

TITLE: WESTMINSTER CITY PARTNERSHIP – SUMMER WORKSHOP
CLIENT WESTMINSTER CITY COUNCIL
RE: MEETING NOTE OF FACILITATED SESSION – 11th JULY 2007
DATE: 27/07/07

1. INTRODUCTION

- 1.1 This Meeting Note has been prepared by the independent facilitator engaged by Westminster City Council to design, facilitate and report back on the Westminster City Partnership (WCP) Summer Workshop hosted on the afternoon of 11th July 2007.
- 1.2 The objectives for the half day event were agreed as follows:
- To review the new Local Area Agreement in terms of its structure and focus;
 - To collectively discuss and refine general target setting in this context;
 - To look in detail at local target setting; and,
 - To put forward recommendations for building the processes and structures of the City Partnership to support the delivery of the new Local Area Agreement and the Partnership's own expanding role.
- 1.3 A total of 63 participants attended the session. A full list of delegates is attached in Appendix 1 to this note.
- 1.4 Following a series of short presentations, participants worked in themed groups to: a) refine the draft priorities which underpin the new Local Area Agreement; b) develop localised targets within this context; and, c) identify ways of strengthening partnership working in the months ahead. This note provides an overview of the range of views expressed during the two sets of group discussions.
- 1.5 Any queries in relation to this note should be addressed to Miffa Salter on 0207 736 7103 or email: miffasalter@urbancanda.co.uk

2. THE NEW LOCAL AREA AGREEMENT – GETTING THE RIGHT EMPHASIS FOR WESMINSTER

2.1 The event began with introductory presentations from David Warwick (Head of the Government Office for London) and Fran Beasley (Director of Policy & Performance), Westminster City Council). Both focused on setting the context for the new generation Local Area Agreement and how this will be articulated in Westminster. Participants then worked in themed groups to both refine the draft priorities which will underpin the Agreement as well as agreeing a series of more neighbourhood and/or community specific targets. These discussions are summarised by theme group in Table 2.1 below:

Table 2.1

WESTMINSTER'S NEW LOCAL AREA AGREEMENT – REFINEMENTS TO PRIORITIES		
THEME: HOUSING	REFINING THE EXISTING MAIN PRIORITIES	DEVELOPING MORE FOCUSED TARGETS
Draft Priority: Increase housing supply (including reducing homelessness and temporary accommodation) (MAA).	Increase housing supply (including reducing homelessness, overcrowding , and temporary accommodation). Overarching priorities should be: to increase housing supply; and, address the consequences of lack of supply.	<ul style="list-style-type: none"> • Create tailor made neighbourhood specific solutions to increase housing supply. This will mean making better use of existing Council (as well as other partners') capital assets e.g. existing open spaces for housing. • Encourage partners (PCT, Police etc) to provide homes / strategy for housing their key workers.
Draft Priority: To provide accessible services when you need them, where you need them	The group thought this was a relevant priority for the new LAA but should not have been on their list of issues to discuss.	<ul style="list-style-type: none"> • Alleviate impact of overcrowding in key locations by ensuring infrastructure is in place to respond to demand – e.g. G.Ps, schools, sewerage etc. Ensure improved standards of health / well being as well as educational attainment in existing areas of overcrowding e.g. potential role out of Homework Club.
Draft Priority: To increase feelings of public safety - during day and after dark	The group felt very strongly that these were not issues that they should be asked to discuss. "Housing can support but not lead in this area."	<ul style="list-style-type: none"> • Better signposting of services and better processes for referrals where demand is greatest. Expanded role for Housing Officers in this context.
Draft Priority: To improve public perception of anti-social behaviour	The group felt very strongly that these were not issues that they should be asked to discuss. "Housing can support but not lead in this area."	<ul style="list-style-type: none"> • Focus on those in greatest need esp. low income households; and those in Temporary Accommodation. Introduce and enforce stricter controls on private landlords

WESTMINSTER'S NEW LOCAL AREA AGREEMENT – REFINEMENTS TO PRIORITIES		
THEME: ENTERPRISE & EMPLOYMENT	REFINING THE EXISTING MAIN PRIORITIES	DEVELOPING MORE FOCUSED TARGETS
Draft Priority: To increase the number of young people in education, employment and training	Specify the type of young people that we want to focus on. Further work will identify those in greatest need for the Partnership to focus on.	<ul style="list-style-type: none"> • Create more focus in terms of the type of young people that we want to focus upon e.g. young mothers; those with learning disabilities. More work needed to define these areas of focus. • Create more focus in terms of the type of claimant we want to focus upon e.g. target those that have been on benefit for a certain amount of time. More work needed to define these areas of focus.
Draft Priority: To reduce the number of Incapacity Benefit claimants	Target should be about increasing the number in sustainable employment and / or training or volunteering. (i.e. write as a POSITIVE target).	
Draft Priority: To reduce the number of lone parents not in work	Target should be about increasing the number in sustainable employment and / or training or volunteering. (i.e. write as a POSITIVE target).	
Draft Priority: To increase adult skills to reduce worklessness	Define this target in terms of a) those in employment and; b) those not in work.	
Draft Priority: To increase opportunities for volunteering	Possibly remove and include as part of priorities 2 and 3.	
Draft Priority: To provide accessible services when you need them, where you need them	Remove this as it covers the way in which we work and is not a specific priority that has been put forward by partners on the Learning & Employability Network.	

WESTMINSTER'S NEW LOCAL AREA AGREEMENT – REFINEMENTS TO PRIORITIES		
THEME: COMMUNITY AND CITIZENS	REFINING THE EXISTING MAIN PRIORITIES	DEVELOPING MORE FOCUSED TARGETS
Draft Priority: To provide support and provision to engage older people	To provide support and provision to engage older people to enable people to live independently and with a good quality of life throughout their life	<ul style="list-style-type: none"> It was felt that all these priorities should be applied on a city-wide basis.
Draft Priority: To increase opportunities for volunteering	To increase opportunities for and awareness of volunteering	
Draft Priority: To increase the involvement of local people in decision-making	To increase the involvement and understanding of local people in decision- making their area a better place	
Draft Priority: To provide accessible services when you need them, where you need them	To provide accessible services when you need them, where you need them in a way that you want	
Draft Priority: To put people more in control of their health and care (health promotion and self-directed care)	DELETED	
NEW Priority: To support unified communities with a sense of pride and ownership in their neighbourhood	NEW priority: To support unified communities with a sense of pride and ownership in their neighbourhood	

WESTMINSTER'S NEW LOCAL AREA AGREEMENT – REFINEMENTS TO PRIORITIES		
THEME: COMMUNITY SAFETY	REFINING THE EXISTING MAIN PRIORITIES	DEVELOPING MORE FOCUSED TARGETS
Draft Priority: To increase feelings of public safety - during day and after dark	To increase community confidence in public services responsible for reducing crime and disorder	<ul style="list-style-type: none"> • Suggested focus on reassurance wards (Queen's Park, Harrow Road, Bayswater, Church Street, Abbey Road, Regent's Park) and, within these wards, on those groups identified through research as being the most vulnerable (likely to be new residents and most-established residents). • Take a four stranded approach to dealing with an issue: prevention; treatment; regulation; and enforcement. • Take a multi-disciplinary approach incorporating health; education (extended schools); employment; and, training.
Draft Priority: To improve public perception of anti-social behaviour	To increase the proportion of local people who feel that anti-social behaviour is less of a problem in their area.	
Draft Priority: To reduce alcohol-related harm and misuse		
Draft Priority: To offer young people a range of opportunities to engage in positive activities		
Draft Priority: To provide accessible services when you need them, where you need them	To provide effective wrap-around services, reducing the number of points of contact a citizen has to make before their problem is resolved.	

WESTMINSTER'S NEW LOCAL AREA AGREEMENT – REFINEMENTS TO PRIORITIES		
THEME: HEALTH AND CARE	REFINING THE EXISTING MAIN PRIORITIES	DEVELOPING MORE FOCUSED TARGETS
Draft Priority: To reduce alcohol-related harm and misuse	No changes	<ul style="list-style-type: none"> • Reducing alcohol-related harm should be a Pan Westminster initiative, but with a particular focus on: <ul style="list-style-type: none"> ○ Church St (alcohol identified as an issue in this neighbourhood) ○ Young professionals (high rise in alcohol consumption amongst this group) • Childhood obesity - Focus on the 5 schools with the highest obesity rates • Mortality rates - Focus on areas with the highest premature mortality rates to roll out the healthy estates model • Control of health - Pan Westminster, with a particular focus on care groups and people with long-term conditions • Engaging elders - Particular focus on older people who experience social isolation, including: <ul style="list-style-type: none"> ○ Older people who live alone ○ Older people who live in social housing, but not necessarily on estates • Accessible services – focus on some BME communities, Bangladeshi community in particular.
Draft Priority: To reduce childhood obesity	No changes	
Draft Priority: To reduce the gap in premature mortality rates	Query this measure versus life expectancy	
Draft Priority: To put people more in control of their health and care (health promotion and self-directed care)	No change	
Draft Priority: To increase air quality (MAA)	Remove from health and care – cannot take action to make improvements on this target	
Draft Priority: To provide support and provision to engage older people.	To be formally agreed, but provisionally: To increase the number of older people using local facilities, participating more in the community generally, access services to help live at home and income maximisation opportunities	
Draft Priority: To provide accessible services when you need them, where you need them.	Query target – would it be better to focus on equitable access? There is a problem with a definition of needs, particularly social care where there is a threshold for access to services. Some health services people think they need, but it may just be that they want them.	

WESTMINSTER'S NEW LOCAL AREA AGREEMENT – REFINEMENTS TO PRIORITIES		
THEME: CHILDREN & YOUNG PEOPLE	REFINING THE EXISTING MAIN PRIORITIES	DEVELOPING MORE FOCUSED TARGETS
Draft Priority: To offer young people a range of opportunities to engage in positive activities	To increase the range of opportunities to engage children and young people in positive activities	<ul style="list-style-type: none"> Range of opportunities - Focus could be 5 – 13 age group in all of the LARP areas. It was also thought that Pimlico and Churchill Gardens would benefit from outreach workers targeting gangs. All areas would benefit from an increased number of play workers – this would require more funding. Obesity is measured in all schools. We should target schools we know to have high levels such as Paddington and Churchill Gardens. Would this benefit from cross-boundary working? A number of pupils will come from other boroughs. (This should also recognise BME links.)
Draft Priority: To reduce alcohol-related harm and misuse	Drugs need to be added here if not in the 200 targets.	
Draft Priority: To reduce childhood obesity		
Draft Priority: To maintain security for looked after children, ensuring placement stability	DELETE – will most likely be in the 200 and it is not considered a key area for improvement	
Draft Priority: To increase the number of young people in education, employment and training	To discuss with LEN – should it be owned by them?	
Draft Priority: To increase opportunities for volunteering	DELETE – this will be part of the fist indicator and should be included in the positive activities available.	
Draft Priority: To reduce the number of lone parents not in work	In this context it links to increasing the number of young people in education, employment and training. Again it was thought this should be owned by LEN.	
Draft Priority: To provide accessible services when you need them, where you need them	Considered the most important priority and should be integral to the whole LAA. Major services should be reconfigured around neighbourhoods. Need further discussion on how to deliver and measure this.	

WESTMINSTER'S NEW LOCAL AREA AGREEMENT – REFINEMENTS TO PRIORITIES		
THEME: LIVEABILITY	REFINING THE EXISTING MAIN PRIORITIES	DEVELOPING MORE FOCUSED TARGETS
Draft Priority: To reduce carbon emissions	Agree the indicator - There are two options: a) carbon emissions of individual estates; and/or b) national estimates of emissions for Westminster as a whole. Latter not sufficiently robust, and hard to measure impact.	<ul style="list-style-type: none"> • Create a Westminster Carbon Partnership, which would have two phases: (a) public sector partners (WCC, CWH, PCT, MET, schools). Use an indicator covering whole public sector estate; and, (b) expand to invite businesses and universities (etc) to join. • Domestic recycling: Explore options to have a geographic focus e.g. by estate. • Air quality: We would need to map this (possibly already done by E&L?) to establish worst areas. There is specific planned activity through LiveNet in two specific areas (one in north Westminster and one in the south), which could form the basis for a neighbourhood target MAA. • High quality environments on estates: Views from the voluntary sector and Cleansing is that we should have a focus on individual housing estates. This could translate into a focus on a specific ward or group of wards. NB – Brian Johnson disputes the level of problem with environmental standards on estates • Public open spaces: Develop target linked to active lifestyles, with aim to increase use of open spaces for sport and physical exercise, Focus on key demographic groups in this context.
Draft Priority: To increase domestic recycling	Agree focus.	
Draft Priority: To increase air quality (MAA)	Not sure this is needed – the Mayor is taking this forward, through the London Low Emission Zone, which we support. If pursued, we could focus on: A cleaner WCC fleet (possible extension to WCP partner fleets?); Tree planting; and activity undertaken by WCC highways	
Draft Priority: To increase feelings of public safety - during day and after dark	Agreed, but not discussed in detail	
Draft Priority: To provide accessible services when you need them, where you need them	Agreed, but not discussed in detail	
NEW Priority: To ensure high quality environments on estates.	Possibly measured either through BVPI 199, or a measure of visual amenity	
NEW Priority: To improve the quality and/or availability of public open spaces	This is currently the key focus for LiveNet and LARPs. It is a key issue in Westminster, given the density of development in some areas. Need to have target to increase this (as we have through the Chelsea Barracks redevelopment, for example)	
NEW Priority: Dealing with the consequences of overcrowding in the public realm	Civic Trust Green Flag Awards are the national quality standard for Parks and Open Spaces. We should build on this by aspiring to have a Green Flag site in every neighbourhood. We have 8 at present (2007) up from 4 in (2006) and this should be a stretch target in the LAA.	

3. STRENGTHENING THE PARTNERSHIP – IMPROVING THE WAY WE WORK

3.1 Following a short break, participants then worked in the same small groups to focus on ways of making the WCP more influential and effective. In particular each group was required to identify critical issues to address in the year ahead as well as recommendations for change. These discussions are summarised in Table 3.1 below.

Table 3.1

ISSUE TO ADDRESS	RECOMMENDATION
<p>Membership: Build and/or strengthen linkages with existing / new partners.</p>	<ul style="list-style-type: none"> • Re-visit map of key stakeholders and re-think who the WCP really needs to influence and have on side. On the back of this, extend membership with strengthened representation of key groups: private sector business; social enterprise; BME community; culture industry; other key partners e.g. Cross River. At the same time re-visit membership of thematic networks. This should not be static but needs to change annually to reflect work streams and priorities. • Re-examine the role of Councillors on the partnership in particular. • Build linkages based on priorities / work streams. • Strengthen the link between the WCP and the GLA “family” including London Development Agency (LDA) and Transport for London (TfL). Need to understand the links between these agencies and our proposed LAA.
<p>Cohesion: Build and/or strengthen linkages between different thematic networks.</p>	<ul style="list-style-type: none"> • Membership and functioning of thematic networks needs to be re-visited. Need to build links between different groups and/or merge some groups together. Questionable as to whether or not current networks are actually fit for purpose in terms of new LAA. At the moment the whole WCP seems “too silo based”. • Restructure whole WCP around outcomes rather than services – possibly on the five suggested themes (health; safety; sustainability; united and cohesive communities; and, opportunity). • Network membership needs to reflect both the client group for the activities to be delivered, as well as the project management and delivery side. In particular LiveNet should increase its membership to include Martin Low (WCC Transportation) and representatives from TfL and British Waterways Board. There appears to be a ‘missing link’ between Networks and delivery bodies – the people who actually deliver services are often not represented on Networks. Specifically, LiveNet has responsibility for delivering 30% of the actions in the City Plan, but the actual departments responsible are not represented on the Network, and the Network isn’t really accountable for them.

HOW WE CAN IMPROVE THE WAY THE PARTNERSHIP WORKS	
ISSUE TO ADDRESS	RECOMMENDATION
<p>Focus: Develop the Neighbourhood Focus</p>	<ul style="list-style-type: none"> • Need to build an approach that starts from the ground up and enables partners to reconfigure services around people’s needs. The WCP needs to agree how to make services accessible and how to resource this. Neighbourhoods need to feel connected to what is happening within the WCP. Key to doing this is: agreeing a common geography of operation (partner organisations have different boundaries, these need to be aligned); and, agreeing common data and information on each neighbourhood. • WCP needs to be pushing for increased locality-based provision – particularly for children & community services (to align better with community safety services which already operate well on a neighbourhood basis). “Accessible services – really building on the localism agenda”. • Provide more effective resources for LARPs so they can support the delivery of the LAA The role of neighbourhood management could still be greater in delivering the WCP priorities. The networks themselves could also be better linked into the LARPs (possibility through the officer level). • Join up more of the LARP work (which is already being taken forward through the Area Renewal co-ordination) so that each LARP does not have to waste time individually going to different partners / Council Departments. • More outcome focused and less process focused conversations. Acknowledged need that “we need to get sessions sharper and more focused on outcomes – what specifically are we aiming for?” “We need real sharpness”.
<p>Accountability and Challenge</p>	<ul style="list-style-type: none"> • Need to hold each other to account and be prepared to say when someone has not delivered. “Work is needed on governance and sanctions – a task for the WCP support ‘team’”. “Need to become a less friendly LSP – more challenging debates around core funding etc. We are not doing that at the moment”. “We need to develop a new set of behaviours”. “Maybe slightly less comfortable meetings”.

HOW WE CAN IMPROVE THE WAY THE PARTNERSHIP WORKS	
ISSUE TO ADDRESS	RECOMMENDATION
<p>Resources: Pool Resources more Effectively</p>	<ul style="list-style-type: none"> • Still too little evidence of actually pooling of resources between partners. This is critical to success of WCP. Need to align and commit our core budgets based on community priorities identified through the LAA. • Need a mechanism to align funding – possibly separate meeting between funding organisations outside of WCP to look at what we want to achieve and how much we are prepared to commit. • Additional resources are needed at a Network level (this may apply to some Networks more than others – with a well-established and in some cases statutory partnership agenda, CYPSP, H&CN and CDRP have all already invested in greater capacity for partnership support)
<p>Communication: Re-visit mechanisms and programme for information dissemination from “the centre”.</p>	<ul style="list-style-type: none"> • Revisit programme and timing. At the moment there is too great a “lag” between getting information in at the centre and disseminating it out to the networks. • Clarify roles and responsibilities. People are sometimes still unclear about communication mechanisms, and <u>who</u> they are representing on the WCP. This maybe a reason why the work of the WCP is not linked into the day to day business of organisations which are part of it. • Clarify the message. Members of the WCP to take responsibility to cascade information to staff down through the organisation so people are aware of the priorities and work streams e.g. include WCP / LAA priorities in performance targets, team work plans, job descriptions. Will also need some work around how to “package” the LAA and other high level strategic developments and communicate to staff. “At the moment the WCP/ LAA seems quite detached from the front line”. • WCP should develop more of a lobbying role, pushing central government to a) minimise the number of mandatory indicators and b) give more freedom and flexibility in developing (and monitoring) the right package of improvement priorities for Westminster. This is critical if power is truly going to be devolved to localities. “The WCP should think in the longer term about a common lobbying agenda, as a separate strand of work to its CAA / joint planning and delivery agenda”.

HOW WE CAN IMPROVE THE WAY THE PARTNERSHIP WORKS	
ISSUE TO ADDRESS	RECOMMENDATION
<p>Joint Working : Re-configured joined up service delivery as well as more joined up work in relation to cross cutting issues.</p>	<ul style="list-style-type: none"> • Develop an officer level network to address cross cutting issues (such as tackling health inequalities) and link with the LARP work programmes – the lead does not always have to come from the top-down. “A really effective officer network needs to sit under the WCP”. “We need a fantastic group of very competent operators to deliver real commitment to devolution of resources”. • WCP needs to improve connection between strategic management and street-based services. This will require improved communicating up and down through the WCP. Possible restructure of Partnership Board to make more action/operational focused. • Ensure City Plan targets are incorporated into all partners’ business plans and service plans. “The City Plan targets have been worked in to the Council’s business plans. But have they been incorporated into other partners’ plans, and have any WCP partners incorporated the commitments of the Thematic Network work plans into their own business plans?” “There needs to be joint business and financial planning by partners, which will require the alignment of planning processes and cycles”. • Each strand of work should have a lead partner with project management responsibilities as joining up delivery might actually be more difficult than joining up at a theoretical / planning level. • Need more issue specific workshop sessions which bring a variety of different groups together. • The WCP needs re-align the planning process for the partnership and individual agencies, to support real discussion around individual agencies’ spending programmes; and, to rationalise partnership planning where possible. This work will need to take place outside the existing WCP meeting process, and will need resourcing in order to co-ordinate and deliver the alignment work. • Identify the best agency to lead on a particular solution and give them the authority to align funding. • Have smaller scale meetings - “Can’t use the big meeting format effectively to agree the more challenging agendas”.

HOW WE CAN IMPROVE THE WAY THE PARTNERSHIP WORKS	
ISSUE TO ADDRESS	RECOMMENDATION
<p>Specific: Westminster Works</p>	<ul style="list-style-type: none"> • Pool Deprived Area Fund and lobby to GOL / DWP • Public sector pledge around skills, apprenticeships and local employment • Single improvement targets developed with JobCentre Plus to cover Westminster • Lobby to have JobCentre Plus's priority areas in Westminster consistent with the Neighbourhood Renewal Strategy • Meeting with GOL / DWP to discuss a single employment offer in Westminster • "Have a fantastic group of very competent operators...a unified agency at delivery point "Westminster Works" which really delivers on the ground. E.g. an accord on workplace apprenticeships."

APPENDIX 1 – LIST OF DELEGATES

Attendees in Alphabetical Order

NAME		ORGANISATION
Pamela	Park	Voluntary Action Westminster
Commander Steve	Allen	Borough Commander, Metropolitan Police
Cllr Daniel	Astaire	Westminster City Council
Pauline	Bastick	Westminster City Council
Wendy	Baverstock	Groundwork
Fran	Beasley	Westminster City Council
Katy	Bentham	Westminster City Council
Geoff	Biggs	Westbourne Local Area Renewal Partnership
Jeff	Bryer	City of Westminster Magistrates Court
Vania	Buisseret	Victim Support
Julie	Bundy	Harrow Road Local Area Renewal Partnership
Fidelma	Carter	Westminster Primary Care Trust
Richard	Case	Westminster City Council
Jackie	Clayton	Westminster City Council
Kerry	Crichlow	Westminster City Council
Cathy	Davies	Paddington First
John	Dimmer	Westminster City Council
Steve	Farnsworth	Westminster City Council
Dr. Margaret	Guy	Westminster Primary Care Trust
Sue	Hannah	South Westminster Local Area Renewal Partnership
Tom	Harding	Westminster City Council

Marian	Harrington	Westminster City Council
Steve	Harrison	Westminster City Council
Lisa	Henschen	Westminster Primary Care Trust & Westminster City Council
Mick	Hickey	JobCentre Plus
Graham	Hindes	Octavia Housing
Nicola	Howe	Westminster City Council
Nicola	Hyde	Westminster City Council
Dean	Ingeldew	Westminster City Council
Paul	Jenkins	Westminster Primary Care Trust
Gurjit	Jessel	Westminster City Council
Gladys	Jesu Sheriff	Women's Association for African Networking and Development
Brian	Johnson	CityWest Homes
Neil	Johnston	Paddington Development Trust
David	Kerrigan	Westminster City Council
Tessa	Lindfield	Westminster Primary Care Trust & Westminster City Council
Adama	Mboge	Westminster Partnership for Racial Equality
Angela	McConville	Vital Regeneration
Daniel	McCarthy	Westminster City Council
Clare	Millett	Westbourne Local Area Renewal Partnership
Cllr Sir Simon	Milton	Westminster City Council
Steve	Moore	Westminster City Council
Trevor	Moores	Westminster City Council
Cllr Anthony	Mothersdale	Westminster City Council
Matthew	Norwell	Westminster City Council
Waverley	Parsons	Westminster City Council
Leith	Penny	Westminster City Council

Mike	Potter	Westminster City Council
Chris	Reed	Volunteer Centre Westminster
Peter	Rogers	Westminster City Council
Jackie	Rosenberg	Paddington Development Trust
David	Ruse	Westminster City Council
John	Ryan	Abbey Community Centre
Susie	Schwartz	Westminster City Council
Fabian	Sharp	Queen's Park Local Area Renewal Partnership
Savas	Sivetidis	Cross River Partnership
Barry	Smith	Westminster City Council
Drew	Stevenson	Paddington Development Trust
Amjad	Taha	BME Health Forum
Marco	Torquati	Church Street Local Area Renewal Partnership
Helen	Wilson	Westminster City Council
Neil	Wholey	Westminster City Council
Chris	Wright	Central London Learning and Skills Council