

Social Value Year End Impact Report

2023/24





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Foreword

Welcome to our second Social Value Impact Report, covering the period from April 2023 to March 2024.

The council works with many developers, contractors and council suppliers to build more homes, support local infrastructure and provide local services, all with a view to supporting our communities, meeting local needs and driving local economic growth.

From Ebury Bridge to Church Street, Marble Arch to Marylebone, our local landscape is changing – and we believe for the better. Equally important is how our partners contribute to the well-being of communities and the people living in Westminster, both today and into the future. We call this ‘social value.’

The purpose of this report is to capture the employment, skills, greening and other community benefits received from developers and the council’s own suppliers as part of social value programmes over the last 12 months. This support has come at a vital time.

Over the past year, many residents have struggled with high energy and housing costs, especially those in low-paid jobs or looking for work. Developers and council suppliers responded by delivering hundreds more jobs, apprenticeships and work placements to communities that need our help the most.

Since 2023, developers and council suppliers have spent over £10.3 million in Westminster, investing back into the local economy. Last year, we also launched a new Supplier Readiness Programme to help smaller organisations win contracts with developers, contractors and larger businesses in Westminster. We are on track to support 400 businesses by March 2025.

Our social value programmes support our ambitions to grow a sustainable economy that delivers inclusive growth that is spread more equally. I am delighted that more developers and council suppliers have signed up to the Sustainable City Charter, working with local colleges to create career pathways in green jobs and partnering with schools and community organisations to improve green spaces across the city.

I’m grateful to all the businesses who have contributed to this report and welcome further ideas on how to maximise the impact of social value contributions in Westminster.



Cllr Geoff Barraclough

Cabinet Member for Planning and Economic Development

Summary



£12.9m

wages to
Westminster residents



467

Westminster residents
secured jobs
(including apprenticeships)



16,906 hours

volunteered by businesses
for Westminster communities



£3.6m

spent on local supply chain and
Westminster-based businesses



80

community groups
and schools supported



3,530 hours

dedicated to greening
and environmental projects



£653,219

raised for local
community projects



£1.26m

Section 106 contributions
from developers to support
employment projects



Five Takeaways

1 Local residents are central to our social value efforts

Residents directly influence project decisions, such as the recent £1 million social value investment made as part of the programme to build new homes in Church Street. Community-led panels ensure projects reflect local needs, contributing to the Fairer Westminster vision of empowering communities and reducing inequalities.

2 Businesses are delivering more on green and sustainable initiatives

3530 hours were dedicated to environmental projects, a 26% increase from last year, with companies cutting carbon emissions and improving green spaces across Westminster.

3 Support for the cost-of-living crisis remains a priority

Initiatives like free school breakfasts and food bank donations made by businesses are directly supporting residents with rising living costs.

4 Corporate partners strengthen community support networks

Developers and council suppliers have engaged over 200 businesses, raising £653,000 for initiatives supporting food security, mental health services and community well-being projects. This collaboration underpins Fairer Westminster's goal of fostering stronger, more inclusive community partnerships.

5 Improved connections between businesses and communities will drive greater impact

The council is launching a new match-making platform to connect businesses with community organisations, boosting community investment and the donation of goods and time over the coming years.



Social Value: Driving a Fairer Economy

Social value is a key driver of Westminster's commitment to creating a Fairer Economy and delivering on the wider goals of the Fairer Westminster Strategy.

Through local job creation, skills development and support for small businesses, developers and council suppliers contribute to a more equitable and resilient economy. These efforts, combined with targeted initiatives to address the cost-of-living crisis and improve environmental sustainability, ensure that Westminster's growth is both fair and sustainable, benefitting all residents and aligning with the vision of a Fairer Westminster. Our 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.

This report captures benefits delivered to local communities by:

- Developers – the council can negotiate community benefits as a condition of development and planning permissions including financial contributions, employment and skills. 13 developers contributed to the impacts set out in the report, representing 72% of all developers invited to contribute.
- Council suppliers – For all council contracts over £100,000, suppliers are asked to demonstrate how they will deliver social goods in relation to the council's key priorities set out in our **Fairer Westminster** strategy. Bidders are scored on social value benefits as part of the selection process. 43 suppliers contributed to the impacts set out in the report, representing 50% of all suppliers identified with social value contributions.



Impacts

Overview

In 2023/24, Westminster City Council's social value programme continued to bring real benefits to the community, thanks to **developers** and **council suppliers**. This year's contributions made a difference across jobs, skills, volunteering, donations and environmental projects.

Building on last year's work, many projects expanded to meet new challenges, particularly in response to rising living costs. Businesses increased their support for food programmes, providing more free meals and financial help to families. The **Westminster Employment Service (WES)** continued connecting businesses with residents, facilitating access to apprenticeships and employment opportunities.



Our **55 partner businesses** directly supported over **2,800 residents** through employment and skills development initiatives. **467 jobs and apprenticeships** were created this year, with many businesses improving job quality by increasing wages and offering training in sectors like care and construction. Businesses also expanded support for **elderly care, mental health** and **social inclusion**, backing initiatives like **therapeutic gardening** and partnerships with **MIND**. They responded to the **cost-of-living crisis** by providing over **14,000 free breakfasts** and **3,000 food parcels**. Environmental sustainability also remained a focus, with programmes like **Veolia's Orchards Programme** promoting environmental education and improving green spaces.

Employment, Skills and Career Support

Supporting residents in finding stable, long-term employment remains a priority. **Developers** and **council suppliers** created new jobs and delivered targeted training to equip residents with the skills needed to thrive in various industries.

Key Achievements (2023/24):

467 residents were supported into jobs or apprenticeships, a 5% increase from last year

11,577 hours were dedicated to skills development, including workshops, mentoring and work placements

£12.9 million was paid in wages to Westminster residents, helping boost the local economy

£897,000 was invested in improving the well-being and quality of life for residents entering employment

Notable Examples of businesses focused on improving the quality of employment

- **Vincentian Care Plus** increased wages for **450 homecare workers** by £1.50 above the London Living Wage.
- **FB Ellmer Ltd** provided **student site visits** and apprenticeships in construction.
- **Healthvision UK Ltd** hired local residents, offering long-term employment and career growth.

These achievements build on the work from last year, where developers and council suppliers focused on creating high-quality jobs in sectors like construction, care and hospitality. This year, efforts were expanded to include not only more jobs but also increased training and mentorship opportunities to help residents secure long-term, sustainable employment.

Skills Improvement and Training Initiatives

Skills development is a key part of our social value work, supporting our Fairer Economy ambitions to create equal access to good jobs. In partnership, we have worked with developers and council suppliers to deliver targeted training, equipping residents with the skills needed for sustainable careers and helping break down barriers to employment.

- **McGee** sponsored the **Pitch Ready competition**, helping young entrepreneurs with business expertise and job opportunities in construction.
- **Matrix** worked with the **Westminster Adult Education Service (WAES)** and the **Learning Disability Network London** to offer employability training and job placements to learners from diverse backgrounds.
- **Equans Sustainable FM** worked with us to hire local apprentices, including one from the **Ukrainian Resettlement Programme**, and celebrated an apprentice winning the **Bouygues Emerging Talent award**.



Volunteering and Charitable Work

Volunteering is a critical component of our social value programme, with businesses giving their time and resources to support local residents and improve community well-being



Compared with last year, where volunteering primarily focused on social inclusion and food support, this year saw an expansion into mental health, environmental sustainability and career development.

Notable examples of Volunteering Initiatives:

- **Look Ahead Care and Support** partnered with **MIND** to run **therapeutic gardening sessions**, helping residents manage their mental health and well-being.
- **Sir Robert McAlpine** continued its support for vulnerable groups through its work with **The Listening Place**, providing free school breakfasts and backing suicide prevention initiatives.



Funding and Donations

Financial contributions from developers and council suppliers have made a significant impact on our communities, helping to fund vital projects in areas like education, health and environmental sustainability.

£653,219

was raised through donations



with **50%** of funds supporting cost-of-living projects

and **10-20%** directed towards green spaces 



Residential Management Group

donated **£2,000** to The Doorstep Library and supported Westminster Age UK



United Living funded the Pimlico Toy Library Theatre Show and contributed to Christmas vouchers and mobility aid projects

This year's donations showed a marked increase in targeted support for cost-of-living relief and environmental initiatives, reflecting a growing awareness of community needs in response to rising living costs.

Environmental and Green Initiatives

Sustainability remains a key priority for our social value programme, with businesses dedicating time and resources to improving local green spaces and tackling environmental challenges.



These initiatives built on last year's environmental efforts, with a stronger focus this year on community involvement and sustainability education, alongside green space maintenance.

Examples of Environmental Initiatives:

- **Veolia** implemented the **Veolia Orchards Programme**, planting fruit trees at local schools such as **St Mary Magdalene Primary School** and **Hallfield School**, promoting sustainability and environmental education.
- **Continental Landscapes Ltd** worked with socially excluded and disabled adults to maintain **Paddington Street Gardens** and **St John's Wood Church Ground Gardens**, supporting both biodiversity and community inclusion.



Impact by Neighbourhood

Our social value efforts target Westminster neighbourhoods where our residents face the most significant challenges. This year, several key areas benefitted:

North Paddington:

- **Morgan Sindall Property Services** and **ten housing repairs and maintenance suppliers** combined to donate **£16,000** to the North Paddington Food Bank Appeal.
- **500 Happiness Hampers** were delivered to isolated residents, providing essential supplies and comfort items.

Pimlico:

- **Veolia** contributed **£1,800** to refurbish the **Pimlico Toy Library**, providing much-needed support to children and families recovering from the pandemic.
- **United Living** funded several community projects, including **£2,000** for the **Pimlico Angels Halloween event** and donations to the **Pimlico Toy Library**.

West End:

- **Wates** supported **The Passage** homeless charity, providing winter care bundles and regular volunteer support, directly benefitting over **890 clients**.
- **FM Conway** installed defibrillators at the **Avenue Youth Project**, training young people to use them, which enhances community safety.



Distribution of Donations

The wards that received the most support were **Harrow Road, Queen's Park, Churchill, West End and St James'**.

A large share of the funding went to schools and youth projects, with **Westminster Children's University** receiving **£17,150** and **Beachcroft School** getting **£16,910**.



Food security was also a key focus, with **North Paddington Food Bank** receiving **£56,790** from supporters like **Capita** and **EffectAble**.



Cultural projects like **West End Live** were backed with **£22,000** from **Veolia** and **FM Conway Limited**, highlighting the aim to enrich local communities near development areas.

Outcome Analysis



Children and Young People

- Educational and vocational opportunities were expanded through initiatives like **Axis Europe**'s contributions, giving young people access to enriched learning environments and training that supports their personal and professional development.
- **Veolia's Orchards Programme** provided children with hands-on environmental education, fostering sustainability awareness and a deeper connection to nature.
- Access to apprenticeships and career workshops, facilitated by companies such as **Bouygues UK** and **McGee**, helped young people build practical skills, enhancing their future employment prospects.



Older People, Vulnerable Families and Disadvantaged Households

- Vulnerable families received critical food support, with businesses like **Capita** and **EffectAble** helping to ensure essential supplies reached those in need, addressing food insecurity in the community.
- Struggling households were supported by **Residential Management Group**, providing financial relief that helped improve their stability and manage day-to-day living expenses.
- Services like **Pimlico Toy Library**, backed by **United Living** and **GEM**, offered safe spaces and essential resources for disadvantaged children, contributing to their well-being during difficult times.



Local Enterprise and Charity Groups

- Local enterprises benefitted from the **Supplier Readiness Programme**, supported by businesses like **Bouygues UK**, **Wates** and **FM Conway**, providing training, mentoring and networking opportunities to foster growth and success.
- Charities like **The Doorstep Library** and **Resonate Arts** were able to continue delivering key services to the community, thanks to financial support from businesses like **Residential Management Group**.
- Community events like **West End Live**, funded by **Veolia** and **FM Conway Limited**, fostered stronger connections between local organisations and residents, enhancing community engagement and unity.

Harnessing the Power of Business Networks

Westminster's **Responsible Business Network** continues to play a vital role in driving social value across the borough. This network connects more than **200 businesses**, including **developers** and **council suppliers**, all of whom are committed to promoting corporate social responsibility and making a positive impact on the community.

The Responsible Business Network provides a forum for businesses to share ideas, build partnerships, and invest in long-term community impact. By focusing on five key areas—Emergency Responses, Diversity and Inclusion, Employment, Volunteering, and Community Growth—the network ensures that business contributions are targeted towards Westminster's most pressing needs, creating a fairer and more resilient borough.



In 2023/24, the network facilitated £1.4 million in donations to local community projects, with over £315,000 directed towards cost-of-living support. This funding helped 77 community organisations and supported more than 6,500 residents, providing essential services such as food security, mental health support, and housing assistance.

Businesses have collaborated to promote diversity, inclusion, and employment, while also responding to emergencies and supporting social growth through volunteering and community engagement.

“We are very grateful for the corporate contributions and donations that helped cover the higher costs that are heavily affecting charities in the current cost-of-living crisis.”

**Maddie, Manager
and Sheila, Toy Librarian
Pimlico Toy Library**



Looking Ahead: Our Plans

We are committed to building on the momentum of this year's social value achievements, with a clear focus on expanding support for vulnerable residents, improving local job opportunities and fostering sustainability. Our plans for 2024/2025 include:



Launching a match-making platform to connect businesses with local community organisations, providing more focused support through financial contributions, pro-bono volunteering and donations of goods.



Publishing new social value guidance to better communicate the needs of our communities and our expectations to developers and suppliers. This will ensure that future contributions are targeted to the areas with the greatest need.



Supporting small and minority-owned businesses through mentoring, business shadowing and training opportunities. This will help these businesses to secure contracts with the council and larger companies, driving inclusive economic growth.

These plans align with our **Fairer Westminster** vision to reduce inequality and improve access to opportunities across the borough.

How to Get Involved

We welcome anyone who wants to contribute to our social value work and support the initiatives that are making a difference in Westminster. Here are a few ways you can get involved:

1.
Join the Responsible Business Network
Be part of the network that connects businesses committed to creating positive community impact. To get involved, contact: businesscommunitypartnerships@westminster.gov.uk



2.
Sign Up for Our Bulletin
Stay informed about the latest ways to support your local community by subscribing to our quarterly bulletin. Sign up by emailing: socialvalue@westminster.gov.uk



3.
Help Small Businesses
Through our **Supplier Readiness Programme**, we are helping locally-based small and medium-sized enterprises (SMEs) grow through training, mentoring and connections with key buyers in Westminster.

For more details, contact: supplier.readiness@westminster.gov.uk
If you have any questions or would like to learn more about how you can support our social value work, please reach out to our team at: socialvalue@westminster.gov.uk



Appendix

Contributors to the report

Developers

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 March 2022 – April 2024 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.



Information collected from developers and suppliers

For the period April 2023 – March 2024, we asked 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 since 1st April 2023, including full-time, part-time, apprenticeships, and self-employment.

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 several cases, output counts of people reached or supported were included in the responses.

VI. Partner business learnings and tips on creating social impact or improving in future, including any insights gained and suggestions on how they plan to enhance their social impact efforts moving forward.

These items were cross-checked against contract values and contract timeframes

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.

Respondents

In total 56 organisations completed the survey and have contributed to the impact report. They comprise:

43 suppliers

11 Health & Wellbeing
10 Real Estate
8 Property & Facilities
7 IT & Digital
3 Waste & Environmental
2 Energy
3 others

13 developers

with planning commitments
(Construction)

Data Analysis

Data analysis for this report was performed with support from an external social value company - Envoy Partnership. The collected data from developers and suppliers were examined to ensure accuracy and comprehensiveness. We analysed contributions across various sectors, distinguishing between general suppliers and S106 developers to provide a detailed breakdown of social value initiatives.

Methodological Limitations

I. The data does not capture all the impacts and community benefits delivered in 2023/24 – 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.

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.

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 and 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 in 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 measures to mitigate the potential negative impacts of 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.

Social Value – refers to the wider non-financial impacts from business activities, on the well-being of individuals and communities, social capital, and the environment. In the context of procurement and development, social value includes creating employment opportunities, supporting local businesses, enhancing skills and training, promoting environmental sustainability, and contributing to community development.

