

Social Value Year End

Impact Report



JULY 2023

Contents



Foreword

I am delighted to introduce Westminster City Council's Social Value Impact Report for 2022/23, the first of its kind we have ever published. This document records in one place all the employment, skills, greening and other community benefits received from property developers and the council's own suppliers as part of social value programmes.

Through our Fairer Westminster strategy, the council is committed to maximising support for residents and communities by harnessing the strong working relationships with our suppliers and the developers active in our city. Our new Fairer Economy Plan and Responsible Procurement & Commissioning Strategy, published in June 2023, explain how the council hopes to improve the quality of life of many of our residents through the use of Social Value.

At a time when many of our residents are struggling with the cost-of-living crisis, it is vital that we can demonstrate the impact we are making. That's why this report is about telling the stories of how these contributions are making a real difference to people across the city. You can read about Salma's story; Mahbub's career progression; bikes donated to community organisations; and the breadth of events delivered by volunteers to support elderly residents, the career aspirations of our school children and residents with disabilities.

I am grateful to the many suppliers and developers that contributed to the report to highlight the real impact they had on communities that need our support, no matter how big or small. Next year, I would like every single one to join us in telling the positive stories of the impact they are making.

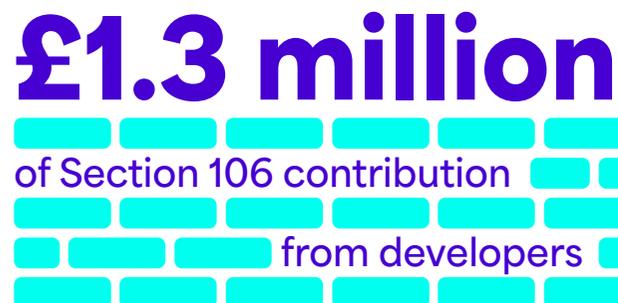
Over the coming 12 months, we will introduce a new supplier readiness programme to help local, smaller organisations win business with our contractors, developers and larger Westminster-based businesses; we will improve monitoring and reporting on Social Value commitments; and continue to offer quality support to organisations wanting to help our communities through the Responsible Economy & Procurement Teams in the council.

Please take a moment to read the report and let us know what more we can be doing to maximise the impact of Social Value contributions in Westminster.



**Cllr Geoff
Barraclough**

Summary



Five takeaways



The benefits go to residents with the greatest needs



The total impacts will be greater than reported



The council is valued as a connector



The Report provides us with a baseline to grow and improve



New services and guidance will support better outcomes



The Council's Responsible Economy Team directs social value commitments to projects like the North Paddington Foodbank, Harrow Road. The Foodbank is the largest food aid charity in Westminster. Demand has quadrupled in the past 2 years and 30% of referrals since 2022 have been from households that have never used a foodbank before.

In 2022/23, businesses have provided one-to-one and group support to over 2,000 Westminster residents and community organisations with the greatest needs.

Five takeaways



The benefits go to residents with the greatest needs



The total impacts will be greater than reported



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The Report provides us with a baseline to grow and improve



New services and guidance will support better outcomes



Veolia Road to Work Scheme connecting residents with barriers into work with training and employment opportunities. Veolia is one of the 46 organisations responding to our first ever Year End Impact Report.

Not all our suppliers and developers took part in the survey...and the impact presented is only for those that completed it. The actual benefits delivered by all suppliers and developers will therefore be greater than set out in this report.

Five takeaways

- The benefits go to residents with the greatest needs
- The total impacts will be greater than reported
- The council is valued as a connector
- The Report provides us with a baseline to grow and improve
- New services and guidance will support better outcomes



Gurv Garcha, left, Social Value Manager and part of a team at the Council that helps connect businesses with social value commitments with community programmes.

Suppliers and developers applauded the positive impact that the council's Responsible Economy Team plays in connecting organisations to community need.

“ It's clear to see that Westminster's effort to connect suppliers with relevant Social Value opportunities can have such a positive effect on the local community. As an SME, it's been really easy to deliver Social Value. ”

Siobhan Goss, Social Value Manager, **Matrix**

Five takeaways

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- New services and guidance will support better outcomes



Our Year End Impact report provides an opportunity to showcase the contributions made to support community organisations like the Doorstep Library - see Impacts.

Future annual impact reports will be based on feedback from more organisations to permit a better understanding of who has been helped and where to achieve Fairer Westminster outcomes.

Five takeaways

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- New services and guidance will support better outcomes



Pictured, Amen Dry Cleaners, Harrow Road to promote Small Business Saturday in Westminster, 2022.

This will include helping local small businesses, social enterprises and Global Majority owned businesses win more contracts with the council and its supply chain.

The Council's role in supporting Social Value



Introduction - Social Value & Responsible Procurement

Westminster City Council currently spends around **£650million per year** on goods, services and works. Our Responsible Procurement and Commissioning Strategy strengthens the importance of Social Value in council contracts, focusing council suppliers on delivering better outcomes for our communities.

Social Value is directed to support local communities recover from the impact of the cost-of-living crisis, creating new jobs and skills, fighting climate change, driving equal opportunity, tackling workforce inequality and improving health and wellbeing and community integration.

The council's Social Value programme is designed to ensure that suppliers' social value objectives match residents' socio-economic needs. The council supports suppliers throughout the duration of their contract and is strengthening the monitoring and evaluation of the social impact generated across Westminster.



The Council's role in supporting Social Value



A Plan for a Fairer Economy & Responsible Economy

The City Council's ambition is for a strong and sustainable economy that benefits all our residents. whilst supporting Westminster's unique role in London and the national economy.

As part of our immediate plans for delivering the Fairer Economy Plan, the City Council is committed to increasing Social Value. Through our Responsible Economy programme, we want to encourage businesses to play their part to improve the local community's quality of life.

A dedicated team within the Council - the Responsible Economy Team - guides developers and suppliers on Social Value obligations, providing advice on ways their commitments can be delivered and the local support available to them.



Leader of the Council, Cllr Adam Hug at a 'matchmaking event', November 2022 to connect developers, suppliers and other businesses with local community organisations.

The Council's role in supporting Social Value



Reflecting local need in Social Value

Despite Westminster's economic success, there are pockets of significant deprivation, where residents struggle to access the opportunities provided by the economic activity elsewhere. Residents in these areas have lower incomes and greater personal debt, with youth unemployment rates that are **16% higher**.

The events and changes of recent times - including the COVID-19 pandemic, which hit Westminster particularly hard, and the cost-of-living crisis - have exacerbated and exposed existing inequalities in our community. Use of foodbanks and the number of households in fuel poverty have both increased.

Our Social Value Team works closely with One Westminster and other Council teams to understand need and inform the Social Value requirements that we negotiate with suppliers and developers.

“ As a responsible business we were honoured to be asked by the leader of the council to participate in a year-end impact report. We believe this is the right kind of platform to showcase and inform key stakeholders across Westminster about the real-world success stories helping Westminster communities that we have contributed towards. ”

FM Conway

“ As a council supplier we welcome the opportunity to communicate our Social Value impact to people across the city of Westminster. Contributing to the growth and upskilling of residents is not just a commitment to the council but a commitment our organisation has made as a pledge to become a leader within our space. ”

Wates Residential

The Council's role in supporting Social Value



Reflecting local need in Social Value

WESTMINSTER: A BOROUGH OF INEQUALITY

Unemployment rates in Westminster

Westminster is unique in containing areas that are rated both the most and least deprived areas of the country. Deprivation is a multi-faceted issue and factors like employment, education, health and housing all play an important role.

The map below shows unemployment rates across the borough, revealing a high concentration of unemployment in north-west Westminster. An area within Westbourne has an unemployment rate of **10%**, **more** than twice the Westminster average of **4%** and **three times higher** than the England average of **2.9%**.

Youth Unemployment

6.1% of **16-24 year olds** in Westbourne are unemployed, compared to 2.6% in Marylebone (and that is excluding full time students)

Lower Educational Attainment

Inner London children completing Key Stage 4 in 2022 who were also claiming free school meals were **12.4 percentage points** less likely to have gain Level 3 qualifications (equivalent to A levels) than their peers.

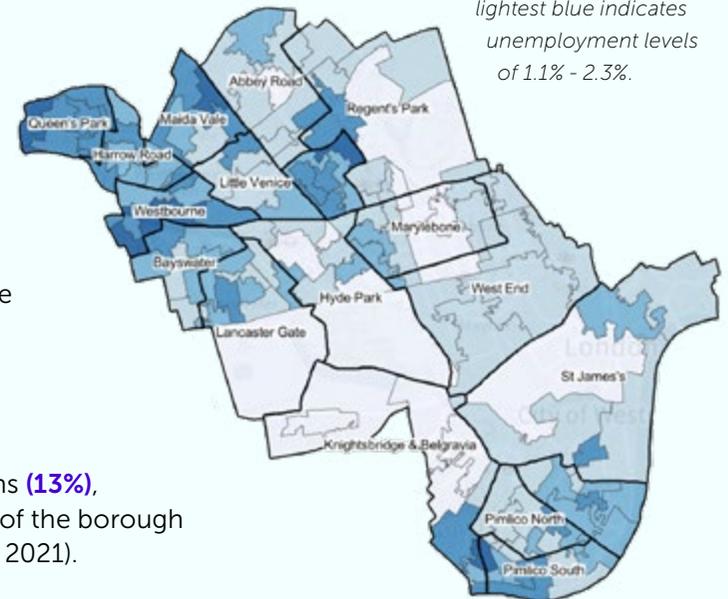
Child Poverty

1 in 4 children currently live in poverty in Westminster. An increase in the numbers of children taking up free school meals, despite there being a fall in the overall number of families with dependent children.

Skills Inequality

1 in 8 residents in Westminster have no formal qualifications (**13%**), but this varies significantly by ward, with areas in the north of the borough having over **25% of residents** with no formal skills. (Census 2021).

Figure Source: Proportion of people who are unemployed in Westminster, Census, 2021. The darkest blue indicates unemployment levels of 6.6% - 9.5%, whereas the lightest blue indicates unemployment levels of 1.1% - 2.3%.



Impacts



Overview

Our first Social Value Impact Report shows that business partners work hard with the council and local community groups and charities to take a tailored approach to sponsorship and donations, whilst also generating inclusive employment opportunities and access to skills for local people.

Our communities comprise people of diverse characteristics. We estimate that our sample of **46 responding partner businesses** directly helped at least **2,000 Westminster residents** through one-to-one or group support; plus hundreds of additional Westminster residents by collaborating with at least **c.70-80** other local community projects, charities, local support services, and community assets.

Much of the work around impact has focused on responsible businesses supporting our residents with their most urgent needs and crises, particularly:

- Overcoming barriers to work, good jobs and careers; improving access to diverse careers
- Care for older people and those in need
- Social inclusion
- The cost-of-living crisis [westminster.gov.uk/cost-of-living-support](https://www.westminster.gov.uk/cost-of-living-support)
- Health, wellbeing, quality of life and improved cohesion
- Sustaining local enterprises
- Environment and climate emergency

Impacts

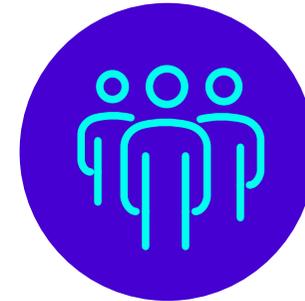


Employment and Skills

Our procurement contracts and construction schemes in the city require partner businesses to recruit residents from Westminster as part of their workforce as much as possible. This helps to improve local skills and training for our residents, helps to avoid local unemployment, and keeps money circulating locally by local workers spending on local businesses.

Recap: Local challenges we're responding to through Social Value

- Addressing barriers to employment and progression into sustained well-paid work for communities such as homeless residents, carers and residents with no formal qualifications or work experience
- Employer skills shortages, and poor link-up with industry on skills provision
- Youth unemployment, particularly in deprived wards



560

Westminster residents
securing work
(incl Apprentices)

Impacts



Employment and Skills

Notable activities in 2022/23

To help residents overcome barriers to work and find good quality jobs:

- **Bouygues UK** opened up the world of construction jobs by running careers sessions for students at St Augustin's School, by hosting site visits and by letting people see what happens 'behind the hoardings'. Geographical focus: Maida Vale
- **Veolia UK** offered jobs through its Road to Work programme to over **100 people** who were long term unemployed or experiencing homelessness - and, partnering with Westminster's supported internship scheme, offered two placements to young people with learning difficulties, hiring one full-time. Geographical focus: Westminster City wide
- **RMG Ltd** ran employment training programmes, helping **67 residents** find work - and provided two work placements for young people at it's own offices. Geographical focus: Westminster City wide
- **NSL Ltd UK** found jobs for people who were homeless or long-term unemployed. Geographical focus: Westminster City wide
- **Westminster Community Homes** helped fund Westminster Wheels, training residents to repair bikes and secure careers in the bike industry. Geographical focus: Church Street
- **Capita** employed eight residents on its first apprenticeship programme within the City of Westminster. Geographical focus: Westminster City wide
- **Look Ahead** recruited **12 residents** with local knowledge to work supporting people with complex needs. Geographical focus: Westminster City wide
- **Morgan Sindall Property Services** ran employment sessions for MIND. Geographical focus: Westminster City wide

“ We have had some great successes since this project began, with several people entering paid work, voluntary work and/or going onto training and education courses. Feedback from our users has been really positive. Everyone has commented on how helpful the jobs coaches, Ade and Arjun, have been whilst working with them, and we have noticed some real positive changes to attendees' wellbeing since engaging with this project. ”

Tom Acres, **Community Lead**
Westminster MIND

Impacts



Employment and Skills

Notable activities in 2022/23

Focused on helping residents improve their skills for the workplace:

- **Faithful+Gould** gave six students a week's work placement. Geographical focus: Westminster City wide
- **Matrix** ran workshops at Westminster Adult Education Service helping **100 people per year** with job applications and interviewing skills. Geographical focus: Westminster City wide
- **Ricoh UK** employees ran technology-themed activities at Westminster schools to inspire students to work in Science, Technology, Engineering, Arts and Mathematics (STEAM). Geographical focus: Westminster City wide



Employability. Matrix ran workshops at WAES helping 100 people with job applications and interviewing skills. WAES is the biggest provider of adult learning provision in London. Pictured: Siobhan Goss, Social Value Manager, Matrix with WAES Learners.

Impacts



Employment and Skills

Notable activities in 2022/23

Focused on helping residents improve their skills for the workplace:

- **Osborne Construction, HA Marks Ltd** and **RMG Ltd** jointly funded a Youth Enterprise Challenge at St Augustine's CE Secondary School. Students were tasked with developing their own business idea over an eight-week period, which they pitched to a panel of partner employers at the end of the programme. Geographical focus: Maida Vale ward
- **Willmott Dixon** ran workshops on the construction industry for over 240 students at Westminster Academy, inspiring one candidate to apply for an apprenticeship as a project surveyor. Geographical focus: Westminster City wide
- **Morgan Sindall Property Services** through the CityFutures programme offered provided pre-apprentice training, work experience, and apprentice roles to 20 residents. Geographical focus: Westminster City wide.



Youth Enterprise Unloc (Unloc) is a training and development company that has been working with Westminster City Council's Careers, Enterprise & Skills team to help St Augustine's CE High School with an eight week programme to allow students to create and refine their own ideas of a social enterprise company. The finale of this programme was a "Dragon's Den" style pitch to a panel of judges made up of two entrepreneurs from Unloc, Councillor Geoff Barraclough and Councillor Iman Less. The project was supported by Osborne, H A Marks and RMG.

Impacts



Employment and Skills

CASE STUDY: From long-term unemployed to trainee manager ... meet Mahbub Rahman



Mahbub Rahman

Mahbs works at Wates' 'Lucent' construction site in Piccadilly Circus. But rewind to the start of 2021 and he was at home in lockdown, struggling to find work. We hear from Mahbs on what a difference a year makes.

"The Coronavirus pandemic was hard in more ways than I can think of. Being out of work was immensely frustrating. My prospects weren't great as I didn't have much experience or confidence in myself. I was laid off from a kitchen fitting and flooring company which has since gone bust and was rejected from numerous applications for not having enough experience.

My job centre coach suggested reaching out to the local employment and skills service which is how I met Gurv Garcha at Westminster City

Council. I can't praise his support enough - **from rewriting my CV to getting me where I am today, he's really made a difference to my life.**

I was interested in doing an electrical apprenticeship and successfully applied for a role in site logistics. But after a month I knew it wasn't the right fit for me. Luckily Gurv was able to help me again and that's how I started working at FBS Construction Services as a document controller at the Lucent site.

I had never done anything like it before and was definitely in at the deep end! I quickly picked up how to read construction drawings and very soon I was being asked all sorts of difficult questions. Finding the answers meant going outside of my remit every day. Although I had support and supervision, due to illness I was quite often left at the helm, expected to solve and organise my way through the ever-increasing demands of the construction world.

Within four months I was the site manager for FBS and at the peak of our activity I was responsible for 25 skilled workers and regularly working 11-hour days - quite a difference from lockdown!

Typically, I had to juggle lots of priorities, manage competing demands and solve problems. It was very busy and quite daunting at times but going outside your comfort zone is definitely the best way to progress. I was motivated by the faith that FBS showed in me, and they supported me to complete an NVQ in construction management. Although their work has now finished at Lucent, I'm really pleased to be staying at the site until its completion early next year as I'm now working for Wates in a trainee site management position. I'm still learning every single day and I'm really proud to tell friends and family what I have been able to achieve in such a short period. I'm excited for what's next in my construction career.

Impacts



Employment and Skills

Wider impacts and analysis - by Envoy Partnership

Our **46 responding partner businesses** directly employed **560 Westminster residents**, both part-time and full-time. A 'Full-Time Equivalent' (FTE) estimate would equate to **370 local** full-time jobs. ¹Using a London median salary of around **£41,000 per annum** (for 2023) this equates to **c.£15 million** in total gross FTE annual wages.

An estimated **£12.5 million** of savings to the public purse are generated from reduced unemployment claims, reduced health / NHS costs and a further estimated **£884,500** worth of subjective health and wellbeing outcomes for **560 local residents**.

¹HCA guidance (on job densities, 2014) suggests that there are roughly two part time workers per one full time worker once a commercial scheme or business is operational

“ Working with Westminster City Council has enabled us to carry out school involvement, provide crucial support to students in digital skills, and encourage a diverse workforce to pursue opportunities in the field of technology. ”

Trustmarque Solutions

“ Being able to recognise the advantages of providing work experience to school pupils is a proud moment for our business. It demonstrates the steps we have taken to support the next generation of workers and make sure we are assisting local schools with corporate engagement with the council to support initiatives. ”

Astudio Architects

Impacts



Employment and Skills

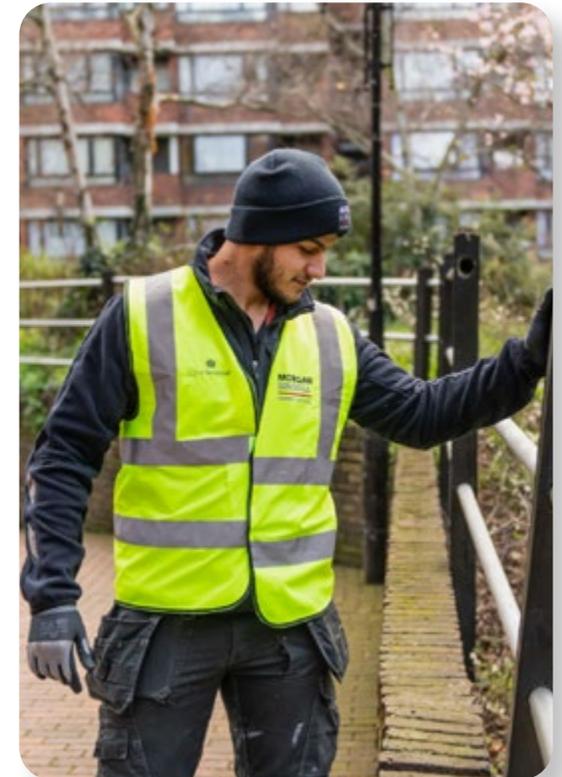
CASE STUDY: Financial contributions from developers to support inclusion, training and employment

Since 2019, all major developments in Westminster have made financial contributions towards initiatives that provide employment, training and skill for local residents. This is a condition of planning permission and contributions from developers support the work of the Westminster Employment Service (WES).

WES is an employment coaching and jobs brokerage service provided by Westminster City Council (WCC) to residents who experience additional barriers to finding and staying in work. The Service was created to address the local gap in support for residents who experience entrenched worklessness and complex needs, particularly health issues, by providing a holistic support package which builds on working across internal WCC services and external agencies.

In 2023/24, the Service benefited from **£1.3m contributions** received from developers and in this period, WES received over **1400 referrals**, delivered **1-2-1 coaching support sessions**, delivered **385 education and training sessions** and placed **319 people** in jobs. **58% of jobs** have been sustained for at least **six months**.

Contributions from developers support a team of employment coaches and employer relationship managers that work directly with developers to identify and support residents into London Living Wage vacancies. Over **2,000 residents** have been supported into work since 2017 and an evaluation of the Service in 2021 highlighted its cost benefits of the service - for every **£1 invested** an additional **£2.88 - £3.83 of additional benefits** are delivered. The benefits relate to improved physical health, reduced benefits claims, improved mental health and increased taxation.



Impacts



Volunteering & donations of equipment

Social Value is also generated by partner businesses contributing their expertise, skills, and resources or equipment, for the benefit of local charities and community projects. This helps to add capacity and know-how for local agencies, community centres, schools, employability and skills initiatives, and wellbeing support services, to best meet the highest areas of need amongst our local communities.

Recap: Local challenges we're responding to through Social Value

- Harnessing employee volunteers with home working becoming more prevalent
- Westminster has some of the highest carbon emissions and worst air pollution in the UK
- Many older and vulnerable individuals find themselves in greater need of companionship than ever before



9,800

volunteering hours
contributed to Westminster
communities

Impacts



Volunteering & donations of equipment

Notable activities in 2022/23

To improve living conditions and quality of life for older people:

- **United Living Property Services** refurbished a kitchen for **165 residents** at Glastonbury House, bringing them together in a warm environment after the isolation of COVID-19. Geographical focus: **Pimlico North ward**
- **RMG Ltd** provided donations enabling Newpin to run a Christmas party for older people, complete with food, drink, decorations and presents. Geographical focus: **Church Street ward**
- **EffectAble** - refurbished a guest bathroom at Hardy House. Geographical focus: **Westbourne ward**

To mitigate carbon emissions:

- **Vital Energi Utilities Ltd** and **Westminster Community Homes** helped put more bicycles in circulation by contributing to Westminster Wheels where old bikes are - literally - recycled! Geographical focus: **Church Street ward**
- **Willmott Dixon** donated and installed a green wall at St Mary Magdalene CE Primary School. Geographical focus: **Westbourne ward**
- **Axis Europe** refurbished a community hut at Queen's Park Gardens
- **United Living Property Services** provided bicycle Storage hangers at Hide Tower

Ilyas Soussi, Westminster resident was supported by Westminster Employment Service into work with the social enterprise Westminster Wheels. Ilyas is a full-time bike mechanic at the workshop in Church Street.

Westminster Wheels is supported through sponsorship from a number of suppliers and developers including **Westminster Community Homes, RMG, Geoffrey Osborne, Bentall Greenoak, Capita, Wates Residential.**

Since 2020 the project has recycled over nine tonnes of disused bikes and donated over 400 bikes to Westminster based community organisations to distribute to residents in need.



Impacts



Volunteering & donations of equipment

Wider impacts and analysis by Envoy Partnership

Partner business volunteering was provided in a targeted way, on a range of local needs. This included:

- Supporting vulnerable homeless and SEND people into employment
- Offering careers guidance to young people
- Promoting digital inclusion through laptop and tablet donations
- Installing green infrastructure to support biodiversity and climate education
- Supporting the health and wellbeing of older people in social housing and children at school

Our 46 responding partner businesses contributed almost **9,800 hours of volunteering** over 2022-2023, via a diverse range of causes and projects. This total

volunteering hours could be valued at **c.£157,000-£393,000** if using a TOMs hourly value (with a 50/50 proportion split between expert and non-expert skills-based volunteering). However, the true value of this volunteering would likely dwarf the TOMs value, if we were able to measure the actual impact of volunteering on local people's quality of life and wellbeing. This is something Westminster will consider addressing in next year's report.

For example, from our partner business' selected case studies, we estimate over **2,000 Westminster residents were impacted (in addition to 560 finding direct employment)**. This was evident from the survey responses, and manual counting of the number of people reached in the case studies alone.



Axis Europe refurbishment of Queen's Park Gardens Community Hut.

Impacts



Volunteering & donations of equipment

CASE STUDY: Social inclusion: Doorstep Library

A library must be able to offer children books that are relevant, relatable and up to date. So it was a blessing when RMG Ltd stepped forward with a budget to buy new books for the Doorstep Library, a literacy charity whose volunteers visit children in their homes to inspire them to read.

“Curating the books we need to represent the families we see is so important and these brand new books make such a huge difference to our book stock,” says Eren, Westminster Project Coordinator.

“We are often asked for the latest books and currently graphic novels starring diverse characters are hugely popular. But they also come with a big price tag! Thanks to RMG, we can now meet those demands.

We continue to see the ongoing impact on the children who are excited to borrow books that allow them to see their own image represented in the stories.

So far, corporate contributions have enabled the Library to buy 200 new books, and nearly 100 children from over 50 diverse families have benefited.

Eren explains what a difference the new stock made to one reluctant user. “We had been visiting Sara for a while and we’d be finding it really difficult to choose something she was interested in. After we had the injection of diverse books, she took a Jerry Craft graphic novel and the next week she asked for more like it. This was a great step considering the struggle we’d been having all term finding the right book for her.”

The donation has also enabled the Library to form strong relationships with local independent bookshops and support the local economy.

“Curating the books we need to represent the families we see is so important.”

Impacts



Volunteering & donations of equipment

CASE STUDY: Helping community organisations: Boxing clever

Community, charity, and boxing all come together at All Stars Boxing Gym - a West London institution that has been serving the community for nearly 50 years. But it ran into trouble earlier this year when its heating system gave up the ghost.

GEM Environmental Services, a council contractor, stepped in, donating time, money and expertise to get the heating up and running - a good example of companies providing social value to help communities in Westminster.

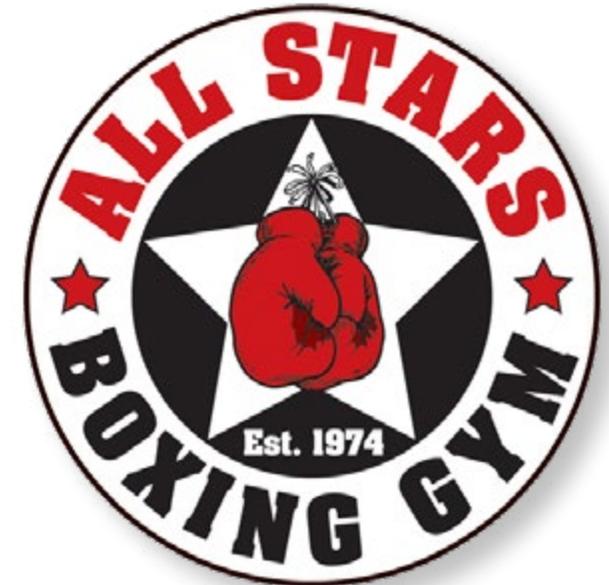
In the first phase of works GEM replaced the warm air heating system, offering the time of volunteers and several thousand pounds of investment as part of its social value commitment to Westminster.

Muf Akay, who runs the gym, says the impact of the outage was huge: "We have hundreds

of members using our facilities each week for boxing, exercise, music and dance workshops. We desperately needed help to get the problem fixed. GEM's help in replacing the heating system was a real-life saver for the gym and the local community and we can't thank them enough."

The next phase of the work due later in 2023, is to replace the ageing boiler at the gym.

Sian Bartram from GEM explained the company's commitment to supporting projects that benefit Westminster residents. "We were pleased to step into the ring, so to speak, and help such a fantastic community charity. We are proud to support projects that add value to our day-to-day work with the council and residents across Westminster. We are looking forward to continuing the relationship with the gym throughout 2023 and beyond."



Impacts

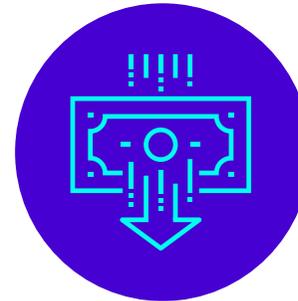


Financial contributions, donations & local spending

This section covers the contribution made through Social Value fundraising and donations made to community organisations as well as the positive impacts to the economy of organisations spending in Westminster e.g. to buy supplies or goods.

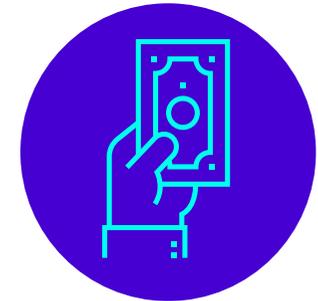
Recap: Local challenges we're responding to through Social Value

- The cost-of-living crisis - around a quarter of households in Westminster, more than **31,000**, face a serious reduction in living standards due to rising costs, such as fuel, energy bills and food.
- Unprecedented demand on local community organisations as the cost-of-living crisis has deepened coupled with a drop-off in donations and volunteers.
- There are over **200** voluntary and community sector organisations in Westminster and many occupy old premises that are costly to maintain and repair.



£6.8

million spend on local
supply chain and
Westminster-based
businesses



£697,700

sponsorship, donations
and fundraising for
Westminster community
projects and charities

Impacts



Financial contributions, donations & local spending

Notable activities in 2022/23

To support the cost of living:

- **Morgan Sindall Property Services** helped **London Emmanuel Pantry**, Harrow Road to secure brand-new fridges and freezers to keep users' food fresher for longer. Geographical focus: **Harrow Road ward**
- **Willmott Dixon** donated a mixture of cash and groceries to **North Paddington Foodbank**. Geographical focus: **Harrow Road ward**
- **RMG Ltd** funded community organisations offering residents front-line support. Geographical focus: **Church Street ward**
- **Bouygues E&S Solutions** donated costly laptops to help families get online. Geographical focus: **Church Street ward**
- **GEM Environmental Building Services** provided **All Stars Boxing Gym** with a new heating system, allowing hundreds of members to go on using its facilities in cold weather. Geographical focus: **Queens Park ward**
- **Westminster Community Homes** sponsorship will enable children attending Westminster schools to enjoy a free, nutritious breakfast. Geographical focus: **Pilot in North Westminster, primary schools**

To support Afghan Evacuees:

- An emergency response coordinated by the **Responsible Business Network** (see below) and including contributions from **Ricoh UK** provided over **1,000 Afghan conflict refugees** with accommodation and essential basic items, (further demonstrating our ability to support our diverse ethnic minority communities)



Provided over

1,000

Afghan conflict refugees
with accommodation and
essential basic items

Impacts



Financial contributions, donations & local spending

CASE STUDY: Supporting refugees/care leavers: Salma's story

Salma was only 12 years old when she came to the UK as part of a professional squash team. She had been persecuted at home because of her parents' social activism, so she decided to seek asylum.

Separated from her family, she could have ended up desperate, striving to navigate complex issues with unfamiliar processes in a new language and society. But thanks to **Capita**, which supports the Unaccompanied Asylum Seeking Children (UASC) team within Westminster's Looked After Children and Leaving Care Services, Salma was nurtured.

By leveraging connections with sports organisations and charities, **Capita** provided the finance and support to give Salma professional coaching and training. Her tournament entry costs were covered, giving her the opportunity to continue with elite sport. She is now continuing in her professional career, equipped with the resilience and emotional capabilities needed to cope with separation and other traumatic life experiences.

This is just one example of how companies are helping fulfil Westminster's Fairer Communities approach - to create a Westminster that is a safe place, free from persecution, where discrimination of all forms is tackled and everyone feels welcome.



Impacts



Financial contributions, donations & local spending

Wider impacts and analysis by Envoy Partnership

Partner businesses responding to our survey reported spending around **£6.8 million on local supply chain** and Westminster-located businesses. Impact was also created by partner businesses through construction-related '**Section 106**' **total contributions of £1.3 million**, as well as fundraising, financial sponsorship and other monetary contributions to local charities and community projects in Westminster. Our **46 responding** partner businesses contributed **an additional £697,700** this year for at least **70 projects** in parts of Westminster with the highest levels of need and deprivation.



Impacts



Financial contributions, donations & local spending

CASE STUDY: Help stop Westminster schoolchildren go hungry

Many children start their day without breakfast. They have to tackle some of their most important lessons without the fuel to focus, learn and thrive. We want to put this right.

Working with local businesses, we want to ensure that no child in Westminster schools is too hungry to learn. In autumn 2018, just over one in five primary school pupils was entitled to Free School Meals. That has now nearly doubled to two in five.

Working with the charity Magic Breakfast and local schools, we want to identify those pupils at risk of hunger and provide them with a free nutritious and healthy breakfast. This can boost attainment in key school subjects by two months over a year at the end of Infants. And by GCSE stage, research by Leeds University shows that students eating breakfast regularly achieve nearly two grades higher than their peers.

Starting with five schools in North Westminster most in need, our aim is to help connect schools with local sponsors so that pupils can all start the day with a good meal.

Westminster Community Homes, which has previously helped communities with support from employment advice to bike refurbishment, has agreed to become the first sponsor in this scheme. Neil Tryner, Chief Executive, says:

“ WCH is committed to building a brighter future for our communities. We are focusing our support from September 2023 on free school breakfasts so that children can start their day with the energy they need to thrive. It’s even more important at this time of financial pressures to help children and their families, and we’re proud to be able to play a part in this. ”

You can make a real difference to children’s lives. To sponsor a local school, please contact: businesscommunitypartnerships@westminster.gov.uk



²Halfeld; Edward Wilson; Essendine; Queen’s Park; St. Edwards.

Impacts



Neighbourhood analysis of case studies

All contributors to the report were asked to provide case studies.

Analysis undertaken by Envoy Partnership shows that resources and benefits leveraged for the community through Social Value are concentrated in localities where the need is highest - Queen's Park, Harrow Road, Westbourne, Church Street and pockets of need in Pimlico and St James's in south Westminster.

The targeting by suppliers and developers reflects the guidance provided to them by the Council.

In the specific context of the case study data received from our sample, the initiatives and associated impact achieved can be illustrated geographically to show this.



Outcomes analysis



The Council's work with partner businesses affects different groups in different ways. For example, **Capita, Look Ahead, RMG Ltd, Veolia UK** and Westminster Community Homes have created employment pathways, training, and apprenticeships for local residents, the unemployed, homeless people and refugees; whilst **Bouygues UK, Faithful+Gould, Matrix, Ricoh UK** and **Wilmott Dixon** have all provided work experience opportunities and workshops to boost local awareness about careers in their respective sectors, including supporting participants with their CVs and job application skills.

People living in Westminster reached by these initiatives, and who are **Not in Employment, Education or Training (NEET)**, will have received employability support to give them a meaningful job, while increasing their confidence and quality of life. These residents have benefited from further training, skills and learning development, which has helped to support a good work ethic. Through the contribution and support of partner businesses, like **Veolia UK** and **Capita, people in Westminster at risk of homelessness or rough sleeping** will have benefitted from reduced levels of isolation and loneliness, improved access to services and recovery, improved safety and support for their health, wellbeing, and welfare, with the potential for developing their access to paid work opportunities.



Outcomes analysis



Children and young people have benefited from:

- Enhanced health, wellbeing and community cohesion from sports and wellbeing projects, through **Skanska**
- Gardening and growing projects in Queen's Park Gardens and The Forest School, through **Veolia UK** (in partnership with **Groundwork**), and **Axis Europe**
- Potentially reduced crime risks through increased careers and enterprise learning and career sessions, such as with **Wates' and LandSec's** 'Change the Script' programme, and, through **Bouygues UK**, a Youth Enterprise Challenge at St Augustin's CE school (with joint funding from **Osborne Construction, HA Marks Ltd** and **RMG Ltd**)

Older people, vulnerable families and disadvantaged households have been supported with:

- Help to overcome rapid cost-of-living challenges, including cost savings
- Improved access to healthier food and nutrition, helping them avoid poor health and wellbeing outcomes and food poverty
- More social interaction, to reduce levels of isolation from their communities and local public services

We also observed important benefits to other important material stakeholders, such as local enterprise and local charity groups - who will have gained new revenue, donated resources and capacity, avoided loss of income, and improved productivity (as part of a supply chain, or learning on courses provided by partner businesses). For example, GEM Environmental Services' emergency heating installation at All Stars Gym to ensure the gym's business continuity and community access, as well as long-standing partnership-working with Lillington and Longmoore Estates Residents' Association.

“ We look forward to continuing our partnership with Westminster City Council by supporting the projects which are in most need during challenging times. ”

RMG Housing Service Solutions

The wider community contribution of businesses in Westminster



The Responsible Business Network

The Responsible Business Network was launched in July 2020 and links like-minded, responsible businesses to share ideas and build working relationships to deliver community impact.

Over 175 businesses are involved with the network, including suppliers and developers. Impacts in the past year include:

Support to

50

partners from the voluntary and community sectors

22 emergency responses

1.2 million

donations to community projects



4685

residents supported through projects via Responsible Business Network donations

£185,000



donations to cost of living projects including foodbanks, food pantries and school uniform banks

Join the Responsible Business Network, please contact businesscommunitypartnerships@westminster.gov.uk

The wider community contribution of businesses in Westminster



The Responsible Business Network

CASE STUDY: Going above and beyond: 105 Victoria Street

It is standard practice for the Council to ask developers to make commitments around local employment and training as a condition of the planning process. But, beyond this, Westminster asks developers to contribute new ideas towards additional social value activities which align with the needs of the community and bring sustainable legacy benefits.

In the case of the former House of Fraser department store in Victoria Street, which is being redeveloped as the UK's largest fully electric building with net-zero emissions, the developer and their contractor Skanska have embarked on a whole range of value-added initiatives to support the local community.

At the nearby Grey Coat Hospital School, they set up three basketball courts and on day one organised for exhibition games to be played, working with the George Goldstone Charity, the UK's largest non-profit group dedicated to inspiring people to play and connect via 3x3 basketball. This was followed by giving the School's 540 students the opportunity to receive coaching.



The wider community contribution of businesses in Westminster



The Responsible Business Network

CASE STUDY: Going above and beyond: 105 Victoria Street (continued)

Skanska also recently installed a 'green wall' in the School playground, which will provide a natural barrier to the road noise generated from increased traffic when events around Parliament require road diversions.

At the Abbey Centre, 10 minutes' walk from the site, which supports the local community with issues such as mental health, domestic abuse, legal advice, food banks and meals for rough sleepers, on the day they launched their social value strategy, Skanska and its partners generated over **£1,000 worth of donations** of essential items for distribution to the local community via the Abbey Centre Pantry. They also redecorated two meeting rooms at the Centre, which helps them increase their revenues from this facility, and created a wellbeing space known as 'The Lemon Pip Garden'.

In the longer term, the developer is committed to:

- Creating a new multi-sports facility at the Grey Coat Hospital School, which will provide it with much needed space for PE lessons
- Running a careers event for GSCE & sixth form students from the School

- Supporting Westminster Wheels, the charity which trains young local unemployed people in cycle mechanics, enabling bikes to be available at the Abbey Centre bike proficiency scheme
- Carrying out garden maintenance at St Matthews Primary School
- Raising funds via a sponsored bike ride, a triathlon and other sports or cultural events

All this is on top of the commitments the developers have made towards providing local employment opportunities, training apprentices and offering thousands of hours of volunteering time to Westminster schools and charities.

Skanska is now incorporating into the leases of its occupiers a requirement to contribute to an investment fund for the benefit of the local community, which will extend the impact they make into the long term. Support of this type is invaluable and generates real goodwill.

Learning and our plans to grow Social Value



Future Impact Reports

We want to continue to tell communities of the benefits delivered through Social Value and publish an annual impact report. Our ambition and plans for our next report in 2023/24 are to

- Grow the number of contributors - our ambition is that all suppliers and developers contribute and tell the community about their impact and achievements. We will also include other ways the council facilitates Social Value including through requirements of events organisers and our enterprise spaces programme
- Capture more data to better understand impacts - include information about numbers of people directly benefiting; effects on quality of life and related measures; and further details on sponsorship / grants and the beneficiaries and, wherever possible, ward level information
- Better understand Social Value performance - including through looking at contract spend and Social Value performance and benchmarks from elsewhere and for specific sectors

We welcome your comments, views on this report and involvement in planning our next Impact report. socialvalue@westminster.gov.uk



Learning and our plans to grow Social Value



Supporting local, diverse suppliers and small businesses

We will increase capacity to connect more local SMEs with contracting opportunities at the council and with our tier 1 suppliers via meet the buyer events and organising networking opportunities.

Clearer guidance on Social Value

The introduction of guidance to support developers with employment and skills commitments has resulted in better outcomes for the community with more local residents accessing apprenticeships, employment and work placements.

In the next year, we will introduce Social Value guidance for suppliers and contract managers in the council; clearly communicate community need; and provide a uniform approach to delivery and expectations through benchmarks and reporting impact.

Community need and voice - developing our work with One Westminster & Communities

Over the past year we have worked closely with One Westminster to better understand the needs of charities and voluntary and community sector organisations. The council has been connecting businesses to work with those organisations to provide in-kind support through business mentoring and volunteering, financial support through fundraising campaigns and supporting acute needs such as food banks, providing energy vouchers.

To further support connections into the third sector, the team will be hosting two matchmaking events in 2023-24 to enable businesses and charities to network and build relationships. In addition, we will work with One Westminster to explore if there is any quality-of-life resident feedback their member organisations might be recording, in relation to our partner businesses' community activities.



Get involved

1. Please support the cost-of-living emergency projects

Fund free breakfast for local school children, help local foodbanks and pantries and other projects – contact businesscommunitypartnerships@westminster.gov.uk

Further information

www.westminster.gov.uk/cost-of-living-support

2. Volunteer

For the latest information on Westminster Connects and volunteering opportunities, sign up for the Westminster Connects newsletter.

3. Be ‘on call’ to help essential front-line services with building maintenance

Over the past 12 months the council has seen an increase in requests from local charities that often occupy old building stock, for support with minor refurbishment/improvements to their premises that are widely used by the local community.

Our Impact report includes some great examples of where this has made a massive difference to whether services are delivered or not. Can you help support community organisations, directly or via your supply chain. To get involved please email socialvalue@westminster.gov.uk



The Avenue Youth Project - repainting of sports hall and dance studio More volunteering planned for 2023-24: FM Conway's refurbishment of The Avenues Youth Club. More volunteering is planned to support the Club in 2023/24/

4. Join the Responsible Business Network

If you would like to get involved and be part of the Network, contact businesscommunitypartnerships@westminster.gov.uk

“ It was amazing seeing all the charities and business members engaging at the Responsible Business Network’s “Meet the Charity” event. Whilst we do much of this social responsibility work on behalf of our members and facilitate connections, it’s even better when they can directly develop relationships with the local community and charitable organisations themselves. ”

Ebony Ximines-Parke, South Westminster BIDs

Appendix: About the report and the contributors



Contributors to the report

Developer

Developers in the city deliver a wide selection of employment outcomes as a condition of securing planning permission and as set out in S106 Employment and Skills Plans. The council's Inclusive Local Economy & Employment Guidance sets out the expectations for developers to contribute towards initiatives that provide employment, training and skills development for residents and ensure that local people and communities benefit.

Since 2019, the requirement is for all jobs which are negotiated with developers as a condition of planning to be paid at the London Living Wage.

We invited all developers and their contractors with live development sites in Westminster in the period April 2022 - March 2023 to take part in the survey.

Council suppliers

The majority of the council's largest contracts have a Social Value Plan setting out activity to deliver community benefit.

The survey was sent to council suppliers across diverse sectors, encompassing Construction & Development, Real Estate, Property Management & Facilities: Professional & Technical, Energy, Waste, Environmental, IT & Digital, and Health & Wellbeing services.

In terms of organisational size, the invited suppliers ranged from small enterprises to large corporations with over 500 employees.

Appendix: About the report and the contributors



Information collected from developers and suppliers

For the period April 2022 - March 2023, we asked all organisations to submit the following information via an online survey:

- I. Total number of Westminster residents employed on the partner business's total contracts with Westminster City Council, or in the case of developers, the construction spend value on their schemes located in Westminster.
- II. Number of workforce volunteering hours provided on all initiatives in Westminster.
- III. Monetary amount of fundraising, donations and sponsorship for charities and community projects based in Westminster.
- IV. Amount of operating expenditure spent with local enterprises and businesses based in Westminster, through the partner business's total contracts with Westminster City Council.
- V. The partner business's top case studies and proudest achievements around social impact, including points I to IV above. In a number of cases, output counts of people reached were included in the response.
- VI. Partner business learning and tips on creating social impact or improving in future.

These items were cross-checked against contract values and contract timeframes, and split by the related sector, e.g. Construction & Development; Energy, Waste & Environment; IT & Digital; Health & Wellbeing; Real Estate, Property Management & Facilities etc.

Total contract values were divided by length of contract (in days) in order to compute the average annualised spend at an aggregate level, for comparability with annualised responses for items I to IV above.

Appendix: About the report and the contributors



Respondents

In total, 46 organisations completed the survey and have contributed to the impact report. They comprise:

- **27 suppliers** (13 Real Estate, Property & Facilities, 2 Energy, Waste & Environmental, 3 IT & Digital, 5 Health & Wellbeing, 4 Other).
- **19 developers** with planning commitments (Construction)

Analysis of who responded - by sector, contract value, geography of developers / suppliers (Westminster City Council data)

| Sector | Total value of spend across all years of spend or 4-6 year contract term (£m approx) |
|---|--|
| Construction & Development | £1.1 |
| Real Estate, Property Management & Facilities: Professional & Technical | £450 |
| Energy, Waste, Environmental | £439 |
| IT & Digital | £114.4 |
| Health & Wellbeing services | £86.5 |
| Other | £11.3 |

Appendix: About the report and the contributors



Data quality, methodology and analysis

Working with an external Social Value company - Envoy Partnership - we undertook spot checks of data and case studies submitted to help us check the data. This included checks on data submitted relating to spend and jobs - we wanted to make sure that data related to Westminster and for the period April 2022 - March 2023.

Envoy Partnership aggregated the data from our survey, and applied metrics to the analysis model using a nationally recognised framework for measuring and reporting social value called TOMS. It allows us to estimate resource savings to the state from job creation and reduced unemployment, work experience and the value of training and volunteering hours. In addition, Public Health England employment wellbeing valuation from their Movement into Employment tool (2017) was used and data from a recent Freedom of Information exercise (2021) undertaken by Envoy partnership to develop benchmarks of Social Value in procurement as a proportion of contract value.

Appendix: About the report and the contributors



Limitations of the data, survey & our analysis

- I. The data doesn't capture all the impacts and community benefits delivered in 2022/23 - not all our suppliers and developers took part in the survey and the impact presented is for those that completed the survey. The actual benefits delivered by all suppliers and developers will be therefore greater than set out in the report.
- II. The data captured allowed us to undertake a headline but not a detailed analysis of impact - for example, assessing the wider resident population indirectly impacted, but some outcome measures for those stakeholders and beneficiaries are not yet being captured.
- III. Verifying the data submitted - most of the data captured covers commitments which have been made through legal obligations or contracts and all organisations are aware of their duty to provide accurate records of their deliverables and outputs.
- IV. To follow best practice as much as possible, we have drawn on external benchmarks from the Government on deadweight (to account for a proportion of impact that would have happened anyway, e.g. some local residents would have gained a job elsewhere anyway), and displacement (where a benefit created for one stakeholder can result in some proportion of negative outcome for another stakeholder, for example spending with a large supermarket chain can result in loss of income for an independent local retailer).

“ As a responsible business we were honoured to be asked by the leader of the council to participate in a year-end impact report. We believe this is the right kind of platform to showcase and inform key stakeholders across Westminster about the real-world success stories helping Westminster communities that we have contributed towards. ”

FM Conway

Glossary



Developer - refers to property developers who have been granted planning permission and as a condition of planning, have made commitments to the community through Section 106 agreements. S106 developers are responsible for fulfilling these obligations and this report is concerned with employment and skills commitments.

Employment and skills commitments include the creation of job opportunities, apprenticeships and training programmes, aiming to enhance local employment skills and increase workforce capabilities within the community where the development is taking place.

Fairer Westminster - is the council's vision and plan for building a city that supports and celebrates all of its communities.

www.westminster.gov.uk/delivering-our-plan-build-fairer-westminster

Local jobs & apprenticeships - vacancies which have been filled by residents living in the City of Westminster.

Local spend - goods, services or resources procured from local suppliers or businesses the City of Westminster.

Responsible Economy - Responsible Economy is a unit within the Economy Team, a department in the Growth and Planning Directorate. It harnesses relationships with employers and businesses operating in Westminster to deliver impact and social value in our communities. The team supports the Fairer Economy programme by delivering growth and benefits for all residents.

S106 - refers to Section 106 of the Town and Country Planning Act 1990. This section of the act outlines the legal requirements for developers to make contributions towards the provision of local community infrastructure and amenities as a condition of planning permission for a development project. Under S106, local planning authorities have the power to negotiate to mitigate the potential negative impacts of their projects on the local community and environment. These obligations typically include financial contributions or the provision of specific amenities, such as affordable housing, schools, parks, employment and skills, or transport infrastructure.

Glossary



Social Value - is defined through the Public Services (Social Value) Act (2012). The Act requires all public sector organisations and their suppliers to look beyond the financial cost of a contract to consider how the services they commission and procure can improve the economic, social and environmental wellbeing of an area.

Both S106 developers and Westminster City Council suppliers, in addition to their Corporate Social Responsibility strategies, deliver Social Value in Westminster through the contractual obligation they have with the City of Westminster, respectively under the S106 agreement for developers and the commercial contract for suppliers.

Supplier - refers to businesses who have contractual agreements with the City of Westminster for the provision of services and goods. Suppliers who operate in Westminster are typically selected through a rigorous procurement and evaluation process that assesses their adherence to certain standards and guidelines, as well as standards which often go beyond basic legal requirements and focus on promoting positive social and environmental impacts within the business's operations and supply chain.

Volunteering hours - the time spent by employees or members of an organisation engaging in unpaid activities for the benefit of the community or society at large. This report captures just volunteering hours that organisations have delivered in the City of Westminster.