

the local area agreement 2008-11





Foreword Leader, on behalf of WCP and Council

This is the Westminster City Partnership's second Local Area Agreement and it illustrates how far we, as partners, have come in establishing a shared vision to deliver real improvements for our City.

Partnership is not about formal structures - it is about adapting to residents' complex needs and challenging each other to improve the opportunities of those in our communities. Our neighbourhoods are at the heart of achieving the priorities within this Local Area Agreement; and it is vital for our citizens to be empowered to help shape the area they live in.

Westminster is fortunate to have dedicated organisations that care about the City and its future. The City Partnership is committed to improving how all of our services focus on our customers' needs, and making the very best

use of public money in Westminster. We will continue our drive for innovation and lead the way in terms of local public service delivery. As Chairman of the Partnership and Leader of the Council I look forward to working with partners to achieve the ambitions set out in this Agreement.

A handwritten signature in black ink, appearing to read 'Colin Barrow', with a long horizontal flourish underneath.

Councillor Colin Barrow
Chairman of the Westminster City Partnership

Introduction

“Our shared vision for Westminster is that by 2016 it will be the best city to live in, work and visit in the UK, a vibrant city with great quality of life, strong, united communities and excellent services, offering real opportunities for everyone to achieve a better future”.
(City Plan)

Westminster’s new Local Area Agreement (LAA) will underpin the changes needed to achieve the aims and ambitions of the City Plan. It is based upon a belief that by working together partners can use the LAA to drive forward improvement in the City, focusing on neighbourhoods where need is greatest; ensuring performance is even better.

There are two key themes that will underpin delivery of the LAA Improvement Priorities:

The Family Recovery Programme

Our aim is to deliver an integrated multi-agency approach to the top 3% of families and young children who suffer multiple forms of disadvantage, including crime or anti-social behaviour, health inequalities, housing and education problems, unemployment, substance misuse, community exclusion and other issues in varying combinations. Families at risk and those that impact on the quality of life in local communities will be given choices with consequences. They will be supported by three area based Family Assessment Teams that will intervene and deliver integrated, targeted enforcement and advice. The programme is central to the Council’s One City Agenda and can only be delivered by working in partnership.

Worklessness and Enterprise

As partners we will support the economic well-being of local residents and communities across the City. Efforts will focus on renewal areas in North Paddington and South Westminster aligning to where worklessness is highest and where improvements are required to support the local economy. Our programmes will also support other LAA priorities including improved health and support for families.

The Challenges for Westminster

The home of Government and the monarchy, great buildings, famous streets and squares, Westminster is also an area where rich and poor live side-by-side and it is a first home for many migrants. Westminster is the largest centre of employment in the UK, has the busiest planning authority in the UK, is home to a residential population of 232,000¹ but a daytime population of closer to a million, and has Europe's largest nighttime economy. The population is predicted to grow by 15%² from 2006 - 2012, the highest growth of any local authority in England and Wales.

As partners, over the next decade, we will be delivering services to increasing numbers of people who have higher expectations of those services and of local governance. This means we will need to work together to improve public sector provision in Westminster and ensure resources are used effectively.

These are some of the big issues for the next ten years:

The changing economy

There are around 50,000³ businesses in the City which make a measurable contribution to national GDP and employ half a million people. In common with the UK and much of western Europe, the transfer of wealth and manufacturing to the low labour cost economies such as India and China will leave Westminster ever more reliant on the service sector and professional and support services to provide jobs and income. Given that there are some significant pockets of unemployment in Westminster, the skills base across the whole city must be raised to ensure local people can compete successfully in this changing environment. In Queen's Park 32.3% of working age people claim worklessness benefits compared to 0.9% in Knightsbridge and Belgravia.⁴ There are 18,000⁵ working age people in Westminster who have no qualifications and 34.7%⁶ of the

City's children live in workless households. Any downturn in the economy will have a negative impact on these numbers.

Small businesses face particular challenges given the high costs of central London and there are markedly fewer businesses operating in Westminster's disadvantaged areas than the rest of the City. Leisure and business tourism will continue to be an important driver in Westminster's economy, meaning that further investment in new attractions and upgraded facilities is needed to encourage visitors to return. As a major host borough for the 2012 Olympics and Paralympics, Westminster will be a place many tourists stay in and visit, and it is important they leave with a good impression of the City.

¹ ONS 2006 Local Authority Mid Year Estimates
² ONS 2008 Sub-national population projections, based on MYE 2006
³ Annual Business Inquiry, NOMIS, 2006

Safety in the city

Community safety will inevitably remain a major issue for Westminster as it is for London as a whole. Total crimes in Westminster decreased by more than 15,000 between 2003/04 and 2007/08. Despite falling crime levels, residents still identify reducing crime and safety as their top priority. Crime levels are strongly affected by the million people entering the City every day and by the unique circumstances of the West End. Managing this will continue to be crucial. Terrorism is likely to remain a concern for those living and working in the capital. It is important that communities in Westminster are not divided by fear and misunderstanding and that they are united in the face of any attack.

The City environment

In the centre of London, Westminster will always face huge challenges around land use. The City has a large number of listed buildings and conservation areas, and a World Heritage site. Conserving the best of the past and creating appealing new buildings and landmarks is central to maintaining Westminster's unique appeal. Within the next 5 years the Council aims to become carbon neutral, taking forward the council's ground-breaking Go Green programme and establishing a Carbon Reduction Partnership.

Addressing the shortage of affordable housing and high levels of housing need, including homelessness and overcrowding, are key issues for maintaining and improving overall quality of life in Westminster. Protecting and improving the natural environment and promoting more sustainable urban living are becoming increasingly important to everyone and taking forward this agenda will be a major priority.

⁴ Total DWP Claimants for People of Working Age (includes Bereavement Benefit, Carer's Allowance, Disability Living Allowance, Incapacity Benefit, Severe Disablement Allowance, Income Support (including Pension Credit for males aged 60 to 64), Jobseeker's Allowance, Widow's Benefit) as at November 2007

⁵ Census 2001

⁶ DCLG, Index of Deprivation 2007

Building communities

London is set to expand, largely as a result of immigration from outside the UK, and its population will become more diverse and have more young people. Some predictions suggest Westminster's population could be as large as 285,000 by 2016 - an increase of 22%. There are 182 nationalities living in Westminster and more than 160 languages are spoken in the City's secondary schools. The impact on our already heavily populated city with limited space and housing will be significant. Newcomers bring skills, resources and alternative views and cultures with them. Some will need support from local agencies to make the most of life in Westminster. These new communities often undertake lower-skilled jobs and struggle to find suitable housing. Disparities between new and more established communities and between poor and wealthy may continue to increase. These developments may lead to pressures on neighbourhoods and on community cohesion. To counter the possibility of developing

socially polarised communities partners are committed to promoting policies that further integration and shared values. Westminster will continue to welcome new communities as it has done over the last two hundred years. It is clear that in the past some new citizens have struggled to reach their potential and we need to fight the unfair discrimination that holds people back. A critical challenge for the next ten years is to make sure that all residents feel they 'belong' in Westminster and that they share values and aspirations. Addressing inequalities in disadvantaged areas and building social capital are crucial for successful and thriving communities across Westminster. Our strong voluntary and community sector will continue to play a key part in engaging new arrivals, contributing to social capital and providing services to excluded communities.

Strengthening neighbourhoods

In an increasingly global and fragmented world, many people identify strongly with their community and neighbourhood. Westminster already has a number of unique neighbourhoods with strong individual characters such as Pimlico and Covent Garden.

Significant progress has been made tackling deprivation at a neighbourhood level through our Local Area Renewal Partnerships, but people experience local services at neighbourhood level wherever they live. Based on the work already done, neighbourhoods will be given a greater voice in decision-making and partners will move towards providing services that are integrated at a level which is meaningful to local people and brings together everything government does in Westminster.

All citizens will be encouraged to be more active in making Westminster a better place

to live. As well as neighbourhood involvement, volunteering and community action will be promoted.

Quality local services

At the same time as we ask people to become more involved in their communities, public sector agencies will be exploring new levels of joined up working. Westminster already has a flexible network of public, private and voluntary sector providers delivering local services. Organisations such as the City Council and Primary Care Trust will continue to face ongoing requirements for greater efficiency, and the boundaries between the organisations will become more fluid. The national policy drive to support and strengthen the third sector (the voluntary and community sector) in its role providing services and advocating change means local communities will be empowered to influence planning, policy and delivery.

The expectations of residents and businesses as consumers of public services are also changing. Partners will need to respond to the fact that service users increasingly see themselves as customers, expecting greater choice and services that are tailored to their needs, and those of their families and businesses. Leaders within the council and the partnership recognise their responsibilities and have used their positions to promote a significant change in approach, from compliance to excellence. Managing the most complex urban environment in the country requires clarity of vision and leadership. The Council is well placed to do this: according to a survey of over 100 stakeholders earlier this year, seven in ten think the Council is a strong leader locally and in London. A similar proportion thinks that the Council works well with other organisations.⁷

⁷ Westminster Stakeholder Survey, February 2008 (Conducted online)

Delivering the LAA in Westminster

Partners are committed to continuing to achieve improvement and building on the key successes of our first LAA, which include:

- The launch of the Family Drugs Court, a joint venture with Camden and Islington. The Court is a success and has received national acclaim.
- The Healthy Futures initiative which promotes healthier lives. A health check has been done for the majority of residents in two of the most deprived estates in the Queens Park ward. It involved a range of agencies including housing and environmental health. Residents were offered a health MOT and referrals were made to appropriate services, and information offered on a range

of topics. This programme will be implemented in other Local Area Renewal Partnership (LARP) areas starting with Harrow Road ward in 2008/09.

- The Liveability network has improved the greening of several estates with a number of residents involved in designing and land-scaping unused land into community gardens.
- Continuing to reduce overall crime by 20% and consequently reducing the number of residents whose quality of life is adversely affected by fear of crime.
- Improved support for older people, especially through preventative services delivered by the voluntary sector.
- 1500 job-seekers supported into work via locally commissioned services which include innovative new projects such as:

- schemes to support people with mental health needs including the Primary Care Employment & Training Support service delivered in General Practices in areas of high deprivation and Support4Volunteering which provides supported volunteering or work placements to improve confidence and employability.
- the Homelessness, Employment and Learning Project (HELP) which has provided training and employment support for 116 unemployed residents in temporary accommodation.

The level of disparity between neighbourhoods means wide variances between the needs of local residents. To meet these needs and improve the quality of life for local people the Westminster City Partnership has,

over the past 5 years, been committed to developing a robust approach to area renewal. The WCP has 8 thematic networks and 6 Local Area Renewal Partnerships (LARPs) in Westminster's most disadvantaged areas (Church Street, Queen's Park, Harrow Road, Westbourne, and various wards in South Westminster). The sixth LARP function in the West End is to tackle the particular challenges of the area around the quality of life of residents, businesses and visitors.

The LAA provides a solid framework for the LARPs and thematic networks to work within. Unique projects and programmes to support the LAA are commissioned and procured via the networks and delivered by local providers and the LARPs. LARPs and thematic networks coordinate partnership working at a neighbourhood level to deliver programmes that reduce deprivation. They bring together service providers (including the Council, Police, Primary Care Trust, local businesses,

and the community and voluntary sector) and residents to identify and address key local issues across a range of areas (e.g. crime, health, housing, education, employment, and environment).

Westminster has recently launched an ambitious Neighbourhoods Programme to empower ward members as the local champions for their area. Improved information, access to senior officers and neighbourhood budgets are designed to support ward members to improve the social, environmental and economic well-being of their local area. Ward members will have an increasingly important role in holding the public sector to account and empowering local citizens to make decisions about how their neighbourhood is managed.

Themes and Improvement Priorities

The foundations of the LAA 2008 - 2011 lie in the City Plan and the four themes of:

- An Improving City Environment
- Better Life Chances for All Our Citizens
- Strong, United & Engaged Communities
- Customer Tailored Services

The LAA Improvement Priorities are also underpinned by the promotion of:

- Equality
- Sustainability
- Community Cohesion
- Culture

Theme One - An Improving City Environment

Background

As London's 'shop window' Westminster partners are responsible for keeping the most visible part of the capital clean, safe, attractive and free moving. Westminster City Partnership works hard to balance the vibrancy and pressures of a 24/7 City with residents' expectations for a high quality of life and excellent, affordable public services.

According to the City Survey, streets, open spaces and access to good quality housing are top priorities for local residents. For Westminster, located in the heart of London, air quality, traffic congestion, safety and public transport will also always be significant issues for residents. The Westminster City Partnership is committed to making sure local people and visitors feel safe, secure and proud of the City of Westminster.

Westminster, like many other places, is acutely aware of the impact the changing climate and physical surroundings have on the lives of residents.

The climate in London will change rapidly over the coming years, seasonal rainfall patterns are moving and by 2080 there will be 30% more rain in the winter and 50% less rain in the summer. At the moment we worry about heat poverty: within the next 20 years we will begin to worry about its opposite. Partners have been encouraged to tackle climate change, and are trying to reduce carbon emissions, which in Westminster are 14.1 tonnes carbon per capita per year higher than the London average of 6.3. Many people are now aware of the benefits of recycling, and in Westminster over the past 4 years recycling rates have risen from 11.4% to 22.8%. There is still more that can be done and partners are committed to raising environmental awareness. Westminster City Council is

proposing a carbon partnership that all partners will be encouraged to join.

Much has been done to make the streets safer; the City now benefits from the City Guardians scheme and 67% of residents state they are not affected by fear of crime and 90% of residents state that they feel safe where they live. In addition to improving perceptions over the past three years there has been a 19.5% reduction of key crimes such as burglary and robbery; our reduction in burglary is a particular achievement with a 23.7% reduction over the past four years. This is encouraging but in a City with more than 750,000 visitors a day, a thriving night time economy and many of London's tourist attractions, the challenge of maintaining low crime levels and reducing fear of crime is ever present. The message from recent local surveys is clear: alcohol disorder, drug related crime and youth related anti-social behaviour are top concerns for local residents.

Community cohesion and counter terrorism will also form a large part of partnership work in the future. From 2008 the Safer Westminster Partnership will lead community cohesion activity on behalf of the Westminster City Partnership.

Situated in the heart of the capital the shortage of affordable housing will always be a challenge for Westminster. Access to affordable and decent housing has remained a priority for Westminster's residents as demonstrated consistently through the City Survey. Over the past two years (2006-08) 241 households have gained access to new Registered Social Landlord (RSL) rented homes and 347 intermediate housing opportunities have been delivered. CityWest Homes achieved the government's decent homes target in 2006/07, and is building on this success with a programme of work to improve standards to "beyond decent", and further improve tenant satisfaction.

LAA Improvement Priorities:

- To make Westminster an energy efficient borough
- To increase the level of household recycling
- To make our local environment and open spaces enjoyable for all
- To tackle anti-social behaviour and reduce the number of people who feel it is a problem in their area
- To tackle violence and deal with its consequences
- To tackle and prevent theft
- To increase access to good quality affordable housing

Theme Two - Better Life Chances for All Our Citizens Background

Everyone in Westminster is entitled to excellent opportunities and life chances. The Westminster City Partnership is committed to investing more in services for children and young people, addressing health inequalities, taking a more holistic approach to meet the needs of older people and improving housing services to our most vulnerable residents.

The two key LAA themes, Family Recovery Programme and Worklessness and Enterprise, are pivotal to enabling all citizens to have better life chances.

There are stark inequalities between some neighbourhoods in Westminster and partners will continue to work in the most deprived areas to raise standards and residents' life chances. Westminster is a city of contrasts, with some of the UK's wealthiest citizens

living alongside some of the poorest neighbourhoods in the country. In Westminster 22.5% of local super output areas are in the top 20% of the most deprived in the country.

The gap in life expectancy between the ward with lowest life expectancy and the ward with the highest life expectancy has reduced by five years since 1999. However, it is still significant, in one of the wealthiest wards baby boys born between 2001 and 2005 can expect to live until they are 84 years, nearly 11 years longer than those born in one of the poorest wards. On the opposite end of the spectrum more people across the City are living longer and this means they need extra care and support; the number of people aged over 85 will increase from 2,900 to 6,300 by 2029, an increase of well over 200%.

Westminster's young people continue to need support to go on and achieve their full potential. The most vulnerable are especially

in need and partners are keen to see children and young people engaged in positive activities. Reflecting the national picture, Westminster has seen a rise in childhood obesity, and recent figures show that in the City's primary schools, 15% of children measured in Reception Year and 22% in Year 6 are obese.

The problems caused by temporary accommodation, overcrowding and rough sleeping remain a high priority for partners to address. Housing concerns impact upon the health and employment levels of local residents. Levels of overcrowding continue to be high with 1,060 council tenants registered for a transfer needing one or more additional bedrooms. A range of initiatives have been developed to relieve levels of overcrowding including: increasing the supply of family-sized homes through new-build, converting or extending existing homes; freeing-up larger homes in existing stock by reducing under-occupation and assisting

those who are able to leave the social housing sector; and supporting overcrowded families in their current homes.

Westminster employs around 14% of London's total workforce and there are as many jobs in the City as there are residents. However, there are over 10,000 people on incapacity benefits and in some neighbourhoods over a third of all working age residents are on some kind of workless benefits. Lone and low income parents face particular barriers to accessing work: the cost of childcare can be a disincentive and they can often find themselves in a benefits trap where they experience little financial gain from employment. Low skills and English as a second language also contribute to local job-seekers' difficulties in finding work in an increasingly competitive environment. Partners are developing proposals for a new integrated skills and employment service called Westminster Works for

job-seekers and employers to ensure services can collectively work together to drive up levels of employment and improve the social and economic well-being of Westminster residents.

LAA Improvement Priorities:

- To meet housing need and tackle the consequences of housing shortage
- To encourage children and their families to have a healthy lifestyle and control their weight
- To enable people to live longer and healthier lives
- To enable people with long term conditions and their carers to achieve the best health possible, with increased control and choice of their health and care
- To enable older residents to live independently and enjoy a good quality of life.
- To support vulnerable young people into education, employment and training
- To increase the number of disadvantaged people in employment
- To improve the employability of disadvantaged adults
- To increase the range of opportunities to engage children and young people in positive activities
- To support the development of existing and new small local businesses

Theme Three - Strong, United & Engaged Communities

Background

Our city is immensely diverse; people of different ages, ethnicities, faiths, sexual orientations, disabilities and cultures choose to live here. It is this diversity which gives Westminster its vitality and brings new skills and experience into the city, strengthening our economy. It also means that building a common sense of identity and shared values is more important and more challenging for us. Partners want Westminster's neighbourhoods to be places where people of all ages and backgrounds feel equal and can have their say and make an active contribution to improving local quality of life.

Nearly half of our residents were born outside the UK; 51% of our residents are from Non-White British groups and over 65% of pupils in Westminster's schools speak a first language

other than English. Population issues are key, recent research suggests Westminster has a hidden population of 13,000 illegal migrants at any one time, as well as 11,000 short-term migrants. There is an estimated annual population churn of 25%, when all population groups are included.

As the population grows and becomes more diverse, it will be increasingly important to help newcomers to settle into London life and to develop a sense of belonging in their neighbourhoods along with more established residents. One way of doing this is to ensure residents feel positive about working together to influence local decisions. Current opportunities for people to have their say about how their local areas are run include Local Area Renewal Partnerships, Area Forums, Local Involvement Networks, Police Community Consultative Groups, Faith Exchange and the Westminster Community Network. There is also a highly developed

network of residents' groups. However, only 40%⁸ people believe they can influence decisions in their local area.

Ensuring opportunities for engagement are accessible to everyone is also critical. Through volunteering local people can participate in their local community and connect with others, as well as enhancing their own sense of well-being and improving their skills and employability. Westminster has developed a Volunteering Strategy with the key aims of encouraging more people to volunteer and support an increasing number of local organisations to involve volunteers, particularly those who may not normally do so and may be facing social exclusion.

The voluntary and community sector is especially adept at developing connections, building relationships and delivering innovative projects. The sector expresses the diversity of Westminster life and is particularly well placed to build social capital in the borough,

⁸ MORI, Westminster City Survey - 2007

ensuring that people don't feel excluded and can contribute to community life as active citizens.

LAA Improvement Priorities:

- To create united communities who take pride in their neighbourhoods and are involved in making their area a better place
- To increase the number of people who support the local community through regular volunteering and community action

Theme Four – Customer Tailored Services

The final theme, Customer Tailored Services, is a key objective for all services and projects that will underpin delivery of the LAA. We have bucked the national trend in satisfaction - 47% of residents speak highly of the council compared to 16% nationally. In Westminster partners pride themselves on the provision of excellent customer services, and will continue to ensure high standards.

LAA success in Westminster is measured by local citizen satisfaction. Westminster City Council has consistently scored resident satisfaction ratings over 75% since 2002, and 87% of residents are satisfied with the area as a place to live. Partners recognise that customer expectations are more sophisticated and are increasingly making sure there are ways to meet these.

Westminster has developed a whole systems performance framework to ensure citizen satisfaction remains high and local partners are in a position to manage actions needed for improvement. The diagram below

demonstrates how the key driver for improved performance is raising citizen satisfaction levels and linking this to actions and changes made at a neighbourhood level.



Appendix A

Equality Impact Assessment

An initial Equalities Impact Assessment has been undertaken to assess whether each of Westminster's 19 LAA improvement Priorities will have a positive or negative impact on people from each of the six equality strand groups. The initial assessment has found that the LAA Improvement Priorities will have a broadly positive impact on people from the six equality strand groups.

The initial assessment has identified that there is a possibility some areas of work may have a perceived negative impact on people from a particular equality strand group. Any negative impact issues will be fully assessed through Equality Impact Assessments undertaken by networks as part of the commissioning process for projects and strategies that sit beneath the LAA Improvement Priorities.

Health and Well-being Impact Assessment

A Health and Well-being Impact Assessment has been undertaken of Westminster's 19 LAA Improvement Priorities to identify their potential impact, both positive and negative, on the promotion of healthy communities and health inequalities within Westminster.

The Assessment found that the LAA Improvement Priorities will have an overall positive impact on health and well-being in Westminster and should be incorporated into the LAA unchanged.

Sustainability Appraisal

Westminster's Sustainability Appraisal of the LAA Improvement Priorities assessed their likely economic, environmental and social effects and their consequential impact on

the achievement of sustainable development in Westminster. The Appraisal has assessed the impact of the Improvement Priorities on achieving Westminster's 17 sustainability objectives.

The Sustainability Appraisal has found that the LAA Improvement Priorities will have a broadly positive effect on the achievement of sustainable development in Westminster. The Appraisal did demonstrate that there are two areas that could, in the future, be more fully addressed by the LAA. These are:

- Reducing the need to travel (in particular, reducing the use of private motorised vehicular transport and encouraging walking, cycling and the use of public transport).
- Improving air quality.

These areas will be considered through the LAA 'review' process. It should be noted that the Council is addressing these areas outside of the LAA through:

- Westminster's Air Quality Strategy.
- School and Staff travel plans.
- Various City Council measures and initiatives that aim to encourage cycling and the use of public transport.
- Westminster's Local Implementation Plan which outlines how the City Council intends to implement the Mayor of London's Transport Strategy during the period 2005/06 to 2010/11.

Please contact Helen Wilson on 020 7641 3096 or at hwilson@westminster.gov.uk if you would like further information on the Equality and Health and Well-being Impact Assessments and Sustainability Appraisal of the LAA.

APPENDIX B - LAA Indicators and Targets

Improvement Priority	Indicator(s) including those from national indicator set *NI = National Indicator LI = Local Indicator Cabinet Portfolio indicated in bold	Baseline (Taken against the 2006/07 outturn unless otherwise specified)	LAA Improvement Target (including mandatory education and early years targets)			Partners who have signed-up to the target and any which are acting as lead partner/s
			2008/09	2009/10	2010/11	
An Improving City Environment						
LAA 1 To make Westminster an energy efficient borough	*NI 185 – CO2 reduction from Local Authority operations (Placeholder) Finance and Support Services and Customers and Neighbourhoods	Proposed baseline - 1 Jan '08 – 31 Dec '08 (data to be collected in the course of 2008), baseline and target to be established by 31 March 2009	Baseline year: no target necessary	TBC (by 31 March 2009)	TBC (by 31 March 2009)	*WCC
LAA 2 To increase the level of household recycling	*NI 192 – Household waste recycled and composted Environment and Transport	20.40%	25%	28%	30%	*WCC
	LI 1 – Percentage of population served by kerbside collection Environment and Transport	75%	89%	93%	100%	*WCC
LAA 3 To make our local environment and open spaces enjoyable for all	LI 2 – Number of green flags in the borough (to include Royal Parks but exclude Cemeteries Green Flags that are outside of the borough's boundaries) Customers and Neighbourhoods	6	12	15	20	*WCC
LAA 4 To tackle anti-social behaviour and reduce the number of people who feel it is a problem in their area (Will include a focus on alcohol and drug misuse)	*NI 17 – Perceptions of anti-social behaviour Community Protection	19%	17%	16%	15%	*WCC and *Police
	LI 3 – The number of brief interventions provided to people who attended Accident and Emergency as a result of their alcohol use ⁹ Community Protection and Health and Adult Services	800	900	1000	1100	*PCT, WCC and Police
LAA 5 To tackle violence and deal with its consequences (Will focus on domestic violence)	*NI 20 – Assault with injury crime rate Community Protection	14.26 (3306 offences) (2007/08)	13.79 (3,197 offences)	13.32 (3,088 offences)	12.85 (2,979 offences)	WCC and *Police

⁹ A 'brief intervention' typically consists of one-to-one counselling and education to facilitate behavioural change. Brief interventions include feedback on alcohol use and harms, identification of high risk situations for drinking and coping strategies, increased motivation and the development of a personal plan to reduce drinking.

APPENDIX D - LAA Indicators and Targets

Improvement Priority	Indicator(s) including those from national indicator set *NI = National Indicator LI = Local Indicator Cabinet Portfolio indicated in bold	Baseline (Taken against the 2006/07 outturn unless otherwise specified)	LAA Improvement Target (including mandatory education and early years targets)			Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
	LI 4 – Number of repeat victims of domestic violence Community Protection	21%	21%	20%	19%	*WCC and *Police
LAA 6 Tackle and Prevent Theft	*NI 16 – Serious acquisitive crime rate Community Protection	7,159 offences (2007/8) 2004/05 - 2006/07	29.83 (6916 offences)	29.53 (6844 offences)	29.21 (6772 offences)	*Police, WCC and Probation Services
LAA 7 To increase access to good quality affordable housing	*NI 155 – Number of affordable homes delivered (gross) Housing	76	122	335	137	*WCC Registered Social Landlords, CityWest Homes
	*NI 160 – Local Authority tenants' satisfaction with landlord services Housing	69%	70%	70%	72%	*WCC CityWest Homes and Housing Providers
	LI 5 – Number of intermediate housing opportunities Housing	170	140	175	210	*WCC Registered Social Landlords, CityWest Homes and Zone Agent
Better Life Chances for All Our Citizens						
LAA 8 To meet housing need and tackle the consequences of housing shortage	*NI 156 – Number of households living in Temporary Accommodation Housing	2,865 (March 2008)	2,433	1,788	1,573	*WCC Registered Social Landlords, CityWest Homes and Housing Options Service

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			2008/09	2009/10	2010/11	
	LI 6 – Number of households assisted to relieve pressures of overcrowding Housing	410 (2007/08)	420	435	450	*WCC Registered Social Landlords, City West Homes, Schools and Vital Regeneration
	LI 7 – Proportion of habitual rough sleepers suitably accommodated. Housing	70 (April 2008)	30% (21)	60% (42)	90% (63)	WCC Registered Social Landlords and the Voluntary and Community sector
LAA 9 To encourage children and their families to have a healthy lifestyle and control their weight	*NI 55 – Obesity among primary school age children in Reception Year (The target must be rounded, but the actual figure is below) Children's Services	10% (10.4%)	10% (10.1%)	10% (9.9%)	10% (9.7%)	*PCT and WCC
LAA 10 To enable people to live longer and healthier lives	*NI 120 – All-age all-cause mortality rate Health and Adult Services	M 508.97 F 371.92	M 536.00 F 370.00	M 508.00 F 356.00	M 481.00 F 343.00	*PCT
	LI 8 – 4 week quitters from 5 Multi Super Output Areas with highest smoking prevalence ¹⁰ Health and Adult Services	N/A	265	265	265	*PCT
	LI 9 – Time taken to resolve the needs of persons needing major adaptations in the private sector Housing	45 weeks	18 weeks	17 weeks	16 weeks	*WCC

¹⁰ National Institute of Clinical Guidance (NICE) guidance and NHS Stop Smoking Services - Service and monitoring Guidance - October 2007/08 has been used to calculate the target. Known numbers seen by the stop-smoking service have been used to estimate the target which is based on an expected 45% success rate of the numbers seen to quit smoking for at least 4 weeks.

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			2008/09	2009/10	2010/11	
LAA 11 To enable people with long term conditions and their carers to achieve the best health possible, with increased control and choice of their health and care	*NI 135 – Carers receiving needs assessment or review and a specific carer’s service, or advice and information Health and Adult Services	18% (Based on 2008/09 outturn)	19%	25%	30%	*WCC, PCT and Carer’s Network
	*NI130 – Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) Health and Adult Services	378.0	568.2	1104.6	1827.5	*WCC and PCT
LAA 12 To enable older residents to live independently and enjoy a good quality of life.	LI 10 – Uptake in falls prevention service Health and Adult Services	133	205	229	266	*PCT and WCC
LAA 13 To support vulnerable young people into education, employment and training	*NI 45 – Young offenders engagement in suitable education, employment or training Children’s Services and Community Protection	81.1%	84%	87.7%	90.3%	*WCC, Police and LSC
	*NI 63 – Stability of placements of looked after children: length of placement Children’s Services	62.5%	64%	66%	68%	*WCC
	LI 11 – Number of new apprenticeships with employers for Westminster learners and residents Communities and Economic Development and Children’s Services	150	175	225	250	*LSC and WCC
LAA 14 To increase the number of disadvantaged people in employment	*NI 116 – Proportion of children in poverty ¹¹ Communities and Economic Development and Children’s Services	34.7%	33.5%	32.5%	31.5%	WCC* and JCP*
	NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods ¹² Communities and Economic Development	28.5%	27.4%	26.2%	24.9%	WCC* and JCP* Paddington Development Trust and Cross River Partnership

¹¹ Targets for NI116 and NI153 are submitted on the condition that:

- The Jobcentre Plus (JCP) signs a Memorandum of Understanding with the city council which sets out roles and responsibilities as joint lead partners.
- A commitment from JCP and LAA partners to provide SOA level job-outcome data going forward
- Assurance from government office for London that the impact of an economic downturn on claimant rates will be taken into consideration when measuring performance.

¹² See footnote above

APPENDIX D - LAA Indicators and Targets

Improvement Priority	Indicator(s) including those from national indicator set *NI = National Indicator LI = Local Indicator Cabinet Portfolio indicated in bold	Baseline (Taken against the 2006/07 outturn unless otherwise otherwise specified)	LAA Improvement Target (including mandatory education and early years targets)			Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
LAA 15 To improve the employability of disadvantaged adults	*NI 161 – Learners achieving a Level 1 qualification in literacy Health and Adult Services and Communities and Economic Development	400	415	430	450	*LSC and WCC
LAA 16 To increase the range of opportunities to engage children and young people in positive activities	LI 12 – Participation of children and young people in positive activities Children’s Services	4,550 (2007/08)	4,778	4,914	5,005	*WCC and Paddington Development Trust
LAA 17 To support the development of existing and new small local businesses	LI 13 – Number of pre-start ups and existing small enterprises connected to support Communities and Economic Development	102	263	310	355	*WCC, Westminster Small Minority Business Council, Paddington Development Trust and Cross River Partnership.
Strong, United and Engaged Communities						
LAA 18 To create united communities who take pride in their neighbourhoods and are involved in making their area a better place	*NI 4 – % of people who feel they can influence decisions in their locality Customers and Neighbourhoods	44%	48%	49%	50%	*WCC, Paddington Development Trust and Cross River Partnership
	*NI 35 – Building resilience to violent extremism ¹³ Community Protection	Level 1	Level 2	Level 2	Level 3	*WCC , *Police and Voluntary Action Westminster

¹³ Due to the release of draft guidance the baseline and targets have yet to be validated

APPENDIX D - LAA Indicators and Targets

Improvement Priority	Indicator(s) including those from national indicator set *NI = National Indicator LI = Local Indicator Cabinet Portfolio indicated in bold	Baseline (Taken against the 2006/07 outturn unless otherwise specified)	LAA Improvement Target (including mandatory education and early years targets)			Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
LAA 19 To increase the number of people who support the local community through regular volunteering and community action	LI 14 – Increase the number of formal volunteering opportunities in Westminster ¹⁴ (Placeholder) Customers and Neighbourhoods	Baseline will be set this year, targets will be agreed in 08/09 for 09/10 and 10/11				*WCC, Volunteer Centre Westminster and Voluntary Action Westminster
	LI 15 – A strong and vibrant third sector throughout the whole City ¹⁵ (Placeholder) Customers and Neighbourhoods and Health and Adult Services	Baseline will be set this year, targets will be agreed in 08/09 for 09/10 and 10/11				Voluntary Action Westminster, *WCC and Paddington Development Trust
Mandatory Indicators – Children’s Services (All targets are set annually and reported based on the academic year. The targets below will be reported in Autumn 2009.)						
NI 92	Early Years (EYFSP) – to narrow the achievement gap at age 5	36.9%	30%			
NI 72	Early Years (EYFSP) – to increase achievement for all children at age 5	41.3%	45%			

¹⁴ Includes residents giving unpaid help through groups, clubs, organisations or their employer to benefit other people or the environment. A range of initiatives and programmes will support the target including City Guides; London 2012 Olympics opportunities; community cohesion activities, local employers’ staff volunteering schemes; targeted campaigns around younger and older residents; supported volunteering placements for residents with specific needs.

¹⁵ A strong and vibrant voluntary and community sector will enhance community influence both at a neighbourhood level and a City-wide; will transform service delivery to respond to identified needs; and will create social capital for a cohesive City community.

APPENDIX D - LAA Indicators and Targets

Improvement Priority	Indicator(s) including those from national indicator set *NI = National Indicator LI = Local Indicator Cabinet Portfolio indicated in bold	Baseline (Taken against the 2006/07 outturn unless otherwise specified)	LAA Improvement Target (including mandatory education and early years targets)			Partners who have signed-up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
NI 73	Key Stage 2 – to increase proportion achieving level 4+ in both English and maths	71.5%	76%			
NI 93	Key Stage 1-2 – to improve proportion progressing 2 national curriculum levels in English	90.6%	86%			
NI 94	Key Stage 1-2 - to improve proportion progressing 2 national curriculum levels in Maths	79.8%	81%			
NI 74	Key Stage 3 - to increase proportion achieving level 5+ in both English and maths	70%	70%			
NI 83	Key Stage 3 – to increase proportion achieving level 5 in science	71%	78%			
NI 95	Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in English	25.1%	31%			
NI 96	Key Stage 2-3 - to improve proportion progressing 2 national curriculum levels in Maths	56.4%	55%			
NI 75	Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths	52.8%	55%			
NI 97	Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in English	43.8%	59%			
NI 98	Key Stage 3-4 - to improve proportion progressing equivalent of 2 national curriculum levels in Maths	43.4%	52%			
NI 87	Attendance – to reduce persistent absentee pupils in secondary schools	5.6%	5.4%			
NI 99	Children in care – to increase proportion achieving level 4+ in English at Key Stage 2	64%	25%			
			cohort = 8			

APPENDIX D - LAA Indicators and Targets

NI 100	Children in care – to increase proportion achieving level 4+ in maths at Key Stage 2	64%	25% cohort = 8			
NI 101	Children in care – to increase proportion achieving 5 A*-C grades at GCSE and equivalent including GCSE English and maths	7%	32% cohort = 19			

Translations

If you would like to read the full City Plan, would like more information about it or the Westminster City Partnership visit our website www.westminster.gov.uk/partnerships, Email nhowe@westminster.gov.uk or telephone 020 7641 3384.

This document is available in large print, Braille or audiotape formats. For a copy in other formats or assistance in other languages please see opposite.

Albanian

Nese keni veshtersi per te kuptuar kete botim, ju lutemi ejani ne recepcionin ne adresen e shenuar me poshte ku ne mund te organizojme perkthime nepermjet telefonit.

Arabic

إذا كانت لديك صعوبة في فهم هذا المنشور، فنرجو زيارة الإستقبال في العنوان المعطى أدناه حيث بإمكاننا أن نرتب لخدمة ترجمة شفوية هاتفية.

Bengali

এই প্রকাশনার অর্থ বুঝতে পারায় যদি আপনার কোন সমস্যা হয়, নিচে দেওয়া ঠিকানায় রিসেপশন-এ চলে আসুন যেখানে আমরা আপনাকে টেলিফোনে দোভাষীর সেবা প্রদানের ব্যবস্থা করতে পারবো।

Farsi

اگر در فهمیدن این نشریه مشکل دارید، لطفاً به میر پذیرش در آدرس قید شده در زیر رجوع فرمایید تا سرویس ترجمه تلفنی برایتان فراهم آورده شود.

Gujarati

જો તમને આ પુસ્તિકાની વિગતો સમજવામાં મુશ્કેલી પડતી હોય તો, કૃપયા નીચે જણાવેલ સ્થળના રિસેપ્શન પર આવો, જ્યાં અમે ટેલિફોન પર ગુજરાતીમાં ઇન્ટરપ્રિટીંગ સેવાની ગોઠવણ કરી આપીશું.

Punjabi

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਪਰਚੇ ਨੂੰ ਸਮਝਣ ਵਿਚ ਮੁਸ਼ਕਲ ਪੇਸ਼ ਆਉਂਦੀ ਹੈ ਤਾਂ ਹੇਠਾਂ ਦਿੱਤੇ ਗਏ ਪਤੇ ਉੱਪਰ ਰਿਸੈਪਸ਼ਨ 'ਤੇ ਆਓ ਜਿੱਥੇ ਅਸੀਂ ਟੈਲੀਫੋਨ ਤੇ ਗੱਲਬਾਤ ਕਰਨ ਲਈ ਇੰਟਰਪ੍ਰਿਟਰ ਦਾ ਪ੍ਰਬੰਧ ਕਰ ਸਕਦੇ ਹਾਂ।

Urdu

اگر آپ کو اس اشاعت کو سمجھنے میں کوئی مشکل ہے تو، براہ کرم نیچے دیے ہوئے ایڈریس کے استقبالیے پر جا کر ملیئے، جہاں ہم آپ کیلئے ٹیلیفون انٹرپرائٹنگ سروس (ٹیلیفون پر ترجمانی کی سروس) کا انتظام کر سکتے ہیں۔

