ensure that every major decision we take properly considers climate and carbon impacts.





FAIRER COUNCIL is one that listens to residents, ensures their needs are met through the services we deliver and with value for residents and businesses. That's why, despite the challenges faced by local authorities nationally, we're keeping council tax one of the lowest in the country while still providing effective and reliable services.

There are many ways for you to get involved, whether that's by asking questions at Full Council meetings, or attending Westminster Together events where you can chat with councillors. Our new Residents' Panel and Citizen Assemblies are opportunities for people to provide feedback on services and policies, on top of year-round engagement across the city.

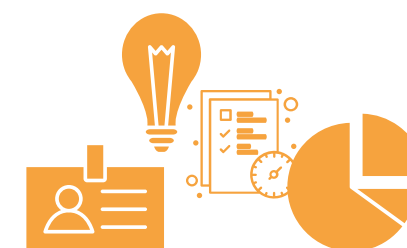
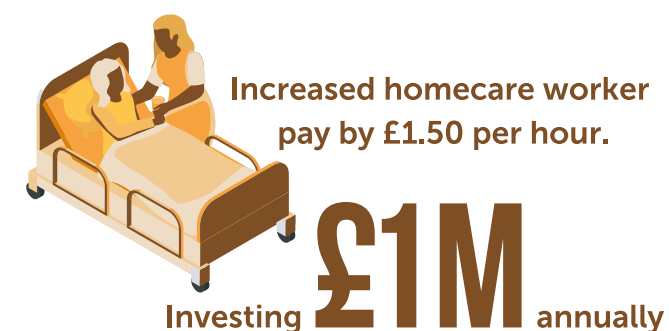
The council is taking steps to become a more inclusive place to work by becoming a Level 2 Disability Confident employer and reviewing policies to combat racism and supporting fair wages through initiatives such as the Fair Tax Pledge and the Ethical Care Charter. We've also implemented a £1m investment to increase the hourly rate of pay for homecare workers.

We're breaking new ground as well – by pioneering a 'Dirty Money' campaign targeting money laundering in the city, and our Westminster Green Investment scheme raising £1m in record time to fund sustainable projects within local communities. We are also embedding an ethical approach to working with suppliers through the introduction of a Responsible Procurement Strategy.

Westminster is committed to being transparent and open, and your feedback is important to us as we strive for a Fairer Council.



## This year, we've...



- Introduced public speaking at Full Council for increased local democracy engagement.

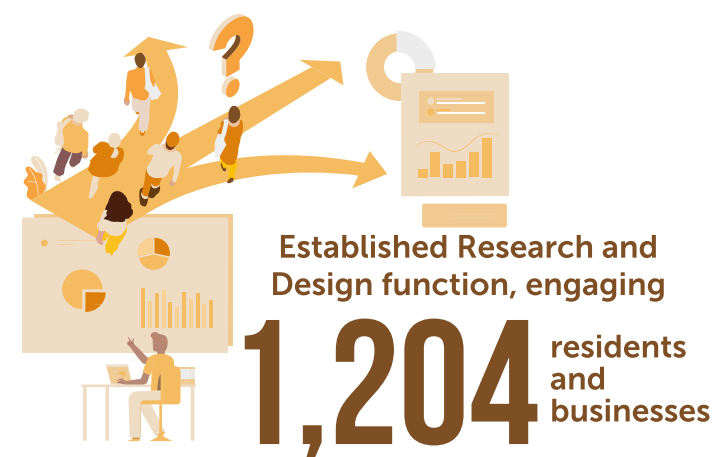
- Signed UNISON's Ethical Care Charter.

- Signed the Fair Tax Pledge for tax transparency alignment.

- Continued conducting an anti-racism review of our policies and services, as part of our commitment to being an anti-racist organisation.

- Launched a Responsible Procurement and Commissioning Strategy.

- Redesigned and launched new reporting journeys – Report It – across Noise and Waste, implementing generative and image AI to enable a targeted 60 seconds reporting experience with 70% of new journeys completed online.





# Fairer Council in action...

## Public participation at the council

Public speaking Full Council meetings, along with our Westminster Together events and resident panels are encouraging more and more people to get involved in local democracy and helping to shape and influence decisions about their local neighbourhoods.

### Full Council

As part of our Fairer Westminster Strategy anyone who lives, works or studies in Westminster is now invited to pose a question in-person at an Ordinary Full Council meetings, this can be about a local issue or a wider question about what the council does.

Questions have ranged from air quality and emissions to young people's mental health to e-bike parking bays. It's a great way to get your issues heard at the heart by decision makers of your council.



### Resident Research Panel

Our Residents' Panel has made it much easier for residents to participate in research to provide us feedback, tell us their views on specific topics and help shape our work through one-off discussions and surveys. Opportunities have taken place throughout the year on a wide range of topics and participants are rewarded for their time.



"I'm chairman of my residents' association. That's principally how I got involved with the council. I've joined a number of panels, more from a desire to see things change and get some things done. It's a case of trying to match the housing services agenda with the residents' agenda and looking to shape things going forwards."

**David**, Chairman of Ingestre Court Residents Association



**SCAN ME!**

Find out more about how to be involved with the council:  
🌐 [www.westminster.gov.uk/our-westminster](http://www.westminster.gov.uk/our-westminster)



# Deliverables for this year...



- Increase our spending with local organisations, small businesses, and voluntary and community groups to boost the local economy and strengthen community resilience.
- Ensure our procurement policies prioritise ethical treatment and consider environmental impacts, promoting responsible practices.
- Work closely with our contractors to cut carbon emissions and support the city's sustainability.
- Increase our efforts to identify and address modern slavery risks within our business and supply chains.
- Launch a Community Planning Advice Service to support residents and community groups consulted in major planning applications, helping them understand complex proposals and engage effectively in consultations.
- Launch a data publishing web platform to make it easier for our communities to stay informed and be engaged in council decision-making.
- Trial OpenRoaming to establish a reliable free Wi-Fi network across Westminster, enhancing connectivity and accessibility for residents and visitors.
- Establish a Digital Inclusion Forum, which brings together organisations delivering digital inclusion support.
- Improve user experiences on our website and digital platforms like MyWestminster, Planning Portal, and Report-it by prioritising user needs and preferences.
- Improve our customer service experience by using new technology and improved processes to deliver faster, smarter and more personalised and empathetic services to our customers.
- Implement an Anti-Racist Action Plan, underpinning our commitment to being an anti-racist organisation.

- Launch a Charter of Community Participation setting out our commitments to engagement, inclusivity and accessibility with public participation. This will help residents understand what to expect and their rights, while promoting transparency and collaboration between the council and community.
- Pilot participatory budgeting that gives local communities a say in how community fund ward budgets are used.
- Increase participants on the Register of Active Residents to 250, so that more residents and service users help shape our decisions and services.
- Continue the roll out of Commonplace to make it easier for residents to have their say.





## Get involved

Here are some of the ways you can get involved and make your voice heard:



Find out who your elected representatives are and when they meet to make decisions

[westminster.moderngov.co.uk](http://westminster.moderngov.co.uk)

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Sign up to receive our email newsletters

[www.westminster.gov.uk/newsletters](http://www.westminster.gov.uk/newsletters)



Read and respond to consultations or proposals

[www.westminster.gov.uk/consultations](http://www.westminster.gov.uk/consultations)

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Join our Resident Research Panel to review and feedback on our policies and projects

[www.westminster.gov.uk/resident-research-panel](http://www.westminster.gov.uk/resident-research-panel)



Join our Youth Council

[www.westminster.gov.uk/about-council/youth-council](http://www.westminster.gov.uk/about-council/youth-council)

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Join your local amenity society to contribute to planning decisions in your area

[www.westminsteramenitysocietiesforum.org](http://www.westminsteramenitysocietiesforum.org)



Build community spirit on your estate by joining your local Residents' Association

[www.westminstercommunityinfo.org/subjects/residents-associations](http://www.westminstercommunityinfo.org/subjects/residents-associations)

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We regularly measure the performance of our Delivery Plan and you can see the latest results on our website

[www.westminster.gov.uk/fairer-westminster](http://www.westminster.gov.uk/fairer-westminster)



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If you have any other questions, please get in touch:

✉ [communications@westminster.gov.uk](mailto:communications@westminster.gov.uk)

☎ 020 7641 6000

or write to us: Fairer Westminster, Westminster City Hall  
17th Floor, 64 Victoria Street, SW1E 6QP