

City of Westminster

Westminster After Dark

Stakeholder Assembly Report

Produced by

six till six

SUPPORTED BY

MAYOR OF LONDON

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1. Executive Summary

Specialist consultants Six Till Six, on behalf of Westminster City Council, convened a stakeholder assembly to support and inform the development of its inaugural evening and night-time (ENT) strategy for Westminster. The initiative aimed to balance reasonable economic growth with the wellbeing of residents, businesses, and visitors, ensuring Westminster remains a vibrant and safe destination after dark.

1.1 Rationale and Objectives

The rationale behind this assembly was to gather diverse perspectives on Westminster's ENT activities and collaboratively develop a strategic vision that addresses the interests and concerns of all stakeholders. The assembly sought to:

- Facilitate communication and collaboration among stakeholders.
- Create a platform for discussing ENT-related issues, policies, and decisions.
- Develop actionable recommendations to support the development of the strategy and to enhance Westminster's ENT.

1.2 Assembly Process

The stakeholder assembly took place over three consecutive Saturdays, focusing on:

1. **Learning:** Providing participants with background information on Westminster's ENT landscape and establishing the assembly's objectives.
2. **Deliberating:** Engaging in discussions on key themes identified through pre-assembly engagement.
3. **Concluding:** Formulating recommendations based on the deliberations.

Participants included 50 individuals representing residents, students, visitors, businesses, and night workers. The assembly ensured demographic representation, considering ethnicity, gender, age, sexuality, disability, and faith.

1.3 Key Themes and Findings

The pre-assembly engagement identified four key themes, which shaped the discussions and recommendations:

1. **Safe and Secure:** Addressing safety concerns, improving collaboration among organisations, and enhancing public trust in law enforcement.
2. **Community and Culture:** Promoting ongoing dialogue between residents and businesses, and ensuring cultural diversity and inclusivity in ENT activities.
3. **Economic Development and Opportunities:** Supporting sustainable business growth, encouraging innovation, and maintaining the quality of life for residents.
4. **Accessible and Positive Places:** Creating inclusive and welcoming public spaces and addressing specific safety concerns for vulnerable groups.

1.4 Recommendations

The Assembly proposed several principles and actions to guide the ENT strategy:

- **Safety and Security:** Increase the presence and visibility of safety initiatives, such as the Night Stars programme, and improve public awareness of these efforts.
- **Community and Culture:** Foster stronger connections between local communities and businesses through regular consultations and cultural events.
- **Economic Development:** Develop policies that support small and independent businesses, create job opportunities, and ensure a diverse economic environment.
- **Accessible and Positive Places:** Enhance public transportation options during night-time hours, improve lighting and cleanliness in public spaces, and ensure accessibility for all individuals.

1.5 Impact on Participants and Policy

Participants reported a greater understanding of the ENT challenges and a positive shift in perceptions regarding Westminster's night-time economy. The assembly's outcomes highlighted the importance of inclusive dialogue and collaborative decision-making.

1.6 Next Steps

Westminster City Council will integrate the recommendations into its ENT strategy, aiming to:

- Support economic growth while preserving community wellbeing.
- Create a balanced and coordinated approach to managing Westminster's ENT activities.
- Ensure ongoing stakeholder engagement in the implementation and evaluation of the strategy.

This report underscores the significance of collaborative efforts in shaping a sustainable and vibrant evening and night time economy in Westminster. The Council is committed to continuing this inclusive approach, drawing from the insights and expertise of all stakeholders to achieve its strategic ambitions.

2. About the Westminster Stakeholder Assembly

2.1 What is a Stakeholder Assembly?

The term "stakeholder" refers to individuals, groups, or organisations that have a vested interest, or ‘stake’, in a particular issue, project, or decision.

A stakeholder assembly is a structured gathering that brings together representatives from various stakeholder groups to discuss and deliberate on issues, policies, or decisions that affect them collectively.

The primary purpose of a stakeholder assembly is to facilitate communication, collaboration, and consensus-building among different stakeholders. The assembly has provided a platform for stakeholders to express their perspectives, concerns, and interests, as well as to share information, insights, and expertise. The assembly was funded by Westminster City Council and the Mayor of London through the Greater London Authority Business Friendly Licensing Fund.

2.2 Westminster’s Stakeholder Assembly

Westminster City Council commissioned leading leisure, hospitality and night time economy consultancy Six Till Six to support the council with designing, organising and delivering the assembly. The guide *How to run a Citizens’ Assembly*, written by Innovation in Democracy Programme (IiDP), was used as a best practice reference framework to shape the process.

2.3 The Westminster ENT Context

Westminster is the hub of London’s ENT and plays a prominent role in shaping the capital’s ENT landscape. It is home to world-leading entertainment, dining, cultural and shopping experiences. It is a crucial part of the local economy with over 80,000 people employed in licensed premises in Westminster, contributing £3.7billion to the economy (*The Economic Contribution of Licensed Premises in Westminster*, Westminster City Council, 2023).

Westminster’s ENT is about more than just licensed premises and the ENT strategy work and the wider *Westminster After Dark* programme acknowledges this. Westminster City Council is keen to ensure that it continues to accommodate a diverse range of ENT experiences but that in doing so it is balanced with the wider needs of its residents and the city environment.

As part of the Fairer Economy Plan, Westminster City Council is committed to ensuring the ENT Strategy will provide a balance between supporting and enabling economic growth, whilst ensuring good management of the city after dark so that it remains a great place in which to live, study, visit, work and invest.

A coordinated strategy for ENT could unify and enhance the city's ENT offerings while aiming for a long-term solution that balances the needs of businesses and residents. This strategic document, which outlines the assembly's ENT priorities, can help guide these efforts toward achieving the broader strategic vision.

There are several work streams planned or currently underway this year that directly relate to ENT. While Westminster City Council serves as the custodian of the city's ENT, broad stakeholder collaboration will be essential in developing and implementing the strategy. Many factors fall outside the council's remit or core expertise, making it crucial to draw on other actors and diverse perspectives. Westminster City Council recognises the immense value of engaging statutory partners, businesses, residents, Business Improvement Districts, the voluntary sector, educational institutions, tourism bodies, and other partners to support the strategic ambitions for the ENT.

3.0 Preparing for the Stakeholder Assembly

3.1 Pre-Assembly Engagement

Participation in the assembly was designed to ensure representation from a wide group of stakeholders that reflected the demographics of Westminster.

As part of *Westminster After Dark,* Westminster City Council carried out extensive research and engagement targeted to anyone who lives, works, visits or runs a business in Westminster. An online engagement exercised captured on the platform *Commonplace* was launched on 2nd October 2023, attracting over 10,000 visitors and registering over 1,000 contributions. The platform featured a form for individuals to register their interest in participating in the Stakeholder Assembly, and an interactive ideas map for people to comment and have their say on a specific geographic location within Westminster, together with a public survey.

Westminster City Council also attended over 30 community-focused events across the city, speaking with over 300 local stakeholders representing a diverse range of ages and backgrounds at local schools, universities, markets, family hubs, community centres and libraries.

Targeted engagement and social media campaigns increased engagement from groups that had previously been less well engaged in the pre-assembly engagement work, including a 30% increase in responses from individuals from global majority backgrounds, resulting in almost 50% of respondents being from this community overall. There was also an increase in responses from individuals within the age range between 18-34, with around 36% of responses in the final data set being from this cohort, compared to an initial 5% prior to the targeted digital engagement.

Focused discussion groups with key stakeholders were also carried out including the Met Police, Resident Associations and Business Improvement Districts within Westminster.

The assembly project team collaborated with Business Improvement Districts, the Soho Business Alliance, trade associations and other organisations to encourage ENT businesses in Westminster to register their interest to participate in the pre-engagement opportunities, the assembly, or both. Representation was secured from a wide range of business sectors including restaurants and bars, retail, transport, property owners, beauty, the not-for-profit sector and nightclubs.



Four key themes emerged from the pre-assembly engagement workshops and surveys. These were:

Safe and Secure	**How can we improve safety and feelings of safety so:** Residents and businesses feel safe in their communities and are not subject to ENT ASB. Nobody is put off coming to Westminster to visit or work. All partners work together to improve safety.
Community and Culture	**How can we further empower and celebrate our diverse communities and culture so:** People that live in Westminster have something post-6pm for them. Businesses can to provide a more diverse offer to attract visitors.
Economic Development and Opportunities	**How do we support the successful economic growth of Westminster's ENT so:** Businesses can develop whilst living alongside residents. Local residents are protected from adverse impacts. Westminster attracts global and local talent through access to training, apprenticeships and employment opportunities.
Accessible and Positive Places	**How can we ensure Westminster's ENT is accessible to all and provides a positive impression as a place so:** It is easy for everyone to get in and around Westminster. The borough offers a great, inclusive experience to everyone. Westminster is an attractive, green and healthy place to be in the ENT.

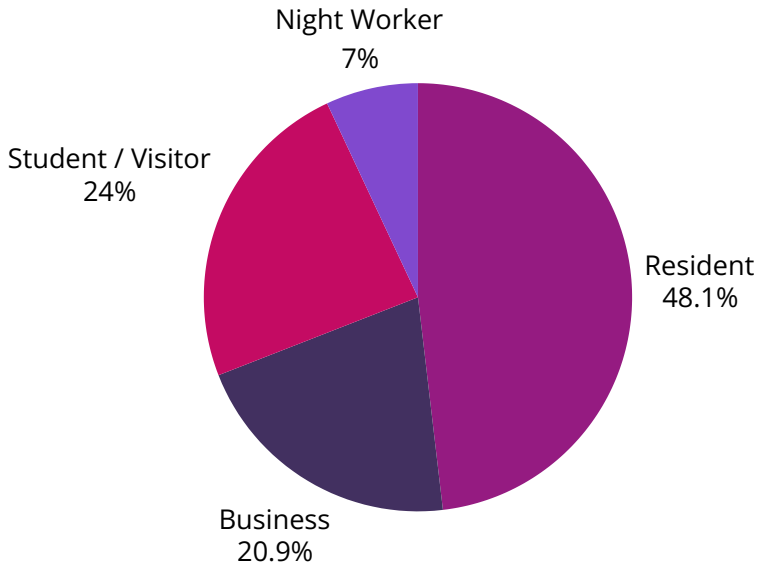
Findings from all of the pre-engagement exercises were presented to the assembly in various forms across the first two days, to understand the views of a wider section of the community.

3.2 Securing the participants

Over 500 individuals registered their interest in the stakeholder assembly. Specialist sortition software was employed to result in an assembly of 50 people with proportionate representation of residents, night workers, visitors and ENT businesses.

Where an individual held more than one of these roles, a decision hierarchy was used. Any individual that had a senior stake in an ENT business in Westminster (owner, manager or similar) was categorised as a business, whether or not they were also a resident. All night workers held non-management positions. They may have also been a residents, students or visitors, but were categorised as night workers. None of the 30 individuals categorised as a resident, student or visitor had a stake in an ENT business nor worked in an ENT business.

The attendance at the assembly sessions was as follows:



	Invited		Day 1 Actual		Day 2 Actual		Day 3 Actual		Average	
Resident	25	50.0%	21	48.8%	21	51.2%	20	47.6%	20.7	48.1%
Business	13	26.0%	11	25.6%	8	19.5%	8	19.0%	9	20.9%
Student/Visitor	12	24.0%	11	25.6%	9	22.0%	11	26.2%	10.3	24.0%
Night Worker	5	10.0%	3	7.0%	3	7.3%	3	7.1%	3	7.0%
Total	55		46		41		42		43	

The sortition software also considered the hours that businesses were open between 6pm and 6am, to ensure a mix of evening and later night enterprises were invited to participate in the assembly.

The final assembly panel was representative of Westminster as follows:

Ethnicity	Invited	Attended
White	46%	36% (n.17)
Global Majority	51%	38% (n.18)
Other / Mixed	6%	15% (n.7)
Prefer not to say/NP	0%	11% (n.5)

Sexuality	Invited	Attended
Straight/Heterosexual	71%	58% (n.27)
LGBTQI+	17%	19% (n.9)
Prefer not to say/NP	12%	23% (n.11)

Age	Invited	Attended
Under 18	14%	4% (n.2)
18-24*	6%	11% (n.5)
25-34	20%	21% (n.10)
35-44	20%	19% (n.9)
45-54	11%	17% (n.8)
55-64	20%	4% (n.2)
65-74	6%	13% (n.6)
75+	3%	2% (n.1)
Prefer not to say/NP	0%	9% (n.4)

Faith	Invited	Actual
Christian	37%	34% (n.16)
Muslim	14%	9% (n.4)
Hindu	3%	2% (n.1)
Jewish	3%	4% (n.2)
Other	3%	4% (n.2)
No religion	29%	28% (n.13)
Prefer not to say/NP	11%	19% (n.9)

Gender	Invited	Attended
Female	43%	49% (n.23)
Male	51%	36% (n.17)
Identify as other	6%	2% (n.1)
Prefer not to say/NP	0%	13% (n.6)

Disability	Invited	Attended
No disability	66%	66% (n.31)
Yes, limited a little	26%	15 % (n.7)
Yes, limited a lot	6%	4% (n.2)
Prefer not to say/NP	2%	15 % (n.7)

NP = Not provided by the individual at sortition

*The lowest age bracket option for workers was 0-34, so all three workers have been added to the 18-24 category but may be older or younger.

Each person was contacted by Six Till Six on behalf of the council to confirm attendance and record any access or dietary requirements. In the event that an individual could not commit to attending all three assembly sessions, a substitution was made. This was important, to ensure that all participants benefited from the same level of knowledge and engagement with the process.

Assembly members were offered £250 of vouchers for participating in the three days of the assembly, to recognise their role in working alongside Westminster City Council and to provide an incentive whilst minimising financial barriers to participation.

3.3 Pre-assembly participant information

Before the assembly, the participants were provided with an information pack which provided details of what to expect, together with some initial information to aid the participants' understanding of the evening and night-time context. This pack can be found in Appendix 3.

3.4 Assembly Programme

The assembly programme was structured around an overarching question and four key themes drawn from the pre-assembly stakeholder engagement:



The assembly was held over three consecutive Saturdays from 27th January 2024, with participants committed to attending all three days to ensure full engagement with the process.

Guest speakers with expertise in the four themes were invited to share their knowledge with assembly participants. Council members and senior officers were present to observe and inform the assembly about their role in developing the ENT Strategy, but not to influence the discussions.

Assembly participants were asked to contribute their own views but to make decisions and recommendations in the interests of all Westminster stakeholders.

A photographer and videographer were present on all three days to document the proceedings. A graphic artist was also in attendance to capture the assembly's content in real time.

Thoughts, questions, and feedback were gathered from participants through a combination of note-taking by council officer assistant facilitators, post-it notes written by participants, a writing wall, and email follow-ups after each assembly session. Presentations made by guest speakers were also shared where permitted.

Each day of the assembly was led by facilitators from Six Till Six, supported by 23 volunteers from the council and guest thematic specialists who gave their time to present, to facilitate breakout sessions or to participate in a panel discussion. An online training session was held for the council volunteers beforehand by Six Till Six, and pre-assembly briefings were sent to the external thematic specialists.

Outline of the **Assembly Days**

Each day starts with registration between 9:30am and 9:45am to enable us a prompt 10am start. There will be regular opportunities for you to feedback with your thoughts and breaks and lunch are provided. Each day will finish at 4.30pm.



27th January: Learning

- Welcome and Assembly purpose
- Presentation from the Greater London Authority and Heart of London Business Alliance
- ***Break***
- Guest speakers on *Safe and Welcoming*
- Discussion opportunity
- Guest speakers on *Accessible and Positive Places*
- *D*iscussion opportunity
- ***Lunch***
- Guest speakers on *Community and Culture*
- *D*iscussion opportunity
- Guest speakers on Economic Development and Opportunities
- Discussion opportunity
- ***Break***
- Feedback from assembly participants about the day
- Wrap up and closing remarks



3rd February: Discussing

- Welcome back and day one recap
- "Themes Safari" – assembly members further explore the themes that most interest them
- ***Break***
- Feedback from facilitators on the 'Themes Safari'
- ***Lunch***
- Themes "deep dive". An opportunity for you to focus on each theme as you choose.
- ***Break***
- Themes "deep dive". An opportunity for you to focus on each theme as you choose.
- Feedback from each theme facilitator to the whole Assembly.
- Wrap up of the day and closing remarks



10th February: Recommending

- Welcome, recap and introduction to the day
- Inspiration from Sydney and New York
- Round table discussion, developing the principles of the evening and night-time strategy
- ***Break***
- Prioritising the principles
- ***Lunch***
- Review the draft vision statements
- Group feedback on draft vision statements
- ***Break***
- Vote on the vision statements
- Recap of the Stakeholder Assembly journey and next steps
- Wrap up and closing remarks

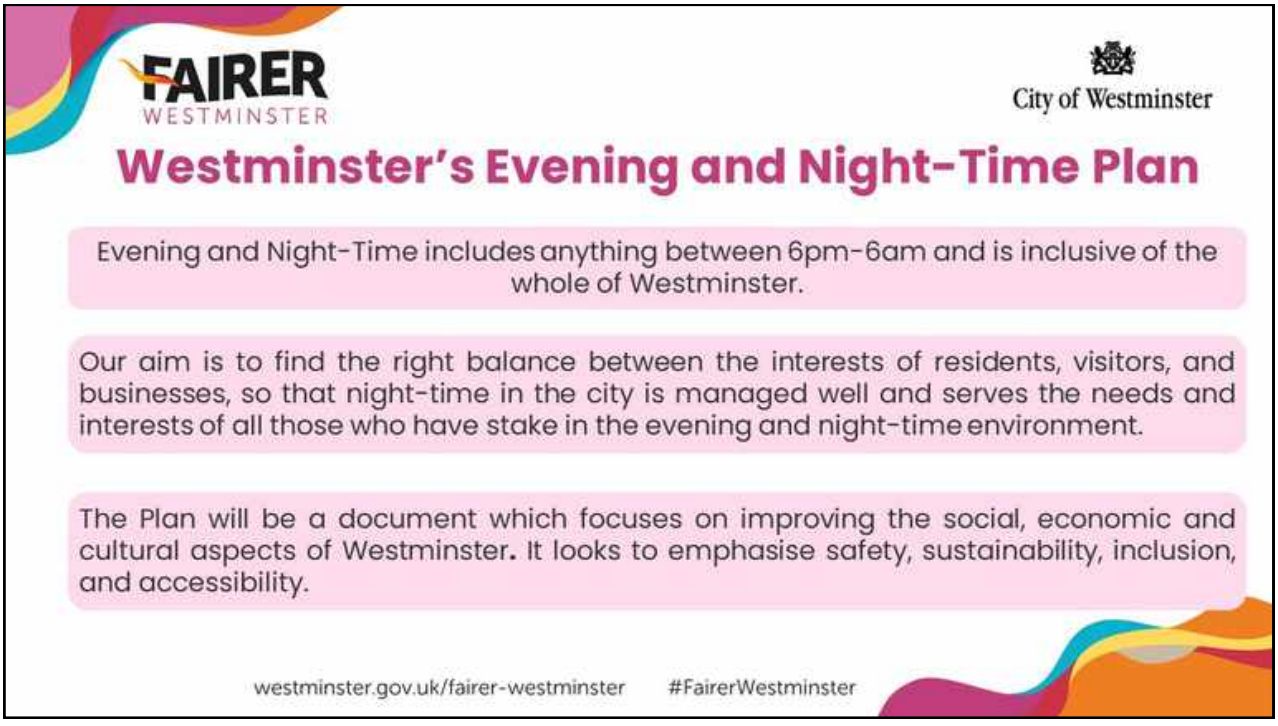
4.0 The Stakeholder **Assembly**

4.1 Day One: Learning

The first session of the stakeholder assembly centred on equipping assembly members with essential background information concerning the ENT dynamics in Westminster and establishing a common context and comprehension regarding the ENT landscape. Additionally, it aimed to clarify the assembly's objectives, foster connections, and cultivate a sense of community among participants.

Following an initial welcome by the independent facilitators, the Deputy Leader and Cabinet Member for Communities, Children and Public Protection and the Cabinet Member for Planning and Economic Development delivered opening remarks to the assembly members and thanked them for their contributions.

Westminster City Council officers then delivered a presentation setting the scene for and purpose of the assembly, explaining how the findings would be used:



The assembly members were then asked to discuss their expectations of and commitments to the assembly. Expectations included specific topics they hoped to cover, but also an expectation of open conversation and engagement, to learn and to improve, develop and support the ENT. Commitments included providing time, knowledge and a diverse perspective. Full details of this discussion can be found in Appendix 2.

The rest of the day included a number of presentations from ENT subject knowledge experts.

Scene Setting Presentations

The assembly heard from Paul Broadhurst, Manager - 24 Hour London at the Greater London Authority and Mark Williams, Director of Destination at the Heart of London Business Alliance, both of whom provided information and statistics to the assembly on London-wide ENT, Westminster-specific ENT, and other useful context.

A number of presentations and panel discussions around each theme then took place. After all the presentations and discussions around each theme, the participants took part in a table-top activity in small groups to review the engagement presentation and data on that theme. They were asked to reflect on what stood out from the presentations and why. The subject matter experts that gave their time and expertise, together with a summary of the assembly's reflections on each theme, are listed below. A full breakdown of all discussions from Day One are detailed in Appendix 2.

Safe & Secure Presentations

Presentations from:

- Emmanuella Fadire, Women's Safety and Hate Crime Officer, Westminster City Council: *Westminster Women's Night Safety Programme*
- Tim Molden, Head of Security and Licensing, Capital Arches Group (McDonald's franchise operating company): *Supporting Customer Safety*
- Augustine Anyaegbuna, Sergeant, Met Police: *Overview of ENT Crime and Policing in Westminster*

Assembly discussion:

1. General Observations:
    - There's a lack of a holistic approach to addressing safety, which is crucial for finding solutions.
    - Participants found much of the content to be new and unfamiliar.

2. Transport Issues:
    - Transport for London's limitations at night push people to rely on taxis, raising concerns about the lack of night transport options.
    - Public transport, especially buses, raises safety concerns, particularly for lone travellers.

3. Perceptions of Safety:
    - While there is reliance on the police for safety, confidence is declining due to a lack of follow-up on reported issues.

7. Uniformed Presence:
    - Lack of visible police or other safety presence at night, raising concerns about homelessness and safety when travelling late.

5. Crime and Safety Concerns:
    - High levels of sexual assault, particularly against women, but a reduction in alcohol-related crimes is seen as positive news.
    - Concerns over drug use and intoxicated customers in bars, with challenges in managing intoxication.

6. Initiatives:
    - Programmes like the "Night Stars" initiative were unfamiliar to many, with a need for expansion and better promotion.
    - Participants want broader safety efforts that extend beyond nightlife venues and support those travelling home.

7. Business Implications:
    - Businesses are increasingly responsible for customer safety, which is challenging without proper support.
    - Licensing flexibility (allowing more places to stay open late) may increase safety by reducing isolation and promoting security.

Surprises:

- The extent of partnership work was surprising, with a positive partnership between Westminster Council and the GLA noted.
- McDonald's involvement in safety initiatives and the importance of volunteer-led programmes like Night Stars were unexpected for participants.
- The Night Stars programme being volunteer-based and under-resourced raised concerns about sustainability.

Unanswered Questions:

- Many participants expressed confusion about the roles and functions of different safety programmes and agencies.
- There are still questions about public safety infrastructure, such as the availability of public toilets and uniformed police presence.

Missing Topics:

- More discussion was needed around organised crime and homelessness.
- Participants highlighted the importance of a community-based, holistic approach to safety.

Feedback:

- Participants found the session informative but confusing, with a need for clearer communication and more accessible presentation of statistics.

Accessible & Positive Places

Presentations from:

- Daisy Gadd - Principal Policy Officer, Westminster City Council: *Transport at Night: London and Westminster*
- Stella Abani, Director of Economy and Skills, Westminster City Council: *Place Shaping*
- Daniele Lul, Community Engagement Director, Parapride: *A presentation on Parapride*

Assembly discussion:

After the presentations, the assembly discussed what they had heard in small groups. A summary of thoughts expressed are shown below.

Key Insights:

1. **Initiatives:**
    - Many participants were unaware of Parapride, though they appreciated their presentation and work.
    - Ecology in the evening and night-time was not often considered, with specific references to lighting changes in Westminster to accommodate bats.
2. **Transport:**
    - The large number of night-time journeys and the fact that many people work at night were highlighted.
    - Mostly men travel at night, with women avoiding it due to safety concerns.
    - Transport needs to be safer and more accessible, with improvements required across the network.
    - Buses were recognised as the primary mode of transport in London, especially for post-6pm commuting, due to limited alternatives.
    - Some participants felt that traffic increases women's sense of safety, though this shouldn't be necessary.
3. **Public Realm:**
    - The development of Strand Aldwych has been beneficial to the community.
    - Participants felt that Old Compton Street should remain pedestrianised.
    - Harrow Road was praised for its accessibility for disabled people.
4. **Other Points:**
    - Some participants were familiar with accessibility, while others showed no interest in the presentation.
    - There is a call for more safety initiatives for children.

Surprises:

Transport:

- The low level of car ownership in Westminster surprised some participants, and there was interest in tapping into unused cars for safety-related schemes.
- Participants felt that more could be done to enhance accessibility within the London Tube network.
- There were mixed feelings about buses operating past 6pm, with some participants noting room for improvement.
- Some participants speculated that straight men might feel safer using night buses and tubes compared to other groups.
- Safety concerns were raised around cycling and walking home, particularly regarding phone theft or being followed.

Public Realm:

- There were questions about the availability of late-night public toilets in Westminster. Initiatives like “Don’t pee off Soho” have not been accompanied by an increase in toilet facilities.
- There is a lack of benches in Westminster for people to rest on.
- Each ward in Westminster has different needs, so the plan must adapt accordingly, such as differing challenges between Marylebone and the West End.

Equality, Diversity and Inclusivity (EDI):

- Participants acknowledged the importance of using accurate demographic language, particularly regarding night tube users.
- The emphasis on EDI, with a focus on gender diversity and inclusivity, was considered important. Understanding inclusivity is essential, as people may interpret it differently.
- Some participants felt a sense of community and inclusion during evening and night-time activities in Westminster, considering London one of the most inclusive cities globally.
- There was some discussion about balancing inclusivity and the risk of creating too many segmented groups, which might affect how inclusivity is perceived.

Unanswered Questions:

General:

- What is the council doing to make Westminster more accessible, and how are they supporting businesses in making their spaces more accessible?

Transport and Mobility:

- How can the council make women feel safer on public transport at night? Are there any specific initiatives?
- What is the budget for transport improvements, and is there transparency around it?
- There was a call for more focus on areas outside the West End and the journeys people make home.
- Transport needs to stick to its timetables.
- Westminster is considered accessible, but this depends on individual needs. Pavement space could be improved, especially for puschairs.
- While not all buildings are wheelchair accessible, Westminster is comparatively more accessible than other London boroughs.
- Buses are seen as safer than the Tube, though they can be raucous.
- Westminster is seen as a 15-minute city, where everything is within a 15-minute walk.

Public Realm and Location-Specific Issues:

- Rubbish on the streets impacts accessibility, especially in narrow areas, and there is a call for a more coordinated waste collection approach.
- Regular meetings were requested to discuss plans for Soho.
- The quality of pavements was seen as poor.
- The lighting at night was criticised, with some considering the removal of gas lamps a mistake.
- Westminster does not fully utilise its historical buildings.

Financial Accessibility:

- Westminster was deemed too expensive, making it financially inaccessible to many.
- A shift in culture is needed, and the push towards cashless payments raises privacy concerns—cash should still be accepted in the community.
- Free or affordable communal spaces, or "third places" outside home and work, are needed.

Data and Statistics:

- Participants wanted a more detailed breakdown of user demographics and clarity on how data is collected.
- There was a request for one comprehensive data source, as some felt the data presented was inconsistent.
- Some participants felt the data did not reflect the right issues.

Other Points:

- There was an interest in exploring the link between sleep, health, and well-being as part of this theme.

Community and Culture

Discussion facilitated by Professor Marion Roberts - Professor Emeritus (Urban Design), University of Westminster and Dr. Adam Eldridge - Senior Lecturer in Sociology, University of Westminster. Discussion panel participants included:

- Jacy Stewart - Social Economy Consultant
- Chris Barlow - Co-Chair, Westminster LGBT+ Forum
- MYP Myra Soni – Westminster Youth Council
- Conor Hunt - Senior Creative Learning Manager, West End Creative Learning

Assembly discussion:

The assembly participants separated into small groups to discuss what they had heard. A summary of these discussions is shown below.

1. General:
- Community and culture are difficult to define, and it is hard to find out what is happening in Westminster. Leadership is needed to oversee this.

2. Spaces for Community and Culture:
- It is expensive and difficult to secure spaces in Westminster for outdoor festivals or community engagement events, which discourages people from organising them, especially at night.
- The positive use of diverse spaces, like churches, was highlighted, with more opportunities for collaboration needed.
- St Anne's Church's operation as a Safe Haven and its support for Night Stars were well-received.
- There is a lack of activities like film clubs, and concerns were raised about the closure of libraries.
- Involvement of insurance companies was mentioned, as they are reluctant to change policies to allow venues to stay open late. The council was encouraged to work with insurers.

3. Young People:
- Many were unaware of the Youth Council but were impressed by their participation.
- The importance of listening to all voices, including young people, was stressed, with a call for more youth-focused offers.

4. Inclusivity and Access to Culture:
- Concerns were raised about the prioritisation of schools and youth activities, as it may leave older adults without evening access to community spaces.
- There needs to be a balance between providing culture for tourists and ensuring locals, especially those from underrepresented groups, have access.
- Outreach to marginalised communities, schools, SEND organisations, and churches was suggested to improve access to culture.

- Outreach to marginalised communities, schools, SEND organisations, and churches was suggested to improve access to culture.
- Barriers to cultural access, like socioeconomic factors, should be addressed, and offering free or discounted access to museums could help.
- Missed cultural engagement opportunities were noted, particularly beyond Soho.

5. Residents' and Businesses' Priorities:

- **Residents wanted:**
  - More schools to organise theatre and sports trips in the evening.
  - More evening activities for children.
  - Subsidised services for residents.
  - More funding to support these initiatives.
- **Businesses suggested:**
  - Promoting accessibility in business.
  - Late-night shopping.
  - Encouraging people to stay in Westminster after visiting.
  - Diversifying offerings to families, young people, and workers.
  - Providing more flexible licences for local shops.
  - Offering support, advice, and finance to small businesses.

6. Feedback on the Panel:

- Engagement with the panel was challenging, with no opportunities for participant contribution, and some questioned how community and culture related to the evening and night-time economy.

Surprises:

Youth Council:

- Some were surprised by the Youth Council's involvement, with some non-residents stating it didn't feel like there were many young people in Westminster. However, the Member of Youth Parliament emphasised the importance of youth engagement.

Current Work:

- Participants didn't realise the breadth of the Ambassador Theatre Group's community work or the number of community activities provided by Westminster City Council (WCC).

Availability of Space and Missed Opportunities:

- Panel members were unclear about how to use available spaces.
- There was disappointment that Westminster lost the opportunity for an LGBT centre, which instead opened in Southwark.
- It was suggested that the Broadwick Street office could be used for community purposes.

Unanswered Questions:

Space for Community and Cultural Activities:

- Transparency was requested regarding which council-owned spaces are available for use and how people can negotiate with private organisations for vacant spaces.
- The use of parks could be enhanced, including offering exercise at night.
- There was a call for more flexible licensing and planning to support multiple uses of space, especially spaces closed at night.
- Suggestions included hosting West End Live events at night, and repurposing pubs that closed during the pandemic as community hubs.

Inclusivity:

- Encouragement of residents who speak English as an additional language to engage with activities was suggested.
- There was a need to address cultural and religious differences that may prevent some groups from participating in activities, with more non-alcohol venues recommended for inclusivity.

Building a Community:

- Participants discussed the challenges of building community ties in areas that cater primarily to tourists, with some expressing concern that the high number of hotels in Westminster can reduce the sense of community.
- Building stronger relationships between residents, especially those living above commercial spaces, was seen as important to fostering a shared sense of responsibility for communal areas.

Youth Engagement:

- It was deemed important for young people to be exposed to different cultures while they are still young.
- Engagement was called for to prevent young people from joining gangs, by offering accessible spaces and activities.

Links to Other Themes:

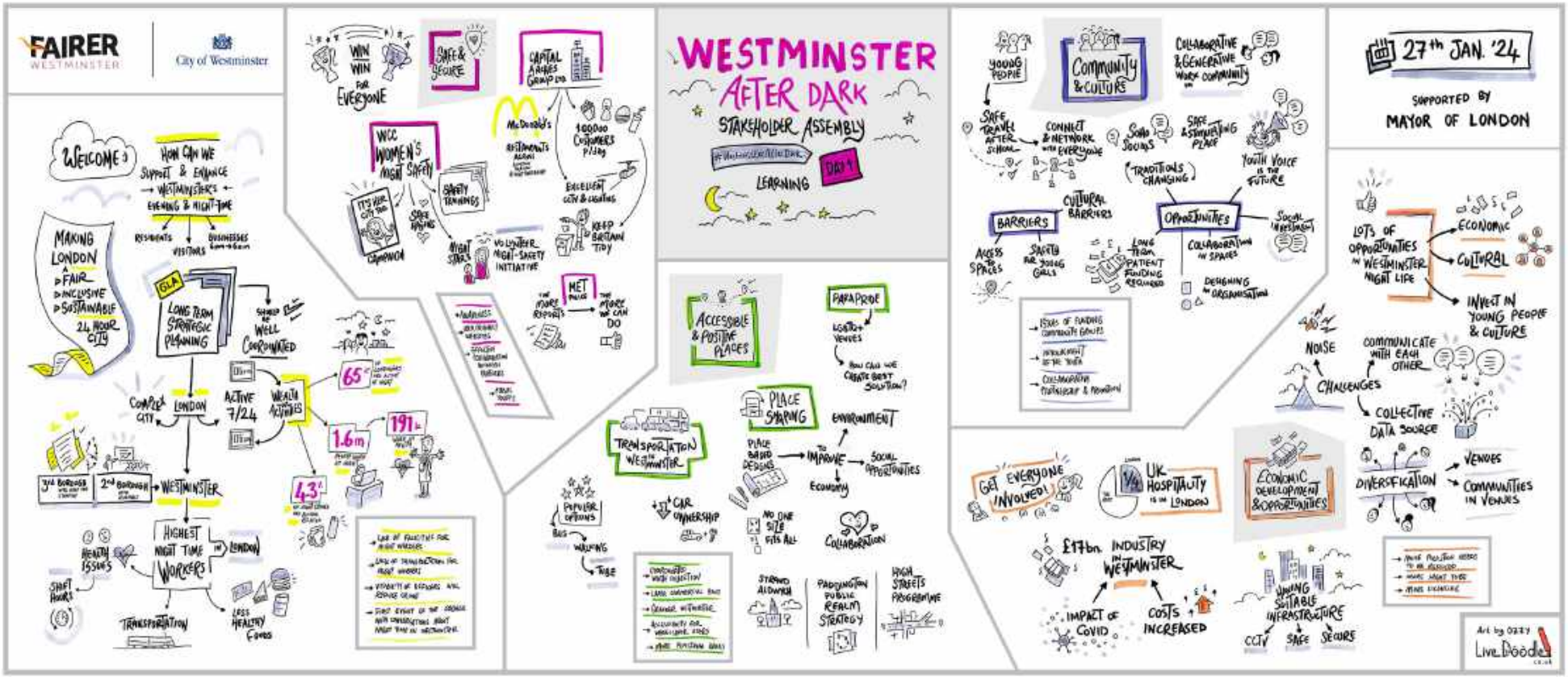
- Transport was highlighted as a concern, with people feeling forced out of Westminster when the Tube closes.
- The change in the ENT was noted, with Thursday becoming the new Friday due to hybrid working patterns.
- Questions were raised about what people can do in Westminster between midnight and 5 a.m as participants said not a lot is open at this time.
- Some wondered how supportive Westminster City Council is of changes to business licences.

Key Remarks on Day One

The day finished with participant and facilitator feedback of key points from the participant discussion groups and a summing up of the day.

- Participants valued the information presented and learning about the key assembly themes. There was a lot of content for them to digest and less opportunity to deliberate and discuss, although this was always developed in the design for day two.
- Each stakeholder group was able to learn about opportunities and issues presented by their fellow stakeholders and a sense of partnership and collaboration was being quickly developed with mutual respect for each other's views.
- Even when opposing views were held on an issue, for example businesses and residents, discussions and learning were a key part of this partnership building. There were far fewer polarised viewpoints held by businesses and residents than it was anticipated when developing the assembly.
- Participants were impressed with the representation around the room and the variety, diversity and representation of the guest speakers including the Night Stars, ParaPride Westminster Youth Council.
- Dialogue and mediation were two of the key outcomes of this day of learning, highlighting the positive attitudes participants held when it came to deliberation.




FAIRER WESTMINSTER
City of Westminster
WELCOME
HOW CAN WE SUPPORT & ENHANCE → WESTMINSTER'S ← EVENING & NIGHT-TIME
RESIDENTS
VISITORS
BUSINESSES
MAKING LONDON A FAIR INCLUSIVE SUSTAINABLE 24 HOUR CITY
GLA
LONG TERM STRATEGIC PLANNING
SHOULD BE WELL COORDINATED
COMPLEX CITY
LONDON
ACTIVE 7/24
WEALTH ACTIVITIES
65%
1.6m
191k
43%
2nd BOROUGH
WESTMINSTER
HIGHEST NIGHT TIME WORKERS IN LONDON
HEALTH ISSUES
SHIFT HOURS
TRANSPORTATION
LESS HEALTHY FOODS
WIN WIN FOR EVERYONE
SAFE & SECURE
CAPITAL ANGELS GROUP LTD
McDONALD'S
100000 CUSTOMERS P/day
WCC WOMEN'S NIGHT SAFETY
IT'S NOT YOUR CITY TOO
CAMDEN
SAFETY TRAININGS
SAFE HAVENS
NIGHT STARS
VOLUNTEER NIGHT-SAFETY INITIATIVE
EXCELLENT CCTV & LIGHTING
KEEP BRITAIN TIDY
MET POLICE
THE MORE REPORTS
THE MORE WE CAN DO
WESTMINSTER AFTER DARK
STAKEHOLDER ASSEMBLY
DAY 1
LEARNING
ACCESSIBLE & POSITIVE PLACES
PLACE SHAPING
PLACE BASED DESIGNS
TO IMPROVE
ENVIRONMENT
ECONOMY
SOCIAL OPPORTUNITIES
NO ONE SIZE FITS ALL
COLLABORATION
TRANSPORTATION IN WESTMINSTER
POPULAR OPTIONS
BUS
WALKING
TUBE
CAR OWNERSHIP
STRAND ALDWYCH
PADDINGTON PUBLIC REALM STRATEGY
HIGH STREETS PROGRAMME
PARAPRIDE
LGBTQ+ VENUES
HOW CAN WE CREATE BEST SOLUTION?
YOUNG PEOPLE
COMMUNITY & CULTURE
COLLABORATIVE & GENERATIVE WORK COMMUNITY
SAFE TRAVEL AFTER SCHOOL
CONNECT & NETWORK WITH EVERYONE
SOUND SOUNDS
SAFE & STIMULATING PLACE
YOUTH VOICE IS THE FUTURE
TRADITIONS CHANGING
BARRIERS
CULTURAL BARRIERS
ACCESS TO SPACES
SAFETY FOR YOUNG GIRLS
OPPORTUNITIES
SOCIAL INVESTMENT
LONG TERM PATIENT FUNDING REQUIRED
COLLABORATION IN SPACES
DESIGNING IN ORGANISATIONS
ISSUES OF FUNDING COMMUNITY GROUPS
ENGAGEMENT OF THE YOUTH
COLLABORATIVE PARTNERSHIP & PROMOTION
27th JAN. '24
SUPPORTED BY MAYOR OF LONDON
LOTS OF OPPORTUNITIES IN WESTMINSTER NIGHT LIFE
ECONOMIC
CULTURAL
INVEST IN YOUNG PEOPLE & CULTURE
NOISE
CHALLENGES
COMMUNICATE WITH EACH OTHER
COLLECTIVE DATA SOURCE
DIVERSIFICATION
VENUES
COMMUNITIES IN VENUES
GET EVERYONE INVOLVED!
UK HOSPITALITY IN LONDON
ECONOMIC DEVELOPMENT & OPPORTUNITIES
£17bn. INDUSTRY IN WESTMINSTER
IMPACT OF COVID
COSTS INCREASED
LIVING SUITABLE INFRASTRUCTURE
CCTV
SAFE
SECURE
Art by OZZY
Live Doodle

4.2 Day Two: Deliberating

The purpose of this day of the assembly was to explore each of the four themes in more detail so that participants would be better equipped with the knowledge needed to help shape the vision and principles for the evening and night time in Westminster on day three. The sessions were highly participatory and were assembly member led, enabling deeper discussion and consideration of the themes and issues that were most important to them.

Theme Safari

A large room was arranged with a designated area for each of the four themes. Stakeholders were invited to attend and assigned to a theme area to engage in discussions with assembly members, answer questions and explore their ideas. A note-taker for each theme captured key thoughts from assembly members on a designated board.

The session generated a great deal of productive discussion and idea-sharing. The stakeholder assembly participants appreciated the opportunity to explore the topics interactively, with subject specialists available to answer questions and discuss their views.

Safe and Secure

Questions, thoughts and discussions on this theme:

- More training or support is needed for victims, bystanders, and witnesses on how to respond during and after incidents.
- Expand public safety campaigns, focusing on measures to keep people safe, sharing safety tips, and targeting perpetrators with messaging.
- Consider providing safety tools, such as whistles, to all age groups.
- Improve night-time transport links.
- Uniformed presence, including security, enhances feelings of safety.
- Many feel safer with CCTV.
- Address the safety of homeless people by promoting the rough sleeping hotline (102) instead of 999.
- Combat crime at the source, such as human trafficking and organised begging.
- Tackle anti-social behaviour among council tenants.
- Taxis are costly, but walking home at night is unsafe.
- Offer more support to older people vulnerable to scams.

Accessible and Positive Places

Questions, thoughts and discussions on this theme:

- Lack of spaces for young people to play and socialise; suggestion for shuttle buses or Night Stars to escort them to designated areas.
- Need for more dedicated spaces for different life stages, including young people, families, and the elderly.
- Insufficient public toilets and safe spaces at night; private businesses encouraged to offer facilities.
- Accessibility issues with Westminster's historical buildings, especially for wheelchair users.
- Shortage of healthy food options at night; call for more variety and non-alcoholic venues to stay open.
- Street lighting on side streets considered too dark.
- Seasonal changes impact accessibility and space use; summer spaces may not be suitable in winter.
- Idea to activate "dead time" in retail spaces and promote mixed-use premises.
- More spaces needed to foster community engagement and cultural exchange.
- Accessibility between spaces should be improved, such as more dropped kerbs and making all tube stations accessible.
- Suggestion to open and light parks at night for safer routes.
- Challenges in enforcing accessibility measures, like training door staff on equalities.
- Proposal for venues to accept PASS cards as part of their licensing conditions.
- Need to balance busy, loud spaces with quieter areas that may feel unsafe.

Community and Culture

Questions, thoughts and discussions on this theme:

- Transparent communication is essential and could be improved through task and action community groups, enhancing business-community relations and clarifying responsibilities for culture in Westminster.
- Increased space for community and cultural activities is a priority, with support needed to identify and access these spaces. These should be:
  - green
  - open
  - safe
  - modern
  - indoor
  - affordable
- Some spaces should specifically cater to young people and families.

- Some spaces should specifically cater to young people and families.
- Businesses should be encouraged to support cultural and community events, with options like using rooftop spaces being discussed.
- Cultural and community initiatives in Westminster should extend beyond Soho and the West End, with a borough-wide focus.
- Later opening cafes, pop-ups, creative workshops, and education courses were suggested to enhance the cultural scene.
- Improved promotion and information sharing about community and cultural activities is needed.
- Concerns were raised about resident associations not being fully representative and potentially blocking beneficial developments for culture.
- Challenges in securing funding for community and culture were noted.
- Developing community and culture to create jobs and commissions for local artists was emphasised as a priority.
- Expanding the night tube to the Elizabeth Line and running it on Thursdays would support greater attendance at community and cultural events.
- Concerns were raised about access to culture in a cashless society.
- Keeping culture at the grassroots level was considered important.

Economic Development and Opportunities

Questions, thoughts and discussions on this theme:

- Information sharing is the top priority, ensuring clear communication of opportunities and how to act on them.
- Stronger management of relationships between the council and stakeholders is needed, with open communication between businesses and residents.
- Quality of objections to new licences should be prioritised over quantity, especially in commercial areas where a few residents may dominate decisions.
- Improved data sharing and stronger data collection processes are essential.
- More information on the roles and remit of Business Improvement Districts (BIDs) is requested.
- Interest in accessing spaces for meanwhile use was highlighted.
- Transport is crucial for economic development, with suggestions including:
- Expanding the night tube to Thursdays and Sundays.
- Making Crossrail 24/7.
- Setting up pop-ups near key transport hubs and high footfall areas.
- Encouraging dispersal by moving pick-up points away from main streets and focusing on journeys between areas.
- Pedestrianising areas such as Oxford Street and Soho.
- Better policing of bike use and pavement parking.

- More communication and feedback opportunities on transport in Westminster.
- Importance of diversifying offerings and finding quality tenants for vacant premises.
- Concern over the loss of retail variety, especially in Oxford Street, with more retail space becoming office space.
- Emphasis on the need for mixed-use spaces that combine work and leisure.
- De-zoning Westminster by hours and area to offer more flexibility, e.g., allowing pubs to stay open later.
- Suggestions to leverage students and connect businesses like Sofar Sounds to empty spaces.
- Questions about Westminster City Council's plan for the Huguenot space, which currently sits empty.



- Clarification is needed on what constitutes a "world-class evening and night-time offer" and how it is measured.
- Call for more investment in the evening and night-time economy, including upskilling staff and security.
- Local neighbourhood plans should be implemented in all areas, as a one-size-fits-all approach won't work for Westminster.
- Lack of understanding around business rates.
- Need for better enforcement of the 35% social housing requirement in new developments.
- Greater cross-borough working is required.
- Residents want to discuss the impact of the cost of living.
- Visitors need to be educated about the impact of noise on residents to promote mindfulness.
- The responsibility for a good evening and night-time economy shouldn't solely rest with businesses; other stakeholders should share this responsibility.

Deep Dive Discussions

The participants were divided into four groups, with guest facilitators leading 45-minute deep-dive discussions on each theme for the assembly members. While the facilitators provided additional information and context, they did not take part in the deliberations, as it was essential to ensure that the views captured were solely those of the carefully selected assembly, to uphold a robust deliberative democratic process.

Groupings from day one were paired together to form four larger groups. This approach ensured that the balance of different participant types was preserved in the discussions on day two.

This deep-dive format allowed for prolonged and active engagement with all topics, encouraging the exploration of potential actions to address the identified issues and opportunities. Participants were asked the following questions in relation to each theme:

- What are your priorities for this theme?
- What are the issues and opportunities you identified?
- How might we collaboratively approach these issues and opportunities?

The key points from each of the four deep-dive sessions on each theme were summarised and shared with all participants at the end of the day's discussions by the guest facilitator for each theme.



Safe and Secure - Facilitated by Sylvia Oates, Six Till Six

Priorities identified: Safe and Secure

Discussions on this theme centred around different cohorts of people that may feel unsafe, together with issues such as lighting, toilets and other infrastructure elements that could contribute to better safety. Travel and transport was a key topic in each discussion, as was the part that we can all play to positively contribute to the safety agenda.

1. Safety of women at night (identified by all 4 groups).

- Fewer women are going out at night due to safety concerns and unwelcoming, inaccessible venues. A lack of public toilets is a women's safety issue.
- Sexual harassment is so common that it's often normalised and goes unreported.
- Initiatives to reduce crime and harassment are only effective if victims understand the benefits and feel empowered to report incidents.
- Spiking remains a concern, particularly for young people.
- The safety of sex workers should be prioritised. They are vulnerable, often trafficked individuals in need of support rather than criminalisation.

2. Addressing issues effectively and supporting victims (identified by all 4 groups).

- Providing clear reporting routes and promoting these would help ensure issues are raised and addressed.
- It should be communicated that issues are triaged according to the number of times they are reported, so repeatedly reporting issues helps prioritise them.
- More support and communication with victims is needed.





3. Uniformed presence at night is needed (identified by all 4 groups).

- BID and Estates teams with uniformed patrols are valued. It was noted that not all areas in Westminster benefit from BID services, leading to calls for consistent support across the borough. There were discussions on how BIDs are funded and the challenges of offering similar services where BIDs are absent, without discouraging businesses from investing in BIDs.
- There was interest in expanding the role of SIA-trained staff to enhance safety, with suggestions for additional training and powers.
- Some assembly members believe only police officers provide true authority, citing the visible reassurance at King's Cross. However, opinions varied, with some finding the Met Tactical Support Group's presence in Soho counterproductive to safety.
- It was suggested that sharing more footage of police actions could help build trust and confidence in the police.
- Many felt that more uniformed presence is needed across the transport network.

4. Travel and transport (identified by all 4 groups)

- Safety, accessibility, and night-time safety, especially for women, need improvement across the transport network.
- Extending the night tube, including the Elizabeth Line, was a popular idea, though noise nuisance for nearby residents was raised by some, with residents' opinions often depending on their proximity to stations or tunnels.
- Some participants felt safer on the bus due to the visible driver, while others valued the tube's regular timetable.
- Walking at night as a woman is considered unsafe.
- Some do not feel it's safe enough for their children to travel alone on public transport.
- Women, in particular, feel unsafe on public transport at night.
- More CCTV is needed, especially on routes between destinations.
- Challenges to cycling at night include bike theft; more bike-marking facilities or better promotion of existing services would help.
- The "Ask for Angela" scheme is highly regarded.
- The Good Night Out Guide is a useful resource.

5. Homelessness and aggressive begging (identified by all 4 groups).

- This issue needs to be addressed as it can make people, especially families with young children, feel unsafe.
- Businesses noted local charities' efforts to prevent youth homelessness; could this receive wider support?
- Ensuring people feel safe from aggressive begging is important, but so is safeguarding homeless individuals.
- There is growing concern that vulnerable or trafficked individuals may be exploited by organised crime for begging, and this issue requires greater understanding and action.

6. Education and promotion (identified by 3 groups).

- Perpetrators, need to change their behaviour, not victims.
- Educating males on how to help women feel safer, such as standing a few steps back on escalators, may be useful.
- Public awareness campaigns about preventing inappropriate behaviour and how to respond if victimised should be supported by perpetrator-focused efforts.
- Universities could contribute to education campaigns, and education should ideally start in schools.
- Awareness should be raised about Westminster's safety measures, though promoting them to transient visitors is a challenge.
- TfL's Operation STAN (Safer Travel at Night), focused on the night-time economy, could be useful in these efforts.
- Tackling the perception of safety is key: while London is safer than before, media and scaremongering make people feel less safe.

What can be done: Safe and Secure

Safety initiatives

- Safe Havens must be highly visible—advertising online alone isn't enough, especially if someone loses their phone. Window stickers were suggested, possibly linked with "Ask for Angela."
- Night Stars training for TfL would be beneficial.
- Specific venues (Tiger Tiger, Simmonds, Zoo Bar) were praised for strong sexual harassment protocols, though this is not always consistent elsewhere.
- Consistency across the borough (or ideally London) in promoting and delivering these initiatives is crucial.

Activating the community

- The TfL bystander campaign is excellent and should be expanded as it has broader relevance.
- Educating the public on how to respond to non-emergencies and report them is essential.
- Leverage the night-working community to enhance safety by building a network of “capable guardians.”

Enhancing our infrastructure

- High streets have bright lighting, but side streets are dimmer. While still meeting minimum requirements, the dimmer streets feel less safe by comparison.
- Lighting could guide people on safer routes and avoid residential areas.
- Areas with open businesses at night, like Edgware Rd, feel safer due to better lighting and available places to go. Stakeholders largely supported relaxed licensing to allow more night-time operations, with one resident opposed.
- Keeping businesses' lights on when closed could create “active frontages,” enhancing safety.

Reporting incidents

- Raise awareness of WCC reporting tools and their ease of use, while addressing digital exclusion for those without online access.
- Introduce notice boards or pop-up tech stations (like the Commonplace map tool from the Assembly) for non-digital reporting.
- Provide QR codes across the borough for easy reporting on the go.
- Increase awareness of these tools in schools.
- Clarify the distinction between reporting through these tools and to the police.



Accessible and Positive Places - Facilitated by Scott Marshall, Shaftesbury CapCo and Rebecca Cloke, Westminster City Council

Priorities identified: Accessible and Positive Places

Discussions on this theme revolved around barriers to accessing the evening and night-time offer in Westminster and opportunities to make improvements that could address these issues.

1. Accessibility in the evening and night-time (identified by all 4 groups).

Points raised included:

- Navigating Westminster with pushchairs and wheelchairs is difficult, with some feeling wheelchairs are prioritised, potentially leading to discrimination concerns.
- Many felt the West End's food and drink options cater more to tourists than night workers, with limited healthy options.
- Venues should accept all forms of ID, ideally as a licensing condition.
- Teenagers and young people often cannot engage with Westminster's offer due to a lack of money, leading to them wandering around.
- Closing times of 23:00 are seen as too early for bars and pubs, pushing people to more alcohol-heavy venues.
- A lack of bicycle parking limits residents' access to Westminster's evening and night-time activities.
- Poor quality pavements and roads, narrow streets, high kerbs, and on-street parking, especially in Soho, make access difficult.
- Markets in non-residential areas are perceived to close too early.

2. Community events and spaces (identified by all 4 groups).

Points raised included:

- Several participants were unclear about who funds community spaces and whether this is the council's responsibility.
- Some participants noted that faith venues often stay open at night.
- There was concern over the lack of late-night community spaces.
- Covent Garden was cited as a positive example of a community space, offering shelter, pedestrianisation, free entertainment, and a transition from day to night.
- Soho Christmas lights were suggested as a good example of community collaboration creating positive public spaces.

3. Accessibility in the evening and night-time (identified by all 4 groups).

Points raised included:

- Several participants highlighted the lack of accessible and general toilets as a problem.
- The Equality Impact Assessment was noted as useful for new schemes, but addressing older infrastructure is more challenging.
- There was consensus that Parapride's work, presented on day one, was very positive, with potential for significant impact. Access Able was also identified as a valuable resource for people with disabilities.

4. Supporting the neurodiverse (identified by 2 groups).

Points raised included:

- Some participants noted that going out at night is challenging for neurodiverse people, and other hidden disabilities should also be acknowledged.
- Neurodiverse people may sometimes appear drunk, so accessibility training, especially for door staff, is needed.
- The lack of formal recognition for Emotional Support Animals in the UK limits access for some people.
- Accessibility needs can prevent people from engaging with their community, so identifying and addressing these issues is important.



What can be done: Accessible and Positive Places

Public realm and community space improvements

- Ensure future developments are accessible for all.
- Improve accessibility in historic buildings, or, where not feasible, introduce nearby facilities for those in need.
- Enhance Westminster's night-time environment with lighting, ambience, and street performers.
- Reassess the need for parking spaces in Westminster; unused spaces could be converted into cycle lanes or parking.
- Increase bicycle parking to reduce car use and promote healthier travel, avoiding narrow pavements and high kerbs.
- Pedestrianise more areas, with Soho as a key example.

Support to implement accessibility initiatives

- Partner with Google Maps or Citymapper to map accessible areas in Westminster.
- Make Equality, Diversity, and Inclusion training mandatory for licensing.
- Introduce access passes for neurodiverse individuals to provide priority in queues.
- Appoint an Accessibility Officer/Tsar to coordinate initiatives addressing accessibility barriers.

Making the evening and night time offer more accessible

- Use licensing policy to promote healthier options in the night-time economy.
- Consider opening markets later in non-residential areas.
- Explore using a Marylebone square for community events, with mediation to address any contention.



Community and Culture - Facilitated by Sam Deeprose, Royal Society of Arts

Priorities identified: Community and Culture

Discussions focused on promoting community and cultural events in Westminster, raising awareness of local businesses, and ensuring physical and financial access to these offerings. Emphasis was placed on meeting the needs of diverse users, particularly young people and families. Other points included creating more space for community and cultural institutions and exploring the role of residents' associations.

1. Promotion - How do we promote community events? (identified by all 4 groups).

- Broaden promotion of Westminster events; current channels are insufficient.
- It is difficult to find information about local events despite many community and cultural offerings.
- Consider a Westminster Culture Newsletter, similar to Camden's, allowing organisations to add events to a public database.
- Use available advertising space, like Transport for London spots, and lower advertising costs for community and cultural events.
- Address high event costs in London and support young people in running their own events.
- Maximise social media promotion and offer it in multiple languages to reach all Westminster residents.
- Secret London was cited as a good example of citywide event promotion.

2. Spaces - Community events and spaces (identified by all 4 groups).

- More spaces are needed for night-time community and cultural events, with various suggestions for achieving this.
- Support for community and culture should extend beyond the West End and Soho to the entire borough.
- Utilise Westminster's cultural diversity through community events, comedy, live music, and theatre, beyond just food and drink.
- Build on successful community events like Midnight Runners and revive activities like rollerblading and silent discos.
- Encourage and promote more community festivals, with council support or facilitation.
- Year-round markets, including food markets, are ideal for bringing communities together and supporting local businesses.
- Great parks could host night-time community events but are closed due to inactivity or safety concerns.

- Parks and historic buildings are increasingly at risk of damage, affecting their potential for community and cultural events.
- Encourage the use of 'dead space', such as retail spaces at night and nightclubs during the day, to increase event venues.

3. Inclusivity - Who's gathering and are all voices represented? (identified by all four groups).

- Dedicated spaces are needed for different groups to connect with their communities:
- Family-friendly spaces and child-free areas.
- More evening and night-time activities for families, especially for working parents.
- Accessibility for young people and teenagers in cultural venues (many events are 18+).
- Spaces and events catering to neurodiverse individuals, such as quiet rooms at gigs.
- A decline in dedicated lesbian spaces.
- Greater efforts are needed to engage young people and students, not just via schools and universities but also through youth clubs and social centres.
- Wellness spaces should be open both day and night.

4. Residents' Associations - Do they actually represent the community and are they promoting community and culture? (identified by two groups)

- The council should more often challenge resident groups, who are a vocal minority that can block cultural development.
- "They are an exclusionary echo chamber."
- More bipartisan groups like the Assembly are needed to bring all stakeholders together to address issues and opportunities.

5. Partnership and collaboration - How can we collaborate across the community? (identified by one group)

- The discussion on community and culture needs to extend beyond the Assembly, with more opportunities like it.
- Funding challenges, especially for youth culture, need attention, particularly since Arts Council England has withdrawn funding from London under the Levelling Up agenda.
- Companies are interested in supporting charitable causes, presenting an opportunity for partnerships to fund or support community and cultural initiatives.
- Residents feel the current cultural offerings are aimed at visitors, and more local engagement could address this.

What can be done: Community and Culture

Youth engagement

- Focus on Westminster's young people, teaching them about community and culture to ensure they become future custodians.
- Engage youth and provide access to community and cultural spaces.

Financial accessibility

- Community and cultural events must be affordable for locals.
- Address the costs of running these events.

Age-specific spaces

- Create spaces tailored for different age groups, with a focus on families and young people.

Diversity in Westminster arts

- Expand community and cultural events to enhance Westminster's offer.
- Invest more in the arts and encourage wider participation.

Ward forums for residents and businesses

- Create more forums for collaboration between communities and stakeholders, similar to an Assembly format.

Support local

- Local businesses, artists, and community groups should be central to the Westminster After Dark approach.

Neighbourhood-level approach

- Westminster's diversity requires localised strategies, not a one-size-fits-all borough-wide plan. Engage local stakeholders in neighbourhood-level planning.

Economic Development and Opportunities - Facilitated by Kate Nicholls OBE, UK Hospitality and David Kaner, Covent Garden Residents Association

Priorities identified: Economic Development and Opportunities

1. Cost barriers in Westminster (identified by all 4 groups).

- Consider a local discount scheme.
- Grassroots music venues for young people are lacking.
- Hybrid models could balance revenue generation at night with non-profit operations during the day.
- Alcohol-free venues could be trialled.
- Reducing VAT and bills could help businesses.
- Long leases deter new businesses.
- Lack of spaces for under-18 activities.

2. Community and collaboration in economic development (identified by all 4 groups).

- Residents' groups may not represent the majority.
- Consider the "agent of change" principle in new developments near nightclubs.
- Student accommodation impacts local communities.
- Improved communication between stakeholders is needed; a central hub could facilitate collaboration.
- BID fees are too expensive for small businesses; a local network could help.
- Inward investment should support small businesses, but curbing large corporations is challenging.

3. Transport considerations (identified by all 4 groups).

- How to encourage commuters to stay or spend in Westminster?
  - Free travel after 10 pm or cheaper off-peak travel could help.
  - Travel services should adapt to new economic and social trends.
  - Noise issues must be managed, and businesses shouldn’t bear all the responsibility.

4. Night-time closure of spaces (identified by all 4 groups).

- Why don't more businesses (museums, libraries, etc.) stay open later?
- Diversify night-time options beyond bars and nightclubs.
- The requirement to serve hot food for alcohol licences is outdated.
- Venues could operate differently for different age groups.
- Support small businesses staying open at night.

5. Concerns around empty spaces (identified by 3 groups).

- Improve use of existing venues.
- Simplify access to empty spaces; support needed for small businesses and pop-ups.
- Clarify ownership of empty spaces.
- "Around Here" supports access to empty premises in London.
- Shaftesbury CapCo offers short-term rent to small businesses.
- Landlords set rents; councils lack power to cap them. Government is consulting on seizing unused commercial property.

What can be done: Economic Development and Opportunities

Opening at night and maximising space

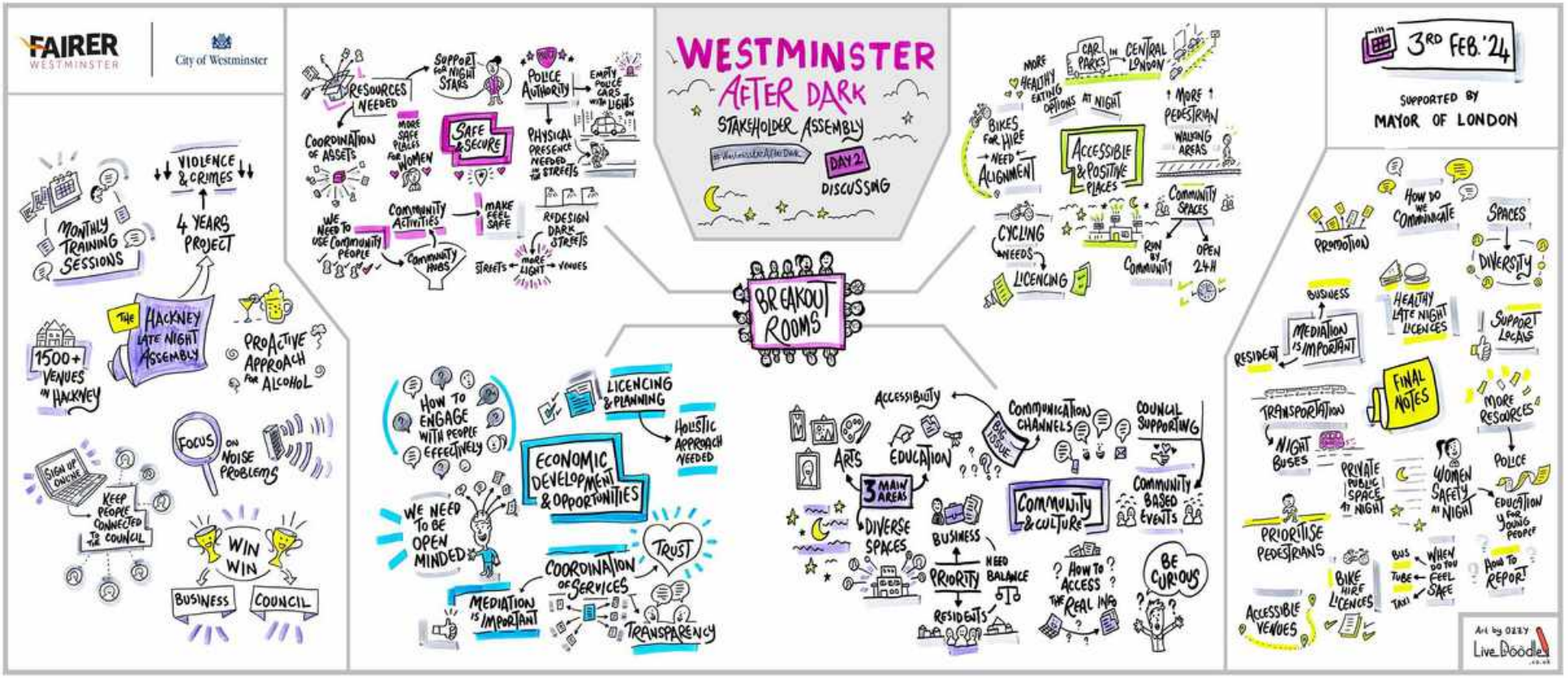
- Night-time opening presents challenges like staffing. Solutions could include apprenticeships or alternative worker options.
- Support night-time businesses by addressing the impact of business rates.
- Enhance Westminster's night-time appeal through public realm improvements like lighting, ambience, parks, and street performers.
- Encourage the better use of empty spaces and extend pub opening hours.

Collaboration

- Support local initiatives and increase communication between stakeholders, potentially through a forum.
- Make data accessible so the public can view relevant information alongside the council.
- Ensure a range of voices and views are captured on ENT matters. The assembly is evidence that the silent majority's voices are not heard, and decisions are made based on individuals with a negative view of the ENT.
- Commonplace has been effective but is expensive; continued use would be appreciated.

Promotion

- Social media, especially TikTok, has been effective for promotion and could be used to even greater effect.
- Highlight night-time destinations beyond the West End and counter the idea that it's Westminster's only night-time hotspot.
- Small, concentrated activities like food pop-ups diversify the night-time offerings without needing large-scale transformations across all areas, and without contributing to the concerns raised by some residents.


FAIRER WESTMINSTER
City of Westminster
WESTMINSTER AFTER DARK
STAKEHOLDER ASSEMBLY
#WestminsterAfterDark
DAY 2
DISCUSSING
3RD FEB. '24
SUPPORTED BY
MAYOR OF LONDON
BREAKOUT ROOMS
RESOURCES NEEDED
SUPPORT FOR NIGHT STARS
COORDINATION OF ASSETS
SAFE & SECURE
MORE SAFE PLACES FOR WOMEN
POLICE AUTHORITY
EMPTY POLICE CARS WITH LIGHTS ON
PHYSICAL PRESENCE NEEDED ON STREETS
WE NEED TO USE COMMUNITY PEOPLE
COMMUNITY ACTIVITIES
COMMUNITY HUBS
MAKE FEEL SAFE
REDESIGN DARK STREETS
STREETS
MORE LIGHT
VENUES
MONTHLY TRAINING SESSIONS
VIOLENCE & CRIMES
4 YEARS PROJECT
THE HACKNEY LATE NIGHT ASSEMBLY
1500+ VENUES IN HACKNEY
PROACTIVE APPROACH FOR ALCOHOL
SIGN UP ONLINE
KEEP PEOPLE CONNECTED TO THE COUNCIL
FOCUS ON NOISE PROBLEMS
WIN WIN
BUSINESS
COUNCIL
HOW TO ENGAGE WITH PEOPLE EFFECTIVELY
WE NEED TO BE OPEN MINDED
LICENCING & PLANNING
HOLISTIC APPROACH NEEDED
ECONOMIC DEVELOPMENT & OPPORTUNITIES
COORDINATION OF SERVICES
TRUST
MEDIATION IS IMPORTANT
TRANSPARENCY
MORE HEALTHY EATING OPTIONS AT NIGHT
CAR PARKS IN CENTRAL LONDON
BIKES FOR HIRE NEED ALIGNMENT
ACCESSIBLE & POSITIVE PLACES
MORE PEDESTRIAN WALKING AREAS
CYCLING NEEDS LICENCING
COMMUNITY SPACES
RUN BY COMMUNITY
OPEN 24H
ACCESSIBILITY
ARTS
EDUCATION
BIG ISSUE
3 MAIN AREAS
DIVERSE SPACES
BUSINESS
PRIORITY
NEED BALANCE
RESIDENTS
COMMUNICATION CHANNELS
COUNCIL SUPPORTING
COMMUNITY & CULTURE
COMMUNITY BASED EVENTS
HOW TO ACCESS THE REAL INFO
BE CURIOUS
PROMOTION
HOW DO WE COMMUNICATE
SPACES
DIVERSITY
BUSINESS
MEDIATION IS IMPORTANT
RESIDENT
HEALTHY LATE NIGHT LICENCES
SUPPORT LOCALS
FINAL NOTES
TRANSPORTATION
NIGHT BUSES
MORE RESOURCES
POLICE
PRIVATE PUBLIC SPACE AT NIGHT
WOMEN SAFETY AT NIGHT
EDUCATION FOR YOUNG PEOPLE
PRIORITISE PEDESTRIANS
BUS
TUBE
TAXI
WHEN DO YOU FEEL SAFE
HOW TO REPORT
BIKE HIRE LICENCES
ACCESSIBLE VENUES
Art by OZZY
Live Doodles

4.3 Day Three: Conclusions

The focus of the third day of the assembly was for participants to help shape a vision and a set of guiding principles as foundational elements for the ENT Strategy. Vision and principles are essential components of strategic development, providing clarity, inspiration, alignment, and ethical guidance to the development of the ENT Strategy, striving to achieve meaningful impact and sustainable success.

A guest speaker, James Hulme, Director of External Affairs and Strategy at the Office of the 24-Hour Economy Commissioner, New South Wales Government, gave a presentation titled "Realising Our Global Ambitions – Best Practice" to set the scene for the day. He covered useful approaches and key learnings from the process New South Wales followed in developing their ENT strategy, how the needs of the entire community were considered, and the key opportunities and challenges identified.

Discussing principles and actions

One of the outcomes from the stakeholder assembly is a set of recommendations for Westminster City Council to consider as part of the Evening and Night Time Strategy and any related policies. These recommendations consist of a set of principles and corresponding actions, organised by theme. The definitions of "principles" and "actions" that were presented to the assembly are as follows:

Principles	The principles act as a guide for those involved in Westminster After Dark, helping them choose actions that match the assembly's goals and priorities.
Actions	These are recommendations to bring the assembly's aspirations for Westminster in the evening and night-time to life.

Between days two and three of the assembly, the independent facilitators, Six Till Six, reviewed all the notes taken during the assembly, which captured the discussions from days one and two. Using this information, Six Till Six developed draft principles and actions for the assembly to consider on day three.

Participants were placed into the same groups as on day two. With the support of volunteer facilitators, the groups deliberated and voted on the principles and actions to submit to Westminster City Council. The officers discussed and recorded amendments to the principles and actions. Extensive notes were taken during these discussions by note-takers from Westminster City Council, which have been collated by Six Till Six and applied to the final set of principles and actions.

5.0 Recommendations of the **Assembly**

5.1 The principles and actions

Appendix 4 notes the discussions around the draft principles and actions initially presented. The overarching principles have been updated following the assembly's feedback. Additional comments and requests relating to the principles and actions for each theme are in appendix 4, and should be considered alongside the actions by Westminster City Council when developing the ENT Strategy.

Overarching principles and actions

Principles	Actions
1. **Ongoing collaboration between all stakeholders becomes our way of working.** 2. **Communication helps prevent frustrations from escalating.** 3. **Westminster belongs to us all. We are lucky to have this gift to share and can expect everyone who shares in it to treat it with respect.** 4. **We recognise the needs and aspirations in each area of the borough may be different.** 5. **Mediation, collaboration and compromise need to be considered in order to find balance.** 6. **When people come to London, they come to Westminster. It needs to cater for diversity and be open to all people, regardless of capability and background.** 7. **The views of organisations and individuals should be valued, recognised, respected and catered for in a balanced way, seeking representative and proportionate decision making and consultation, rather than just those of the loudest and most active voices and groups.**	A. Facilitate better communication between residents and businesses to resolve issues. B. Bring the community together, as with the Assembly, to identify common goals and explore reasonable compromise when necessary. C. Ensure that any views or decisions are representative of the community as a whole. D. Data and information should be shared more broadly to inform our conversations. It should be accurate and consistent and come from an independent, trusted source. E. Decisions should consider the priorities of all parts of the community in an equitable way - the quality of life of residents, the viability and health of businesses, the enjoyment and safety of visitors, students and workers.

Safe and Secure principles and actions

1. Everyone can play a part in making Westminster safer - supported by 91% of assembly members.

Actions
Connect all organisations open after 6pm with opportunities to improve the effectiveness and speed of their response to harassment and other safety concerns.
Greater collaboration is needed between all organisations operating between 6pm and 6am to join up and identify opportunities to amplify each other's work to improve safety.
Work collaboratively with partner organisations and the private sector, such as door teams, to identify opportunities to increase uniformed presence at night.
Create easy opportunities for anyone to gain the knowledge and skills needed to support potential victims when witnessing an incident without compromising their own safety, effectively creating a larger community of "better bystanders" in Westminster.
Adopt an early intervention approach through education and behavioural change campaigns aimed at reducing negative behaviours towards women and communicating what is acceptable and what is not.
Direct efforts and activity at targeting behaviour and driving change amongst perpetrators or potential perpetrators, rather than victims or potential victims.
Explore options with the relevant BIDs and other partners to address the higher levels of crime and ASB that can occur in the locations that do not have a BID in place.

2. Safety is important for all, and the challenges facing different groups are higher - supported by 100% of assembly members.

Actions
Strive towards continually improving safety and feelings of safety for women and girls.
Research the reasons why other communities may feel unsafe, for example LGBTQ+, Black, Asian, youth, the elderly, those with specific needs - and explore solutions.
Review approaches to begging prevention, including addressing root causes, to identify any further work that could be achieved.
Improve promotion and availability of services supporting vulnerable people including substance abusers, rough sleepers and those involved in prostitution or who are subject to modern slavery or who have been trafficked. These issues need to be more fully understood in Westminster to ensure responses are effective.

3. Publicity, prevention and action are all important to improve safety and feelings of safety - supported 100%.

Promote and educate people on what constitutes/can be reported as crime or ASB, how exactly to report these issues, what can be expected after they have been reported and how to escalate the concerns if satisfactory action has not been taken.
Actively promote how the evening and night time is policed, to enhance understanding by everyone in the community.
Partners in Westminster should communicate better with neighbouring boroughs to ensure a coordinated approach to safety. Data transparency between boroughs should be explored as part of this work.

4. The public realm after dark needs to feel safer - supported 90%.

Actions
Ensure CCTV is in place in public areas of Westminster such as on-street and on the tube network to enable effective monitoring of all areas where this is required, and that it is monitored and working.
Review lighting options in dark areas to improve safety and feelings of safety, especially where people go running or park bikes, and around parks.
Explore simple measures that can improve feelings of safety and feelings of safety at night, e.g. lit shop fronts, no roller shutters, avoiding big disparities in lighting levels, providing people with whistles.
Consider the impact of developments on safety - e.g. Paddington Basin development being locked at 10pm forces pedestrians to use surrounding poorly lit streets.

5. Travel and transport at night should feel safe and be safe - supported 100%.

Actions
Review transport link improvements with a focussed and needs-based approach, e.g. targeting currently irregular evening and night time provision.
Consider how to improve passenger safety and feelings of safety for evening and night time journeys, including the very end part to our front doors, which can often feel the least safe part.
Make transport affordable, to ensure that people do not make travel choices which compromise safety, for example walking home alone at night.

6. Safety initiatives are widely adopted and promoted - supported 90%.

Actions
Effective promotion, elevated visibility and better clarity on the safety schemes available is needed, to ensure they are known about, their specific purpose is understood, and they are used by any who needs to use them.
Promote the positive effect that operating safety schemes such as Ask for Angela and/or being spike aware have on customer confidence and driving consumer behaviour, to encourage even more businesses to operate them and embed ongoing staff training programmes on these schemes.
Identify best practice safety initiatives from other locations to explore what else could be adopted in Westminster.
Lend full weight to the excellent Safe Havens initiative through promotion, a recruitment drive for more sign ups, by identifying and removing any barriers to signing up and actively seeking out different types of spaces that could be Safe Havens e.g. stations.

Accessible and Positive Places principles and actions

1. Westminster is inclusive, diverse and accessible - supported 100%.

Actions
Support access to equality, diversity and inclusion training for all organisations and all roles. The welcome on the door is a particularly important element in this ambition.
Continue to promote Westminster as a destination that promotes equality, diversity and inclusion, specifically highlighting any work carried out on this agenda.
Identify a senior individual to act as an accessibility advocate for Westminster, ensuring this agenda has an ongoing, consistent focus.

2. Public spaces are positive places to be - supported 97%.

Actions
Lighting should be well considered as to how it makes a space feel at night, and how it helps users to navigate the city after dark whilst being mindful of environmental impacts.
Seasonality affects how accessible and positive Westminster is and this should be considered - for example, in winter light could be used more effectively at night to highlight Westminster's key features and encourage a broader range of uses, for example by enabling families to use playgrounds after dark.
Consider how appropriate and maintained toilet provision could be made available to avoid street urination issues and how streets can be kept clean more consistently.
Review availability of public bins and increase on-street recycling opportunities to reduce litter, as well as positioning of bins on pavements to address people having to walk on the road.
Identify opportunities to address the issue of narrow pavements, which can create a stressful pedestrian experience. Consider pedestrianisation or restricting cars where this is possible.
Thought should be given as to how to support wayfinding and signposting safe routes appropriately after dark.
There is a need for more green spaces and more accessible spaces at night, including outdoor seating. Thoughtful uses of small spaces such as flower beds, bike racks and benches should be pursued.

3. Buildings and spaces are appealing and accessible - supported 90%.

Actions
Open historic buildings and other spaces in Westminster further into the evening and night. Ensure all diversity and accessibility needs to these spaces are supported as much as possible, including provision of disabled toilets and baby changing facilities.
Make more information about the accessibility of Westminster and its spaces available online, being mindful of digital exclusion.
Support event organisers and venues to create space and activities tailored for neurodiverse people and those with different access needs.
Many kerbs are steep drops; flattening them would help avoid falls/injuries and assist safer cycling.

4. Public transport is a viable option for everyone - supported 100%.

Actions
Ensure all public transport is more regular at night, runs later and is accessible to all - physically and economically, and expand the current provision to provide public transport options to currently unserved locations.
Identify improvements to walking and cycling infrastructure (lighting etc.) to facilitate active travel after dark.
Capitalise on the potential to grow the night tube network, being mindful of impacts such as noise from trains and people entering and leaving the stations. The Elizabeth Line may be a good place to start.

5. On-street issues and nuisance are dealt with effectively and at the earliest opportunity - supported 100%.

Actions
Improve current reporting mechanisms, ensuring that it is clear how to report each type of concern, that response times and actions taken are improved, and that outcomes are visible and reported back to the complainant.
Educate everyone on the way issues are prioritised by the statutory partners, e.g. if an issue is ongoing, it is best to keep reporting it as this provides the evidence that it needs attention.

Community and culture principles and actions

1. Community and cultural activities are well promoted - supported 97%.

Actions
Improve the promotion and awareness of community and cultural events and how people can get involved, to make sure everyone feels included.
Better promotion of local groups and businesses.
Improve multi-channel communication and engagement with young people including through social media.
Develop appropriate communication opportunities to promote Westminster's cultural offer, ensuring organisations and groups are able to contribute content for inclusion and promotion.

2. Spaces meet the needs of all sections of the community - supported 100%.

Actions
Support the availability of indoor and outdoor spaces to meet the needs of all sections of the community and consider empowering volunteer investment.
Utilise empty spaces better and streamline processes to enable people to use space for these events. Appointing a dedicated co-ordinator for community investment would assist with this.
A creative approach to finding spaces for the community and to hold events is needed - for example rooftops, commercial or public buildings not currently open or underused post 6pm e.g. libraries. Engaging property owners e.g. Church of England, Crown Estate, Grosvenor Estate.
Balancing the sharing of space across different users - for example, spaces and experiences for families, youth, tourists, different communities and cultures.
Identify barriers to young people and community groups and explore how these can be reduced, to encourage emerging promoters and creatives to put on events.

3. Community and culture is inclusive and accessible to all - supported 97%.

Actions
Communities should have their own spaces that they can flourish in - greater awareness of what is available is needed.
Youth engagement and provision of opportunities are paramount to create a lasting sense of community and culture.
Financial accessibility to culture and to the community should be carefully considered, especially now that Arts Council England has prioritised investment outside of London.
Going cashless needs careful consideration so as to not prevent anyone accessing the evening and night time.
Identify ways to spread cultural and community events into areas outside of Soho and the West End and identify spaces in which these activities can be hosted, ensuring they are accessible to the community both physically and financially.

Economic development and opportunities principles and actions

1. Curate spaces and opportunities within Westminster for the benefit of all - supported 97%.

Actions
Explore potential to audit empty units with landowners to understand why they're empty, incentivise these being put back into use and identify alternative uses e.g. small business pop ups, start up opportunities.
Create a registry of social enterprises and other businesses and their needs to match them to avenues of support for their needs, e.g. if they need space, aim to match them to empty units.
Consider how to address financial barriers to engagement with the cultural offer e.g. a discount scheme for residents, young people, tourists and other groups.
Economic development and opportunities need to be considered borough-wide, including noise and disruption of developments, with specific approaches taken for specific areas – it's not just Soho.
Planning should add more social value to the area.
Review how developments and opportunities could be communicated and consulted on to secure a more balanced, representative range of views from the wider community, rather than the loudest groups and individuals.
Include the youth voice in conversations about developing Westminster as a place.
More collaboration between residents, businesses and the council, including more co-produced space, would support innovation.
Identify ways to celebrate and reflect the history, community and culture of Westminster in the offer.
An exclusive benefits and discounts scheme for residents in the borough could further cement positive relationships with the evening and night time.
Consider how upskilling and education opportunities could be made available in the evening and at night, for example with workshops to learn new skills.

2. Support businesses in the borough to flourish and strengthen relationships between businesses and residents, enhancing mutual understanding - supported by a majority following a change from the original wording.

Actions
Improve engagement with businesses by fostering a business network across the borough with opportunities to share ideas and best practice and learn from businesses outside of Westminster.
Consider how mediation and brokering open communication could be used to facilitate better conversations amongst different groups and achieve swifter and more positive outcomes to any issues, applying compromise and fairness to everyone concerned.
Support businesses to upskill their staff in appropriate topics and provide employment, apprenticeship and mentoring opportunities.
Encourage markets to be open later, working in close partnership with any local residents to ensure any impacts of noise and cleaning are mitigated.
Recognise that the level and type of noise and other adverse impacts varies based on many factors and seek tailored rather than blanket approaches to reduce these where necessary.
Aim to achieve balance through a vibrant, appealing, diverse offer with levels of activity that lend themselves to making all feel welcome and safe, without unfairly impacting on residents and other neighbours such as neighbouring businesses.

3. New concepts and ideas are encouraged and made possible - supported 92%.

Actions
We should support innovation and diversification to keep the offer fresh, inclusive and vibrant with an increased focus on health. For example, more support for independents, encouraging low and no alcohol, healthy options and arts and cultural spaces.
Streamline application processes required to do business, to reduce the administrative burden. Planning and licensing in particular should go hand in hand.
Consider how business rates incentives could be used to encourage small businesses to start up and to become well established, increasing the diversity of the offer.
Cater for young people, different cultures and communities - Westminster belongs to everyone.
Supporting local people, such as local artists, to benefit from opportunities in Westminster should be a focus.

5.2 Agreeing the Vision

The definition of a vision was presented to the assembly as follows:

Vision

A vision statement is a short, clear description of what we want to achieve in the future.

In the afternoon, the following three draft visions were presented to the assembly for discussion and debate. They took a highly collaborative approach to mutually agree on a vision with different points of view taken into account by the wider group.

Vision 1

"To support and enhance Westminster's world class evening and night-time, whilst providing opportunities that meet the needs and aspirations of our residents, visitors and post-6pm working community through collaboration and effective communication."

Vision 2

"To use communication, collaboration and compromise to enable residents, businesses, visitors and others in Westminster after 6pm to enjoy a positive experience without disproportionately impacting on the community."

Vision 3

"To ensure all who visit, live or work in Westminster after 6pm have a voice and feel listened to, safe and supported, whilst providing facilities and opportunities that maintain its status as a global destination offering a unique, vibrant, culturally rich experience for all."



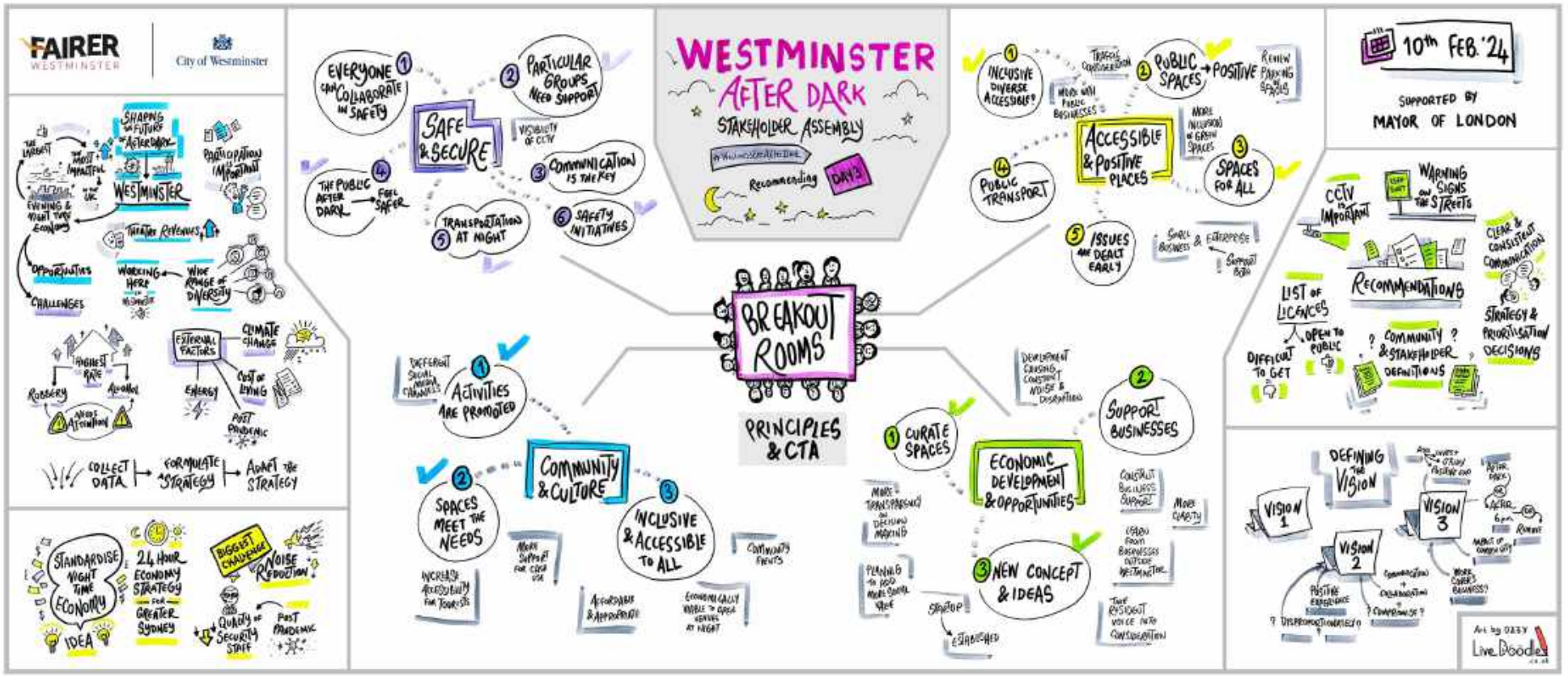
The Assembly's agreed **Vision**



"To ensure all who visit, study, live, work or invest in Westminster have a voice and feel listened to, safe and supported, whilst providing facilities and opportunities after 6pm that maintain its status as a global destination, offering a unique, vibrant, culturally rich and positive experience for all."

Key Remarks on Day Three

- There was a lot of discussion between participants about the need for balance and ensuring the vision for the evening and night time didn't favour one group, for example businesses not having an adverse effect on residents but also being given room and freedoms to generate a vibrant night time economy.
- "Listened to" and "heard" were words participants wanted to be reflected in the vision and this was very much the approach they were displaying with each other - making sure everyone's views were shared and considered.
- It is important to acknowledge that not everyone's views could be taken forward, but decisions were reached through discussion and collaboration, and through voting where a consensus was not possible.


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WESTMINSTER AFTER DARK
STAKEHOLDER ASSEMBLY
#WeLoveAfterDark
Recommending
DAY 3
10th FEB. '24
SUPPORTED BY
MAYOR OF LONDON
BREAKOUT ROOMS
PRINCIPLES & CTA
SAFE & SECURE
EVERYONE CAN COLLABORATE IN SAFETY
PARTICULAR GROUPS NEED SUPPORT
VISIBILITY OF CCTV
COMMUNICATION IS THE KEY
SAFETY INITIATIVES
TRANSPORTATION AT NIGHT
THE PUBLIC AFTER DARK → FEEL SAFER
ACCESSIBLE & POSITIVE PLACES
INCLUSIVE DIVERSE ACCESSIBLE?
TRAFFIC CONSIDERATION
WORK WITH PUBLIC BUSINESSES
PUBLIC SPACES → POSITIVE
REVIEW PARKING OF SPACES
MORE INCLUSIVITY OF GREEN SPACES
SPACES FOR ALL
PUBLIC TRANSPORT
ISSUES ARE DEALT EARLY
SMALL BUSINESS & ENTERPRISE
SUPPORT BOTH
COMMUNITY & CULTURE
ACTIVITIES ARE PROMOTED
DIFFERENT SOCIAL MEDIA CHANNELS
SPACES MEET THE NEEDS
MORE SUPPORT FOR CIVIL USE
INCREASE ACCESSIBILITY FOR TOURISTS
INCLUSIVE & ACCESSIBLE TO ALL
AFFORDABLE & APPROPRIATE
ECONOMICALLY VIABLE TO OPEN VENUES AT NIGHT
COMMUNITY EVENTS
ECONOMIC DEVELOPMENT & OPPORTUNITIES
CURATE SPACES
DEVELOPMENT CAUSING CONSTANT NOISE & DISRUPTION
SUPPORT BUSINESSES
CONSULT BUSINESS SUPPORT
MORE CLARITY
MORE TRANSPARENCY IN DECISION MAKING
PLANNING TO ADD MORE GREEN SPACE
STARTUP
ESTABLISHED
NEW CONCEPT & IDEAS
LISTEN FROM BUSINESSES OUTSIDE WESTMINSTER
TAKE RESIDENT VOICE INTO CONSIDERATION
RECOMMENDATIONS
CCTV IS IMPORTANT
WARNING SIGNS ON THE STREETS
CLEAR & CONSISTENT COMMUNICATION
STRATEGY & PRIORITISATION DECISIONS
LIST OF LICENCES
DIFFICULT TO GET
OPEN TO PUBLIC
COMMUNITY & STAKEHOLDER DEFINITIONS
DEFINING THE VISION
VISION 1
VISION 2
VISION 3
POSITIVE EXPERIENCE
MORE CYCLE'S BUSINESS?
SHAPING THE FUTURE OF AFTER DARK
WESTMINSTER
THE LARGEST
THE MOST IMPACTFUL
IN THE UK
EVENING & NIGHT TIME ECONOMY
PARTICIPATION IS IMPORTANT
THEATRE REVENUES
OPPORTUNITIES
CHALLENGES
WORKING HERE
WIDE RANGE OF DIVERSITY
HIGHEST RATE
ROBBERY
ALCOHOL
NEEDS ATTENTION
EXTERNAL FACTORS
CLIMATE CHANGE
ENERGY
COST OF LIVING
POST PANDEMIC
COLLECT DATA
FORMULATE STRATEGY
ADAPT THE STRATEGY
STANDARDISE NIGHT TIME ECONOMY
IDEA
24 HOUR ECONOMY STRATEGY FOR GREATER SYDNEY
BIGGEST CHALLENGE
NOISE REDUCTION
QUALITY OF SECURITY STAFF
POST PANDEMIC
Art by OZZY
Live Doodles

6.0 Evaluation

6.1 Aims of the Assembly

The aims and objectives of the assembly were focussed on:

Enhancing understanding and partnerships: The assembly brought together residents, visitors, businesses and other key partners to address barriers and develop collaborative, pragmatic solutions to common issues, with a focus on 'collective prosperity'. It aimed to enhance the knowledge of members, officers and the public about the challenges faced by hospitality and entertainment businesses. A key objective of the assembly was to support Westminster's commitment to ensuring fair and consistent application of licensing policy, regulation, and compliance through more informed decision-making that best benefits businesses.

Facilitating new opportunities: The assembly aimed to provide context to support and inform the development of the Council's first Evening and Night-Time (ENT) Strategy. It offered a unique platform for residents to voice their concerns in the presence of businesses and other key partners and vice versa. Businesses had the opportunity to share their views on both current and future opportunities and challenges. This was intended to help Westminster City Council better understand business needs and identify opportunities for growth, investment, and diversification.

Changing policy to support business: The council has several policy levers, such as those related to licensing and planning, which Westminster City Council's new ENT Strategy will help to guide. The strategy, along with subsequent policies, should recognise how best to support businesses operating after 6pm, while fostering improved communication and positive relationships between stakeholders, particularly between ENT businesses and local residents. The assembly sought to ensure that future council policies and plans better reflect business needs and enable them to assess their likelihood of success before submission, thereby avoiding wasted time and money on applications unlikely to be viewed favourably by the local authority.

6.2 Impacts on the Participants

Participants in the assembly were asked about their perceptions of the impact of the assembly both prior to and following the three assembly sessions. They were also asked to rate their knowledge of the four assembly themes both before and after participating. A summary of the responses is shown below.

Assembly members generally had more positive feelings about Westminster's evening and night-time and a much greater understanding of the thematic topics following participation in the assembly. However, some assembly members still felt sceptical that there would be action resulting from the assembly.

Question	Percentage scoring high	Change from pre-assembly
How confident are you that this assembly will have a positive impact on Westminster's evening and night-time?	56% answered "very confident" or "extremely confident".	An increase of 13%, and in turn 13% fewer people gave the answer "not very confident" or "somewhat confident"
Overall, how useful have you found the assembly?	78% answered "very useful" or "extremely useful"	n/a
How do you feel about Westminster's evening and night-time after the assembly?	85% scored "somewhat positive" or "very positive"	Prior to the assembly, 22% of participants felt negatively about the ENT. After the assembly, none of the participants felt negatively.
How would you rate your knowledge of the following themes relating to Westminster's evening and night-time? (scale 1-5 with 5 being high)		
Safe and secure	93% scored 4 or 5	+63%
Community and culture	93% scored 4 or 5	+49%
Opportunities and economic development	83% scored 4 or 5	+59%
Accessible and positive places	85% scored 4 or 5	+63%
Is the assembly process something you could see working for other strands of work at Westminster City Council?	88% responded yes	n/a

Participants completing the survey were also able to add comments, all of which are included below:

Although aloof when it comes to believing politicians at a national/global scale, I firmly believe local politics are the key to foster more development/actually rich experiences.

Very positive form of consultation

I think everybody had a voice and a say on Westminster After Dark, and this has been a successful way of communication with all stakeholders

[The success of the Assembly] Depends on policies and funding available.

I hope this assembly has a positive impact on Westminster's evening and night-time

[I am not very confident that the Assembly will have a positive impact because a] Lack of Councillors, no Night Tsar, no leadership in the room = Either pre-decided or [we are] about to be ignored

Great summary taking into account all opinions

[Before the Assembly, I was] Generally sceptical

Everyone felt heard. Different points of view were addressed

The participants represent Westminster's demography - but not its visitor profile which was very underrepresented. We need to gather views from tourists especially

Westminster needs to become less bureaucratic

Thought it'd be another tickbox exercise.

[We were] Not informed on what to expect, or the impacts of the assembly

[The Assembly will be successful] Because Westminster values consultation

As long as it [stakeholder assembly] is a continuing initiative [then the process will be successful]

I think the recommendations and themes are still very broad that the outputs should have been distilled down further

7.0 Learnings from the Stakeholder Assembly

7.1 Practical Learnings on the Process

- Arranging the assembly dates with a longer interval between them would provide valuable time to incorporate insights from earlier sessions into the agenda of subsequent ones.
- Holding the assembly on three consecutive Saturdays proved challenging for many attendees, particularly for those running businesses that operate at night.
- Adequate breaks are essential, as the days are quite intensive.
- Fewer speakers, with more time allocated for discussion and questions, would be advantageous.
- Participants may sometimes fixate on a particular issue or idea, which can spill over into other themes. This calls for careful facilitation to keep discussions focused and themes distinct.
- The primary purpose of assemblies is to provide informed guidance on complex issues that local authorities may struggle to resolve without external input. In this context, a more focused approach, delving deeply into the more contentious topics, might have offered greater long-term benefits than addressing a broader range of issues with less depth.
- Clarify definitions with the assembly, as some terms were interpreted differently by various members.
- When running a stakeholder assembly, allow participants to select more than one stakeholder category during the expression of interest stage. Some individuals identified as both residents and business representatives, and capturing this in the demographic breakdown would be beneficial.
- Ensure strong collaboration within the project team when briefing facilitators, so everyone is clear on their expectations and roles.
- Limit the number of note-takers to one or two per session, as having more results in an overwhelming amount of information to process.
- On day three, many participants wanted to delve into specifics about how the principles and actions should be implemented. Being explicit about the advisory role of the assembly could help manage expectations in future exercises.
- The excellent pre-engagement work could have been more intentionally presented during the assembly sessions, as these broader engagement insights were underutilised in informing the discussions.
- Consider carefully to whom roles are assigned and the potential unintended consequences. In some cases, debate occurred between non-assembly members, such as residents and business representatives, during sessions meant to focus on the voices of assembly members only.

7.2 Other Observations on the Exercise

- Assemblies are an invaluable model for ensuring that a wide range of voices, often without a platform, are heard. The value of the process lies not only in gathering insights from the assembly itself, but also in enabling participants to hear from one another. With this in mind, there could be merit in intentionally including more active participants from residents' associations within the assembly, to ensure they directly hear the views expressed by fellow residents and other stakeholders and that they have been part of a fully democratic process.
- Many residents involved in the stakeholder assembly expressed a desire for greater choice and vibrancy after dark. As one resident put it, “I live in Westminster precisely *because* it’s so buzzing.” There was a far greater alignment of views between residents and businesses in the assembly than Westminster City Council typically experiences.
- This model is particularly effective for deliberating on contentious issues. It may have been beneficial to narrow the focus of the assembly to achieving balance between the needs of residents, businesses, visitors, and workers after 6pm, exploring in more depth how this could be accomplished. This would address a complex issue where consensus is often difficult to achieve and where Westminster is sometimes criticised by both residents and businesses.

Appendix 1: Project Team and Stakeholders Engaged by the Project

Westminster City Council Staff

- Kerry Simpkin - Head of Licensing, Place & Infrastructure Policy & Projects
- Catherine Brice - Programme Director
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Six Till Six Project Team

- Sylvia Oates - CEO, Six Till Six (Facilitator)
- David Lucas - Senior Consultant, Six Till Six (Facilitator)
- David Randall - Director, Six Till Six
- Isaac Heatlie- Senior Projects Officer, Six Till Six

Westminster City Council Volunteer Facilitators

Expert Speakers

- Cllr Geoff Barraclough - Cabinet Member for Planning and Economic Development, Westminster City Council
- Cllr Aicha Less - Deputy Leader and Cabinet Member for Communities, Children and Public Protection, Westminster City Council
- Paul Broadhurst - 24 Hour London Manager, Greater London Authority
- Mark Williams - Director of Destination, Heart Of London Business Alliance
- Tim Molden - Head of Security and Licensing, Capital Arches Group
- Augustine Anyaegbuna - Sergeant, Met Police
- Stella Abani - Director of Economy and Skills, Westminster City Council
- Daniele Lul - Co-founder & Community Engagement Director, Parapride
- Professor Marion Roberts - Professor Emeritus (Urban Design), University of Westminster
- Dr. Adam Eldridge - Senior Lecturer in Sociology, University of Westminster
- Jacy Stewart - Social Economy Impact and Investment Consultant, For Business Sake
- Chris Barlow - Co-Chair, Westminster LGBT+ Forum
- Myra Soni - Member of Youth Parliament, Westminster Youth Council
- Conor Hunt - Senior Creative Learning Manager, Ambassador Theatre Group
- Tim Lord - Chair, The Soho Society
- Kate Nicholls - CEO, UK Hospitality
- Michael Kill - CEO, Night Time Industries Association

- Scott Marshall - Placemaking Specialist, Shaftesbury Capital
- Peter Rogers - Managing Director, Sustainable Acoustics
- Sam Mathys - Late Night Levy Manager, London Borough of Hackney
- Sam Deeprose - General Manager, Royal Society of Arts
- David Kaner - Chair, Covent Garden Community Association
- Steve Lewis - Business Security and Resilience Manager, Marble Arch BID
- Rebecca Cloke - Head of Place Shaping, Westminster City Council
- James Hulme - Director, External Affairs and Strategy, Office of the 24-Hour Economy Commissioner, New South Wales Government

Other stakeholders engaged as part of the project

- Millbank Academy Coffee Morning
- Bessborough Family Hub
- Women's Group Mary Smith Pantry
- St. Johns Wood Cycleway Consultation
- Westminster Together
- King's College
- London Chinese Community Centre
- London Chinatown Chinese Association
- North Paddington Programme
- Kulan Somali Organisation
- Mosaic Trust
- Libraries
- Leisure Centres
- Active Westminster
- Safer Business Network
- Pubwatch
- Clubwatch

Appendix 2: Day One Discussion Detail

Expectations for the Assembly

- Open conversation and engagement
  - Happy to see the Council take the lead on engagement with stakeholders rather than residents "*having to chase WCC for answers*".
  - To discuss after-hours concerns.
  - To discuss the public realm of Westminster, lighting and cleanliness are two key points for this discussion.
  - To discuss and seek to improve the evening and night time offer in Westminster.
  - To discuss concerns around the safety of women at night.
  - To discuss opportunities.
  - To discuss environmental concerns.
  - Have an open-minded approach.
  - To share experiences and views.
- To learn:
  - To learn about and address problems relating to crime and antisocial behaviour.
  - To learn about other stakeholders' interests and priorities for Westminster After Dark.
  - To find out more.
- To improve, develop and support:
  - To give back to Westminster.
- A Safer Westminster.
  - Improvement of drink and drug use issues.
  - To support independent businesses, small businesses and their staff.
    - To develop more community events.
  - To progress changes to the evening and night time "I was surprised there wasn't already a night time plan".
- To focus on location specific issues and opportunities:
  - To be able to map issues and opportunities in Westminster on a big map; To build a plan for Westminster based on these location specific findings.
  - "Why have we had such a shift in culture in the last 15 years - shift in drinking culture away from alcohol impact on night time economy".
  - Gentrification of Soho - "Soho has changed for the worse in the last 15 years because of all the money that has been invested there, too many corporates and not enough independents. Are we going back to the original culture? No authentic community in Soho anymore".
  - It's not just about Soho, there are other high streets such as Edgware Road.
- "Interested in the Maida Vale to Harrow Road area".
- "Not sure what to expect".

Commitments of the Assembly:

- The council officer facilitators noted that some of the participants questioned what was being asked here, the commitments raised included:
  - A diverse perspective.
  - To provide insight into the events scene in Westminster (events promoter).
  - We have committed to attending all three Saturdays, "*This is a big commitment*".
  - Time and knowledge.
  - "*I have a lot of views on how we can do better and hope that we can make changes*".
- There were then some commitments that appear to be ideas or suggestions around what the Council could commit to addressing:
  - "*Less buses at night and on weekends*".
  - "*Taxpayer money spent better*"

Discussion on the Safe and Secure Presentations

What do you know now that you didn't before?

- General
  - "*This is not being looked at with a holistic approach, nothing will be solved if this is not done*".
  - "*Everything in this section was new to me".*
- Transport
  - One of the issues Westminster has relates to getting people into the West End and getting them home due to issues with Transport for London – people have to resort to getting taxis home due to the lack of night transport, this is something that is a problem across London.
  - As a consumer – "*we can't rely on public infrastructure to get home safely*" i.e. getting home safe after a night out in Soho. There were references to safety concerns when using buses at night, particularly when riding "*on my own on the upper deck, so instead I have to pay to get a taxi home".*
- Perceptions
  - There is a perception that we are reliant on the police to keep us safe but people feel less confident in policing due to reporting issues and a lack of follow-up.
- Business implications
  - A lot of responsibility is being placed on businesses to keep people safe rather than the police due to a lack of funding - "*There is no way that venues can take on this extra responsibility*"...balanced with *"Businesses need to provide a legal and safe space*".

"*If more places are open [licensing] then places are more safe"*- If there is only one pub open late, there will be fewer people around, less security and people will feel less safe.

- The number of jobs that have been lost in the night time, how can these be brought back?
- The number of hospitality businesses that have closed and the fall in expenditure in this industry.

- Crime
  - The numbers of sexual assault crimes are very high, however, participants were not surprised about the violence against women and girls statistics.
  - In relation to the drop in alcohol related crime: "*This is very good news.*" The assembly members discussed: does this relate to the fact that young people are drinking less?
  - Didn't know about the statistics that the police shared in their presentation.
  - According to some participants, drugs are one of the biggest problems
  - Some participants felt that bars are not looking out for people who come to get drunk and are not supporting people who are already intoxicated. Some participants pointed out how difficult it is to mandate when bars should stop serving customers who are intoxicated.
- Initiatives
  - Many of the participants didn't know about the Night Stars
  - "Great that they can support the police and be a deterrent but they don't have any legal powers".
  - The Night Stars are great but they are not a solution - more police and efficiency are needed.
  - More Night Stars are also needed.
  - There needs to be people who are first aid trained on patrol with the Night Stars.
- The presentation about the Night Stars sounded like the initiative is focused on people who go out drinking or become vulnerable when out drinking e.g. people being spiked. There should be more being done with the regular people going home. It could be good to promote it more in those terms as well, so people are aware that it is also available to them.
- The majority of the participants didn't know about the work McDonald's [Capital Arches Group] were doing to support safety.
- Having learned about these initiatives, some participants Identified a need to broaden the focus of these beyond nightlife venues to include those returning home, with considerations for promoting awareness accordingly.
- "The info we have been presented today should be on the website".
- Uniform presence
- "When coming home late from school, homelessness issues are scary" (when there is no Night Stars or police presence).

What were you surprised by and why?

- Partnership working
  - The amount of partnership working taking place - however, concerns were raised around how collaborative this work is. The Council has a role in bringing these people together.
  - It was also highlighted how partnerships with other councils are needed, to ensure support is provided to areas on the border of the borough.
  - Particularly surprised by the positive partnership between WCC and GLA as it feels like this is not normally the case.
  - "*This [safe and secure] is something for everyone. We are responsible as licensees to get everyone home, security might accompany people home, or put them in a minicab and take a photo of the number plates*".
- Promotion and communication
  - The lack of communication of these initiatives and communication between agencies and businesses.
  - Lots of good stuff but maybe lack of a digital approach, is there an app or alert system for the different businesses to collaboratively alert each other of dangers and issues?

- Initiatives
  - Initially surprised that McDonald's (Capital Arches Group) were presenting in this theme as participants were unaware of their night safety initiatives.
  - Pleasantly surprised at the importance and work of the Night Stars.
  - "*Upset that this isn't a paid role, volunteering means less ownership*".
  - Surprised that there are only 70 Night Star volunteers when this initiative seems really important – one participant referenced an incident where Night Star volunteers were arrested due to giving out rape alarms during the Coronation Parade, which could affect people wanting to volunteer.
  - Questions were raised over why the Night Stars weren't out Thursday-Sunday.
- Statistics and crime
  - More people report to A&E with sport-related injuries than alcohol-related injuries – many participants thought alcohol related injuries would be higher.
  - "*Lots of information provided by the presentations*".
  - Didn't know St James and West End had the most crime.
  - Noticing variations in crime types between different areas, such as the contrast between St. James' Park and Mayfair, this highlights the importance of tailored approaches to crime prevention.
  - Being frustrated with the prevalence of gangs related to drugs in areas where there was no problem before such as Lisson Grove or Pimlico.
- Links to other themes
  - Speakers mentioned that London is "world-class" - London is not what it used to be (lack of grassroots venues, small independent, live music, premises losing their premises); impact of the redevelopment of Tottenham Court Road. Alternative activities are important, for example, international food events.
  - The use changes of the Olympic Stadium - there have been numerous changes in service/activities offered in this space over the years.
  - Whilst some comments were not specifically related to Safe and Secure, participants felt that the issues/themes cannot be treated separately.
- Topics thought to be missing:
  - Surprised there was no discussion around organised crime.
  - The lack of a holistic approach. For example, black cabs would always pick someone up and make sure they were alright. That doesn't always happen now. There is now less of a connection and community responsibility.
  - It was surprising that the issue of rough sleeping did not come up throughout the discussion. Pointed out how it would be useful to provide additional training for rough sleepers to prevent worsening of the situation.

Do you still have questions?

- *Many participants used this discussion to air their own grievances or suggest solutions as opposed to posing questions about the theme. All contributions have been recorded.*
    - Uniformed presence
        - Why are there not more police on patrol in Westminster?
        - Greater police presence across Westminster is needed, including Sergeants in uniform.
    - Safety initiatives
        - The user-friendliness of the website needs improving.
        - Confusion around the role of St Anne's Church in the Night Stars and Safe Haven programmes - highlighted a lack of awareness of these schemes and where Safe Havens are.
        - How do people find out about these different initiatives?
        - Lots of questions around McDonald's [Capital Arches Group] - More awareness needed: "*why is their work not being done in Victoria Street?*".
        - The Council needs more resources to fuel safety initiatives.
        - There needs to be more marketing and promotion of what is already being done.
    - Public realm
        - Where are the public toilets at night? The public toilets in Soho are closed, leaving nowhere for people to go.
        - Increased lighting creates feelings of safety.
    - Business implications
        - What support is there for businesses?
    - Statistics
        - The statistics were useful but more clarity on their sources would have been appreciated.
        - Need more data from the council, and all data should be uniform.
    - Crime
        - More understanding of the evolving challenges posed by drug gangs in previously unaffected areas like Lisson Grove/Pimlico and exploring strategies for addressing these concerns effectively.
        - What are the common causes of crimes?
        - How does the BTP work together with the Met Police?
        - How is organised crime being tackled? - "*Sweet shop on Oxford Street being a crime front. Resourcing and funding drop in crime. Oxford St is an uninviting area to shop, needs more investment*".
        - Who is responsible for dealing with antisocial behaviour (ASB), the police or the council?

    - Missed topics
        - Support those in adult social care (those with dementia or mental health issues at night).
        - Interest in delving deeper into the issues surrounding homelessness, including the rise in rough sleeping and the utilisation of empty apartments as potential solutions.
    - Feedback on session
        - Acronyms were confusing for participants.
        - Still need more information.
        - Couldn't see the screen.

Accessible and Positive Places

What do you know now that you didn't before?

- Initiatives
    - Many didn't know about Parapride and participants thought that their presentation and work was great.
    - Most of the participants had not considered ecology in the evening and night time - Many made particular reference to the changes to lighting in Westminster to accommodate bats.
- Transport
    - The large number of journeys being made and how many people work at night.
    - The fact that it is mainly men travel at night and that women don't travel at night as much due to safety concerns.
    - Transport needs to be made safer and more accessible - the transport network needs to improve generally.
    - Recognising the significance of buses as the primary mode of transport in London, especially considering limited alternatives, particularly post-6 pm commuting.
    - Traffic makes women feel safer - "*This shouldn't be the case*".
- Public realm
    - The development of Strand Aldwych and the benefit this had on the community.
    - Old Compton Street should remain pedestrianised.
    - Harrow Road is accessible for disabled people.
- Other
    - "*I was quite familiar with accessibility*".
    - "*I had no interest in this presentation at all*".
    - More safety initiatives for children.

What were you surprised by and why?

- Transport
  - The low level of car ownership in Westminster and the fact that women feel safer in private cars. "*Can we tap into the use of unused cars? Could the council create a pilot scheme to help with getting people getting home safely?*".
  - Some participants felt there was a lack of effort to enhance accessibility within the London Tube network.
  - Some found the notion of buses operating past 6pm surprising, it was suggested that there is still room for improvement despite existing adequacy.
  - Some also speculated that straight men might feel safer using night buses and tubes compared to other demographics.
  - Consideration of alternative transportation options such as bicycles, and safety concerns, primarily during walks home due to potential risks like being followed or phone theft, were highlighted.
- Public realm and location-specific points
  - Accessibility for toilets – "*Are there any toilets open in Westminster late at night? Need to build more toilet facilities if they don't want people publicly urinating – this is a big problem in the West End. The Council has introduced initiatives such as 'Don't pee off Soho' but haven't increased the amount of toilets open late alongside this*." Could look to other areas and regions for inspiration, for example, Japan's innovation with toilets that allow users to see their surroundings whilst using them and maintaining their privacy.
  - There is a lack of benches for people to rest on in Westminster.
  - The wards are so different – each ward has different needs and challenges i.e. Marylebone is very different to the West End. The plan needs to be adapted for each ward.
- Equality, diversity and inclusivity (EDI)
  - Participants realised the importance of precise demographic language, especially regarding night tube users.
  - The importance of EDI with a focus on gender diversity and inclusivity in all areas of the plan was emphasised. It is essential to understand what this means for everyone, as people might have different understandings of inclusivity.
  - There was also a discussion on the balance between inclusivity and creating overly segmented groups and how that might affect our perceptions. One person posited that there might be an excess of inclusiveness.
  - Some participants shared that they feel a sense of community and acceptance when they go out in the evening and night-time around Westminster.
  - Some participants reported feeling embraced by communities that prioritise inclusivity, with London being viewed as one of the most inclusive cities globally.
- Links to other themes
  - Funding for more security on the streets.

Do you still have questions?

- General
  - What is the council doing to make Westminster more accessible? How are they supporting businesses to make their spaces accessible?
- Transport and getting around Westminster
  - What can we do to make women feel safer on public transport late at night? Are there any council initiatives?
  - What is the budget to support and improve transport? Transparency of transportation budgets is needed.
  - Need to focus on outside of the West End and individuals' journeys home.
  - Transport needs to stick to the timetables.
  - Westminster is quite an accessible place but this depends on your needs.
  - Using pavement spaces in different ways – accessibility at night for mothers and those with little ones needs to be considered.
  - Not all buildings are wheelchair accessible, but the borough is quite wheelchair accessible compared to other boroughs in London.
  - The buses can be quite raucous but they still feel safer than the tube.
  - Westminster is a 15-minute city, i.e. everything you need is within a 15 minutes walk from any point in Westminster.
- Public realm and location-specific points
  - Businesses put rubbish out on the streets. These streets are already very narrow so this affects access as well as making the area look unattractive. There needs to be a more coordinated approach to waste collection.
  - What is the plan for Soho? "*There needs to be regular meetings*".
  - The quality of the pavements is really poor.
  - Westminster is an attractive place.
  - Lighting at night is not good, "*The removal of the gas lamps was a mistake*".
  - Westminster doesn't make the most of its historical buildings.
- Financial accessibility
  - Westminster is not financially accessible because it's so expensive.
  - There needs to be a change in culture.
  - The cashless approach is a problem - it creates privacy issues - cash still needs to be in the community.
  - Free or cheap third places are needed - communal spaces outside of home or work.

- Data and statistics
    - Participants wanted a deeper breakdown of user demographics in narrower categories, to get a better understanding of the issues that were discussed. The methodology of data collection should also be shared, to ensure its relevance and depth.
    - More comprehensive insights or data on various aspects discussed were requested as some of the presentations felt like data was being used to support opposing views. It would be good to have one comprehensive data source.
    - Some participants felt like the data presented didn't represent the right information.
- Other
    - The link between sleep and health/well-being needs to be explored as part of this theme.

Community and Culture

What do you know now that you didn't before?

- General
    - Community and Culture is hard to define. It's hard to find out about what's happening with community and culture in Westminster. Someone needs to take leadership of it.
- Spaces for community and culture
    - It is difficult to get space in Westminster to host outdoor festivals/events – it's very expensive for people to do community engagement events which puts people off creating these events, especially at night time.
    - The use of different spaces like churches and outdoor space was highlighted as positive and something that should continue with more opportunities for collaboration.
    - It was good to see St Anne's Church operating as a Safe Haven and supporting the Night Stars.
    - There need to be more activities available, for example, film clubs. There is a lack of opportunities for space and some also raised concerns about the closure of libraries.
    - Insurance companies and providers need to be involved in this plan - companies are reluctant to change their insurance policies to be allowed to stay open late. Can the council work closely with insurance providers?
- Young people
    - Many didn't know about the Youth Council and were impressed by their attendance.
    - It is important to listen to everyone, including young people - more youth offer is needed.

- Inclusivity and access to culture
    - Access for everyone, some raised concerns about prioritisation of school and youth activities. References to difficulties for older adults to access community spaces in the evening were made.
    - There was also a discussion around the importance of ensuring that culture is provided to visitors who come to Westminster to explore this. The need to balance this with ensuring that the local community, particularly those from underrepresented groups, can access this culture too.
    - Understanding the importance of outreach programs targeting marginalised communities, to bridge gaps in accessing cultural venues. It was also suggested that an outreach programme going to local schools, SEND organisations and churches could improve the feeling of accessibility to culture in Westminster.
    - Emphasising the significance of making everyone feel valued and welcome in cultural spaces, and addressing barriers to entry, such as socioeconomic background.
    - As an example, it was pointed out how having free or discounted access to museums could make them more accessible for people.
    - Recognising numerous missed opportunities beyond Soho, particularly focusing on cultural engagement and inclusivity.
- One group recorded priorities and learnings, some that were specific to residents and some specific to businesses.
    - Residents said:
        - More schools are doing trips to the theatre/sports activities in the evening.
        - There are more activities for children in the evening.
        - Subsidised everything to residents.
        - More money is needed as none of this is possible without funding.
    - Businesses said:
        - Promoting more accessibility in business.
        - Late night shopping.
    - Encourage people to stay on after they visit Westminster.
    - Diversifying your offer to everyone; families, young people, and workers.
    - More flexible licences for local shops.
    - Smaller business support, advice, empowerment, finance.
- Feedback on the panel
    - Engaging with this panel was challenging - there was no opportunity for participant contribution and some participants were unsure how community and culture was related to the evening and night time.

What were you surprised by and why?

- The Youth Council
  - Some were surprised at the involvement of the Youth Council on this - "*Doesn't really feel like there are young people in Westminster*". [non-resident], but as pointed out by the Member of Youth Parliament we need to encourage youth engagement.
- Current work
  - Didn't realise the vast variety of work the Ambassador Theatre Group does in the community.
  - The amount of community activities/services provided by WCC.
- Availability of space and missed opportunities
  - Individuals on the panel were not clear about what they wanted to use available spaces for.
  - The lost opportunity to have an LGBT centre in the borough, the organisation chose to set up in Southwark instead.
- "*Broadwick Street office should have community use*".

Do you still have questions?

- The availability of space for community and cultural activities
  - Clarity/transparency on which council-owned spaces the council allow people to use (both indoor and outdoor spaces). It's unclear what is currently happening with the council and panel organisations.
  - Process/pathway to negotiation with private sector organisations about their vacant spaces.
  - A bridge needs to be created between the beneficiaries to know what they can support and how to better communicate what is available to people. How can we better use space in our communities? Flexibility in licensing and planning to support this was discussed.
  - Parks have a lot of functions that could be enhanced, including exercise at night.
  - Multiple use of space is key - how can we use day time spaces that are closed at night and vice versa?
  - Create places where people want to be.
  - Let residents know how to organise a free event in a park or area and support them.
  - Pedestrianise side streets.
  - References to the number of pubs that have closed since the pandemic were made, with some suggesting that these buildings could be repurposed into community hubs; the landmark building in Covent Garden was suggested.
  - Obstacles that are preventing community access to available space should be investigated, are landlord restrictions the biggest hurdle here?
  - West End live events could be hosted at night, for example, Strand Aldwych could be used for events.

- Inclusivity
  - We need to encourage the engagement of residents who have English as an additional language.
  - Need to address cultural differences more, particularly religious differences that prevent some groups from getting involved in some activities in Westminster.
  - More non-alcohol-led venues, as some cultures feel left out.
- Building a community
  - Community partnerships need to be promoted.
  - Addressing the challenges of building community ties in areas that cater for tourists. It was mentioned how hard it might be to create a community/feel like you are part of a community if everyone around you is just passing by your area.
    - It was also mentioned the number of hotels in Westminster might be too high and can lead to a lack of a community feel.
  - It would be beneficial to consider better ways to enhance relationships among residents, particularly those living above commercial spaces, to foster a greater sense of shared responsibility for communal areas.
- Youth engagement
  - It's important that young people have the opportunity to learn as much as possible about other cultures before they get older.
  - Youth engagement to prevent people from joining gangs in the borough is needed; including providing accessible spaces and activities to prevent this from happening.
- Links to other themes
  - Transport - The tubes are already really crammed and they stop running at a certain time so it feels like people are being forced out of Westminster when the tube closes.
  - Change in the night time economy - Thursday is the new Friday due to the change in hybrid working, this needs to be addressed and considered.
  - "*What will I do from 12pm - 5am if out in Westminster?*".
  - How supportive is WCC of changes to businesses' licences?

Economic Development and Opportunities

What do you know now that you didn't before?

- Economic development
  - Areas are being gentrified - Sustainable economies are not surviving.
- Noise
  - More initiatives relating to noise are needed - There is a need to acoustically protect homes. It is important to consider good and bad operators, some will comply with restrictions and conditions but others will not. Maybe more regulation to ensure that noise-proofing is installed to a minimum standard is needed.

- Noise
    - Noise is not just about venues though - Throaty modified engines need regulation and should not be allowed in the middle of the night.
    - The Museum of London is considering opening 24 hours a day.
    - Many didn't know about the existing work to mitigate noise issues by premises such as shops and pubs including engaging with residents via social media and implementing noise reduction strategies like signage.

What were you surprised by and why?

- Premises
    - Printworks closing to be developed into flats.
    - Occupiers will always pay more for places with a late-night licence.
- Noise
    - Focus on noise in Soho and the impact on residents (discussions around noise pollution) – Soho has always been a residential area and the focus should not be to 'move super clubs' out of London.
    - Surprised at the amount of people suggesting that it should always be the responsibility of businesses to fix or mitigate any issues. "*Businesses can't knock down and rebuild their businesses*".
    - Noise issues and people gathering around businesses/transport hubs - the main issues with noise are from people rather than the businesses themselves; one suggestion to address this was to encourage businesses to support people to get home by allowing them to wait for transport in their venues.

Do you still have questions?

- Support to run events and activities
    - Make the process easier for people to host events in Westminster.
- Regulation
    - An idea that some participants were keen on was to limit the number of complaints that can be levied against specific venues, overseen by the council to increase the urgency for businesses to manage their noise accordingly and avoid being fined/revocation of their licence.
    - A participant mentioned the effectiveness of noise mitigation regulations (especially in Soho) and the role of door staff in managing outside disturbances in areas like Soho.
    - "*Soho is a nightlife hub and should continue to be, and residents know what they signed up for in living in the area*".
- Communication and mediation
    - It would be good to encourage more communication between residents and businesses to help with community engagement. One idea could be establishing small community boards or hosting monthly gatherings in pubs, to encourage dialogue and address neighbourhood concerns more effectively.

- Recruitment and investment
  - Continue to promote apprenticeships for local talent.
  - Visa issues were discussed, they are a hurdle for international talent.
  - More funding and investment for businesses.
  - Tax bigger businesses more and reinvest revenue in talent development.
  - Invest in resident training.
  - Tension from resident groups to stop investment in the night time economy - more investment in cleaning could help.
- Public realm
  - More toilets or access to businesses to go to the toilet. – maybe provide an incentive for businesses to allow the public to use their facilities.



EVENING AND NIGHT-TIME STAKEHOLDER ASSEMBLY

APPENDIX 3: PARTICIPANT INFORMATION PACK

City of Westminster

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Westminster After Dark



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City of Westminster



Project **Background**

Westminster City Council's Fairer Economy Plan commits to developing 'Westminster After Dark' – the Evening and Night-time Plan (ENTP) for Westminster. The aim is to bring together various stakeholders, each with their own interests, such as those that own a business here or that live, work in or visit the borough, to decide on a shared vision for the evening and night-time in Westminster. We hope that by ensuring all of these different groups are involved, the vision that is developed is one that feels right and fair to all.

The ENTP aims to find a balance by promoting economic growth while making sure our evening and night-time activities are sustainable, keeping Westminster as a great place to live and work. Westminster City Council understands that involving businesses, residents, and stakeholders is important in developing our ENTP. The ENTP also supports other work that is happening at the same time, which will help to put the resulting plan into action.

City of Westminster

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What's an Assembly?

An Assembly is an approach that brings together a diverse group of the public, who are randomly selected to represent the social distribution of a given area. Members are invited to participate for a time-limited period to discuss and think about a clearly defined question and make recommendations on what should be done about a specific issue.

An assembly is a type of deliberative democracy. Deliberative democracy prioritises informed decision-making by a representative sample of the population to achieve a set of collective recommendations, focusing on the best outcome for the whole community, rather than the most popular.

Topic of this Assembly

The topic of the Assembly you are attending is Westminster's evening and night-time. Evening and night-time refers to the period between 6pm and 6am. Pages 8-10 in this pack provides some information about the different stakeholders in the evening and night-time.

The borough of Westminster includes the districts and neighbourhoods of (roughly north to south) St. John's Wood, part of Maida Vale, Paddington, St. Marylebone, Bayswater, Soho, Mayfair, St. James, Knightsbridge (in part), South Kensington (in part), Westminster and Pimlico. Between Victoria Station and Hyde Park lies Belgravia, part of the Grosvenor Estate. The Portland and Cavendish estates and the Crown Estate of Regent's Park are located farther north within the borough.

Westminster's Assembly

Thank you for providing your time to participate in this assembly. You are one of 50 people selected at random through a process to bring together a group of people that is representative of the borough of Westminster in terms of demographics and different stakeholder types. The Assembly meetings will take place at Westminster City Hall, across three consecutive Saturdays (27th January, 3rd February and 10th February).

You will be building the vision and principals for the Evening and Night-time Plan. Your final recommendations will be presented to the Leader of Westminster City Council and his Cabinet Members. Westminster City Council will then use your vision and recommendations to inform the developments of the Evening and Night-time Plan.

Types of Attendee At the Stakeholder Assembly

Assembly Member	Subject Experts	Facilitators
50 participants that together are representative of Westminster's demographics, and representing the following groups: • Residents • Visitors to Westminster's ENT • Businesses open after 6pm • Night workers	**Subject matter experts on various Evening and night-time topics, such as:** • The Greater London Authority • Metropolitan Police • Resident Associations • Trade Associations • Westminster City Council members and officers • ENT specialists from other global leading destinations	**The UK's leading evening and Night-time consultancy will independently facilitate of the Assembly, including:** • Sylvia Oates, CEO of Six Till Six • David Lucas, consultant for Six Till Six **They will be supported by:** • Trained Westminster City Council officers • Subject matter experts



The Question

You will work with your fellow participants to answer this important question:

"How can we support and enhance Westminster's world class evening and night-time, whilst meeting the needs and aspirations of our residents, visitors and post-6pm working community?"

You will be exploring this through the themes of:

Safe and secure	**How can we improve safety and feelings of safety so:** Residents and businesses feel safe in their communities and are not subject to ENT ASB. Nobody is put off coming to Westminster to visit or work. All partners work together to improve safety.
Community and Culture	**How can we further empower and celebrate our diverse communities and culture so:** People that live in Westminster have something post-6pm for them. Businesses are able to provide a more diverse offer to attract visitors.
Economic Development and Opportunities	**How do we support the successful economic growth of Westminster's evening and night-time so:** Businesses can develop whilst living alongside residents. Local residents are protected from adverse impacts. Westminster attracts global and local talent through access to training, apprenticeships and employment opportunities.
Accessible and Positive Places	**How can we ensure Westminster's evening and night-time is accessible to all and provides a positive impression as a place so:** It is easy for everyone to get in and around Westminster. The borough offers a great, inclusive experience to everyone. Westminster is an attractive, green and healthy place to be in the evening and night-time.

Outline of the **Assembly Days**

Each day starts with registration between 9:30am and 9:45am to enable us a prompt 10am start. There will be regular opportunities for you to feedback with your thoughts and breaks and lunch are provided. Each day will finish at 4.30pm.



27th January: Learning

- Welcome and Assembly purpose
- Presentation from the Greater London Authority and Heart of London Business Alliance
- ***Break***
- Guest speakers on *Safe and Welcoming*
- Discussion opportunity
- Guest speakers on *Accessible and Positive Places*
- *D*iscussion opportunity
- ***Lunch***
- Guest speakers on *Community and Culture*
- *D*iscussion opportunity
- Guest speakers on Economic Development and Opportunities
- Discussion opportunity
- ***Break***
- Feedback from assembly participants about the day
- Wrap up and closing remarks



3rd February: Discussing

- Welcome back and day one recap
- "Themes Safari" – assembly members further explore the themes that most interest them
- ***Break***
- Feedback from facilitators on the 'Themes Safari'
- ***Lunch***
- Themes "deep dive". An opportunity for you to focus on each theme as you choose.
- ***Break***
- Themes "deep dive". An opportunity for you to focus on each theme as you choose.
- Feedback from each theme facilitator to the whole Assembly.
- Wrap up of the day and closing remarks



10th February: Recommending

- Welcome, recap and introduction to the day
- Inspiration from Sydney and New York
- Round table discussion, developing the principles of the evening and night-time strategy
- ***Break***
- Prioritising the principles
- ***Lunch***
- Review the draft vision statements
- Group feedback on draft vision statements
- ***Break***
- Vote on the vision statements
- Recap of the Stakeholder Assembly journey and next steps
- Wrap up and closing remarks



Who are the ENT **‘Stakeholders’?**

Westminster’s evening and night-time is a crucial part of the local economy and community. In 2021, over 60,000 people were employed in Westminster at night and businesses that opened at this time contributed £3billion to the local economy. Any business that sells alcohol or is open to sell food beyond 11pm is required to have a licence to do so issued by the local authority, this includes restaurants and cafés. A licence is also needed for gambling, sexual entertainment venues and other types of entertainment.

Westminster’s evening and night-time is more than just licenced premises, however; Westminster After Dark acknowledges this and takes an all-encompassing view of Westminster’s evening and night-time and all those within it. The following pages aim to list and provide a brief description of all of the individuals, groups, organisations and activities that the stakeholder assembly should consider in its work. Further information and links to many organisations mentioned can be found in the glossary at the end of this pack.

Westminster's **ENT Stakeholders**



Businesses and business groups

- **Licensed businesses** like pubs, bars, restaurants, nightclubs, off licences, supermarkets, cultural institutions like theatres, galleries and museums
- **Non-licensed businesses** that are open after 6pm like shops, pharmacies and cafés
- **Business Improvement Districts** (BIDs). A BID is a geographical area in which the local businesses have voted to invest together to improve their environment. BIDs provide additional or improved services, identified by the local businesses. This could include extra safety, cleaning or environmental measures. There are 17 BIDs in Westminster, covering most areas within the borough.
- **Trade Associations.** A trade association, also known as an industry trade group, business association, sector association or industry body, is an organization founded and funded by businesses that operate in a specific industry.
- **Landlords/landowners**: There are a number of organisations that own commercial buildings in Westminster, leasing them out to business owner tenants.



Residents and resident groups

- **Residents.** There are 205,087 residents in Westminster. 51% are female, 49% male.
- **Residents' Associations.** A residents' association is a group of people from the same area who get together because of a shared interest in a local area. These associations might organise community events for local people or work to make changes in their area. There are around 20 in Westminster.
- **Neighbourhood Forums.** Neighbourhood planning gives communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area. A neighbourhood forum is an organisation or group empowered to lead the neighbourhood planning process in an area. Westminster has 16 neighbourhood forums.



Workers, visitors and the visitor economy

- **Night workers**, those that work any time between 6pm and 6am such as nurses, security staff, taxi drivers, bar staff, shop workers, street cleaning teams, etc.
- **Domestic visitors**. This means anyone visiting the borough from anywhere in the UK but not those that live in the borough.
- **International visitors.**
- **London & Partners** is London's international trade, investment and promotion agency. It supports the Mayor's priorities by promoting London internationally as a leading world city in which to visit, study, invest, grow and meet.



Educational institutions and their students

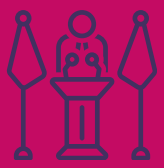
- **Universities:** The University of Westminster has 20,465 students.
- **Colleges and Further Education:** such as City of Wesminster College and Westminster Kingsway College.

ENT Stakeholders (cont.)

Public funded organisations (non-emergency services)









- **Westminster City Council (WCC).** WCC is the local authority for the whole borough of Westminster. 'Officers' relates to people employed by the council to fulfil its role. 'Elected Members' relates to the people elected by the local residents in Westminster to represent them (you may know them as 'Councillors'). Elected Members are unpaid, but do receive expenses. Some of the departments and functions within WCC that relate to the ENT are planning, place shaping, licensing, environmental health, regeneration, street cleaning and cleansing, community safety and more.
- **Greater London Authority (GLA)**. This organisation refers to the Mayor and 25 Assembly Members who are elected by Londoners and supported by a team of staff. The Mayor is responsible for making London a better place for everyone who visits, lives or works in the city. The Mayor provides citywide leadership, setting an overall vision for London and creating plans and policies to achieve it. The Mayor is elected every four years and the work of the Mayor is scrutinised by the Assembly.
- **Transport for London (TfL).** TfL is responsible for most of the transport network in London. In Westminster this includes the London Underground, London Buses, London Overground, Westminster, Millbank and Embankment Piers and Victoria Coach Station. It shares responsibility for managing Westminster's road network with Highways England and Westminster City Council.

Government funded organisations (emergency services)





- **Metropolitan Police.** The Metropolitan Police Service (MPS), formerly and still commonly referred to as the Metropolitan Police, is the territorial police force responsible for law enforcement and the prevention of crime within the ceremonial county of Greater London.
- **Chelsea and Westminster Hospital** offers a wide range of specialist and general hospital services. It also provides community care for a range of services, including its award winning sexual health clinics across London.
- **London Ambulance Service** is responsible for operating ambulances and answering and responding to urgent and emergency medical situations within London.

Volunteers and other groups





- **Night stars** are volunteers that operate in teams in Westminster at night, providing assistance and support to those in need or who are vulnerable due to intoxication.
- **Representative groups** such as the Westminster Youth Council, the voice for young people in the borough, gathering their views and presenting them to decision-makers or the Westminster LGBT Forum which represents the interests of those living, working in or visiting the borough. There are other groups, too.
- **Sports clubs, community centres, religious groups....** More information about the diversity of individuals and organisations can be found in the next section.



Key **Initiatives, Facts and Findings**

The following pages present relevant key initiatives together with facts and findings from the pre-assembly research, organised by each of the themes.

Westminster is a very diverse borough, and we have carried out discussion groups and other engagement across our wider community to capture a broad range of voices, views and experiences to put in front of the Assembly. We secured engagement with over 400 individuals in a variety of ways through visiting community groups and other organisations and liaising with community leads. We also used newsletters, digital and physical posters and WhatsApp messages to engage with community groups, businesses and residents.

The following pages include representative views that have been expressed through this engagement, together with facts and figures from credible sources.

More information about the ways we consulted with our stakeholders before the Assembly is shown in the appendix at the end of this pack.

Key Initiatives: Safe and Secure

Westminster City Council's ambitious Night Safety programme comprises of 6 core pillars, aiming to tackle the highest level of sexual offences in London, focusing on the evening and night-time economy, where the majority occur. This will be achieved through a combination of on-street presence, behavioural change interventions, business engagement and training, and action research with the diverse range of women who work, live, or visit the borough.

Each pillar is crucial to ending violence against women and girls in public spaces and ensuring the safety of women in Westminster, the heart of the country's evening and night-time economy.

NIGHT STARS



Night Stars are a team of volunteers there to help anyone who may find themselves in a vulnerable situation, needing a helping hand.

Night Star volunteers are focused on working with the West End's evening and night-time businesses to promote women's safety and reduce violence against women and girls.

SAFE HAVENS

Safe Havens provide a temporary place for women to recover and safely make their way home.

Our vision is for Safe Havens to act as places women can go to for a short break if they need to charge their phones or wait for a taxi to get home safely.

WOMEN'S SAFETY TRAINING

Westminster City Council is providing free online e-learning training courses on Anti-Sexual Harassment and Vulnerability Support as part of our Women's Night Safety Programme.

IT'S HER CITY TOO



This is a behavioural change campaign. We must all play our part in stopping sexual harassment and taking responsibility for everyone's safety. Help us to end sexual harassment and play your part by choosing not to ignore it.

WOMEN'S NIGHT SAFETY ACCREDITATION

WCC commissioned Six Till Six to develop a self-assessment accreditation for businesses in the borough, focused on increasing safety for women in the evening and night-time.

NIGHT SAFETY AUDITS

Our Night Safety Audit service is designed to provide valuable insights into the West End area and help to improve safety, accessibility, and vibrancy in the night-time economy. These audits identified that feelings of safety decline as the evening progresses, with the largest decline in women's safety after midnight. Another key finding was that women are more likely to go out in the West End on weekday evenings and return home at 11pm, meaning the diversity of patronage drops quite significantly as the night progresses.

Key Initiatives: Safe and Secure

LONDON WOMEN'S NIGHT SAFETY CHARTER

The Women's Night Safety Charter for London is a series of pledges that businesses in London can sign up to, to commit to protecting the safety of women at night, such as appointing a women's night safety champion in the business. It is an initiative led by the London Night Czar and the Mayor of London.

More than 1,500 businesses and venues across London have signed the charter to date.

PUBWATCHES

Pubwatch schemes are local, independent groups formed of people working in licensed premises. They often take part in safety and alcohol awareness campaigns.

The objectives of groups are:

- to tackle and prevent anti social behaviour and criminal activity
- promote safe drinking environments for customers and secure working environments for staff
- improve communication and sharing information between licensees

There are several pubwatch and similar groups within Westminster.

BUSINESS CRIME REDUCTION PARTNERSHIPS

A Business Crime Reduction Partnership (BCRP) is a partnership-based approach to preventing crime and disorder. The partnership, at its simplest, is an intelligence gathering and information sharing system that enables the effective prevention of crime and disorder. Safer Business Network manages several BCRPs in London.

PURPLE FLAG

Purple Flag is a national accreditation process that assesses for a safe, vibrant and successful evening and night-time environment. Currently, Leicester Square and Piccadilly Circus hold Purple Flag status.

BEST BAR NONE

Best Bar None is an annual award scheme which started in Manchester in 2003. The aim of the scheme is to reward best practice and safe licensed venues while providing a means for the police and local authority to work in a positive partnership with the licensed trade.

It assesses how well managed a premises is using a robust range of criteria.

In Westminster, the Heart of London Business Alliance, that runs many BIDs in the West End area, runs the Best Bar None scheme. In 2023, 23 licensed premises in the West End became accredited under the scheme.

ASK FOR ANGELA

Ask for Angela is the name of a campaign that is used by bars, pubs, clubs and other venues to keep people feeling safe by using a codeword to identify when they are in danger or are in an uncomfortable situation. Staff will then take them to a place of safety and support them however is appropriate to their situation.

BUSINESS NEWSLETTER

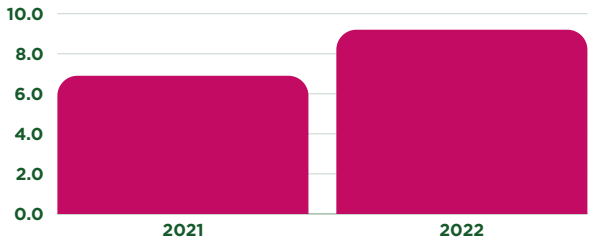
Westminster City Council produce a business newsletter which is sent to over 15,000 businesses on a fortnightly basis, providing key information, latest headlines, events and business support schemes to all Westminster based businesses.

Key Facts: Safe and Secure

How can we improve safety and feelings of safety so:

- Residents and businesses feel safe in their communities and are not subject to ENT ASB.
- Nobody is put off coming to Westminster to visit or work.
- All partners work together to improve safety.

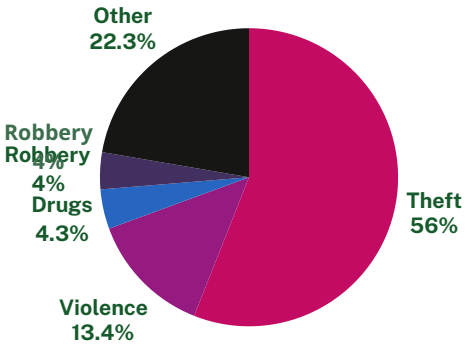
% OF LONDON CRIME TAKING PLACE IN WESTMINSTER



Westminster accounted for 9.2% of all crime in London (i.e not just ENT crime) in 2022 compared to 6.9% in 2021.

It must be remembered that 2021 included significant periods of closure for many businesses due to Covid, however by the end of 2022 crime levels exceeded pre-covid figures.

ENT CRIME IN THE PUBLIC REALM 2022



The highest crime by volume is theft, with the peak time for this being between 6pm and 8pm.

The 'Other' category contains many crime types, all under 4% by volume in the ENT.

LOCATION OF ENT CRIMES



70% of ENT crimes take place in the public realm (outside/on-street)

30% of all crime during the night-time involved a location related to licensing and the night-time economy



ENT AMBULANCE CALL OUTS



74% (2,904) of Westminster's alcohol related ambulance incidents occurred between 6pm and 6am and nearly two thirds (**63%** 2,465) were within the West End.

ALCOHOL RELATED ASB



- **48.7%** (6,668) of all police anti-social behaviour (ASB) calls in 2022 are recorded as taking place between 6pm and 6am. Of this figure, nearly two thirds were categorised as rowdy or inconsiderate behaviour. Across both the day and the night, 6.5% (n.757) of all anti-social behaviour (ASB) calls in 2022 are recorded as having been linked to alcohol.
- Fridays and Saturdays are peak days for alcohol related ASB.

Key Facts: Safe and Secure

NIGHT SAFETY AUDIT FINDINGS

The absence of a visible voluntary or healthcare presence was notable during the night audits. The current operation of the Night Stars on Friday evenings only could hinder individuals seeking the necessary assistance on other days of the week. There was also a lack of clear signposting for support services like the Night Stars and Street Pastors, raising questions about the visibility and accessibility of these crucial services. Increased police presence and improved safety were top priorities for enhancing the appeal of Westminster's ENT offer.

WOMEN'S ENT SAFETY STATS



84% of victims of sexual harassment are women.

50% of victims of sexual offences in Westminster are aged 24 and under.





55% of sexual offences occur during the evening and night-time, with the biggest number taking place on Friday and Saturday evenings.

NIGHT SAFETY SURVEY FINDINGS

- **1/3** of women surveyed reported feeling unsafe at night in Westminster.
- Women are **2.5 times more likely** to feel unsafe at night than men.
- Females who identify as part of the Global Majority were more likely than average to feel unsafe after dark – a perception not mirrored in males.
- **66%** of women have had an experience of street harassment.

Survey results showed that feelings of safety declined as the evening progressed, with the fastest rate of decline occurring after 9pm and the largest decline in safety perceived by female respondents after midnight. Business survey respondents felt safer working in Westminster on weekdays than on weekends, particularly after midnight. Street interviewees had mixed feelings of safety, with the lowest reported by Westminster residents.

Only 37% expressed satisfaction with safety. Safety concerns, particularly related to violence against women and unruly behaviour, were cited by 6% of respondents as reasons for not going out at night.

Key Findings: **Safe and Secure**

Each stakeholder group highlighted experiences of feeling less secure when walking alone during the evening and night-time. Many participants mentioned the importance of improving their personal safety to encourage more people to enjoy Westminster's nightlife and cultural offerings

Initiatives to improve safety that were suggested included Neighbourhood Watches in residential areas and community safety training.

Across all stakeholder groups, a common concern was the need for improved street lighting in certain areas, particularly in parks and alleys. Business owners expressed worries about poorly lit streets affecting foot traffic and the overall perception of safety in their establishments.

Residents also expressed concerns about personal safety, citing a desire for increased police presence, particularly in areas with high foot traffic during the evening and night-time hours.

35% of respondents named CCTV as a factor that would make them feel safer in Westminster at night, and 39% of businesses interviewed said CCTV would make them feel safer too.

"I enjoy seeing people enjoy themselves in a well-managed and safe way. The buzz and vibrancy of Soho owes a lot to its night-time. activities, including those that go on to the early hours of the morning." - Local resident and business owner

Key Facts: Community and Culture

How can we further empower and celebrate our diverse communities and culture so:

- People that live in Westminster have something post-6pm for them
- Businesses are able to provide a more diverse offer to attract visitors

THE COMMUNITY AND CULTURAL PICTURE IN WESTMINSTER



Westminster is home to 205,100 people, 45% from a global majority background. 26% of residents do not have English as their main language. Arabic is the most commonly spoken language after English but there is great variation across all wards. In the 2021 Census, 4% of residents reported that they could not speak English well or at all.



High streets form the heart of our communities – places where people, businesses and culture meet. Westminster has 27 major high streets and 38 smaller local centres.



The West End is the world's top cultural, entertainment, shopping and dining destination, with a global mix of 2,500 restaurants and bars, 2,000 shops, 40 renowned theatres, 30 museums and galleries and 17 Michelin-starred restaurants. Westminster's night-time economy is the largest in the UK, generating £3 billion, with 3,800 businesses employing nearly 60,000 people.

Restaurants, pubs/bars, cinemas/theatres, arts/music venues, and coffee/dessert places were popular with respondents to the night-time safety survey. 30% of female respondents wanted to see more activities with a no-alcohol focus as there was a general feeling of a lack of diverse activities offered at night.





Westminster's evening and night-time is not overly conducive to family outings or for the elderly population. It also undergoes a significant shift in patronage during the late-night to early-morning hours where diversity wanes as the night progresses.

The night safety audit showed a thriving and diverse patronage in the early evening, with a notable presence of women, couples, and families. The audits noted an observed vibrancy and diversity of activities creating a dynamic and lively atmosphere. Large male gatherings were relatively scarce, suggesting alternative preferences for this demographic.



Key Facts: Community and Culture

BUSINESSES OPEN AFTER 6PM IN WESTMINSTER

Licensed Premises

Businesses that serve alcohol, or serve food after 11pm , require a licence from WCC. Gambling premises, sexual entertainment venues and other types of entertainment also require a licence.

4,045 licences were held in Westminster in 2022 (c.3,900 in September 2021)

Restaurants comprised the largest category (39%)

13% are a shop, store or kiosk

Pubs & wine bars make up 11.4%

This distribution has remained consistent since February 2020, with a slight decrease in pubs & wine bars



Britain has lost 30% of its nightclubs since 2020

Other places to visit in Westminster

11,000 listed buildings and structures including the Westminster World Heritage Site

23 registered historic parks, including 5 royal parks

85 London squares

Most popular visitor attractions in the borough:

1. Somerset House (985,00 visitors per year)
2. ZSL London Zoo (742,000 visitors per year)
3. The National Gallery (702,000 visitors per year)

Key Findings: **Community and Culture**

Some stakeholder groups highlighted a desire for more inclusive community events that could bring together people from all ages and cultures, with the potential for additionally boosting the local economy

"Love it until 1:30 am but don't like that Soho is being relegated as a club centre and neglecting that night life is more than clubbing. Soho has a rich history of theatres, revues, cinemas, and restaurants." - Soho resident

Both residents and businesses highlighted the significance of a lively night-time offer, not only for promoting local businesses but also for creating a better sense of community. However, concerns were raised about the affordability of entertainment and leisure options in Westminster in creating a more inclusive and appealing offer.

Many participants raised the need for more opportunities for age-appropriate youth engagement in recreational and cultural activities, emphasising the importance of involving young people across Westminster.

Participants recognised the need for nurturing the interest and talents of youth, providing them with safe and engaging space to thrive.

Key Facts: Economic Development & Opportunities

How do we support the successful economic growth of Westminster's evening and night-time so:

- Businesses can develop whilst living alongside residents
- Local residents are protected from adverse impacts
- Westminster attracts global and local talent through access to training, apprenticeships and employment opportunities

WESTMINSTER'S ECONOMY

The City of Westminster is the economic powerhouse of both the UK and London's economy. Over 120,000 businesses call Westminster their home, employing 650,000 workers, making the area the largest employment centre in the UK. It is no wonder that Westminster is the UK's startup capital.

The great diversity of Westminster's economy is a vital element in the city's uniqueness. And Westminster has ambitious plans for more growth – including new business floor space for 63,000 new jobs by 2041.

Westminster is a world leader in industries whose main purpose centres on knowledge or information (55% of all jobs in the borough), from highly technical industries and knowledge intensive services to creative industries. It is also a world leading location for universities and higher education, home to the main campuses of three of the best universities in the world – Imperial College London, King's College London, and the London School of Economics and Political Science (LSE) – along with the Royal Academy of Music, the Courtauld Institute and the London Business School, and many more world-famous facilities.

EMPLOYMENT IN WESTMINSTER'S ENT

The largest employment sector in Westminster is business and finance services, but the city is also a major international centre for the creative and cultural industries, retail, tourism and entertainment, government and public services.

The Westminster Employment Service provides a free recruitment service for businesses. The service is managed by the council and supported by local agencies. The service's objective is to support residents into work and work experience opportunities generated by local employers.

10% of borough residents' jobs are low paid, compared with an average of 16.1% across all of London (London Poverty Profile, Trust for London, 2021).

Key Facts: Economic Development & Opportunities

ECONOMIC BENEFITS OF LICENSED BUSINESSES TO WESTMINSTER

Understanding some of the economic benefits of licensing is an important step in helping WCC, residents and stakeholders consider licensed businesses, and their public value, in a more holistic way. To further understand how licensed businesses bring benefit to the borough, Westminster City Council will shortly publish a report which has reviewed key information and statistics on the benefits that restaurants, pubs, bars, nightclubs, casinos, theatres and all the other types of licensed businesses bring to the borough.

Some of the headline findings (all from 2021) are:



There are other indirect economic benefits recognised in the report, such as footfall and visitor spending, supply chain impacts, business rates income to the council and contributions to community and Westminster's "place identity".

BUSINESS CHALLENGES

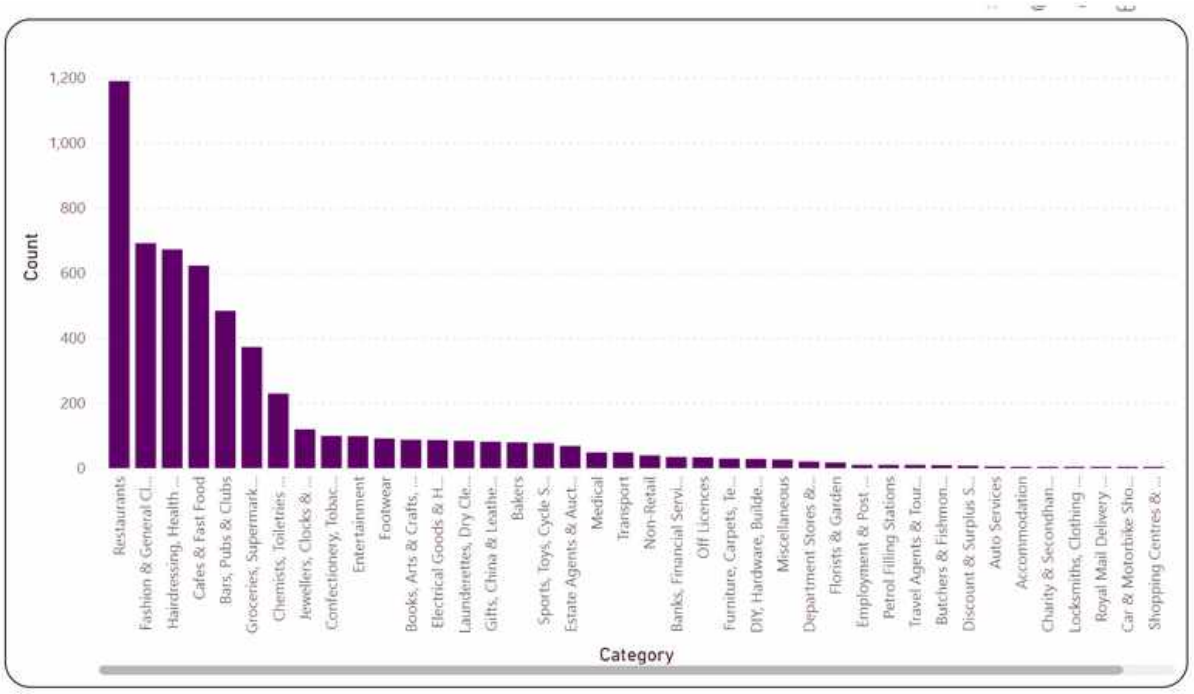
The effect of the Covid-19 pandemic on businesses like pubs, clubs and bars has been well publicised, but this is just one of a number of factors that have made it harder for these businesses to remain viable and profitable in the past few years. Other factors include:

- **Recruitment and retention issues:** With fewer people working in the sector and many moving around or leaving more frequently than pre-pandemic and pre-Brexit.
- **Cost of living crisis:** With people going out less and spending less.
- **Spiralling costs:** With everything from energy to food costs increasing significantly compared to previous years.
- **Rail strikes**: Which severely impact footfall into central London.
- **Increase in National Living Wage:** Licensed businesses are a big employer of young people. The National Living Wage will increase by nearly 15% in April which will affect profitability and viability significantly for the industry.

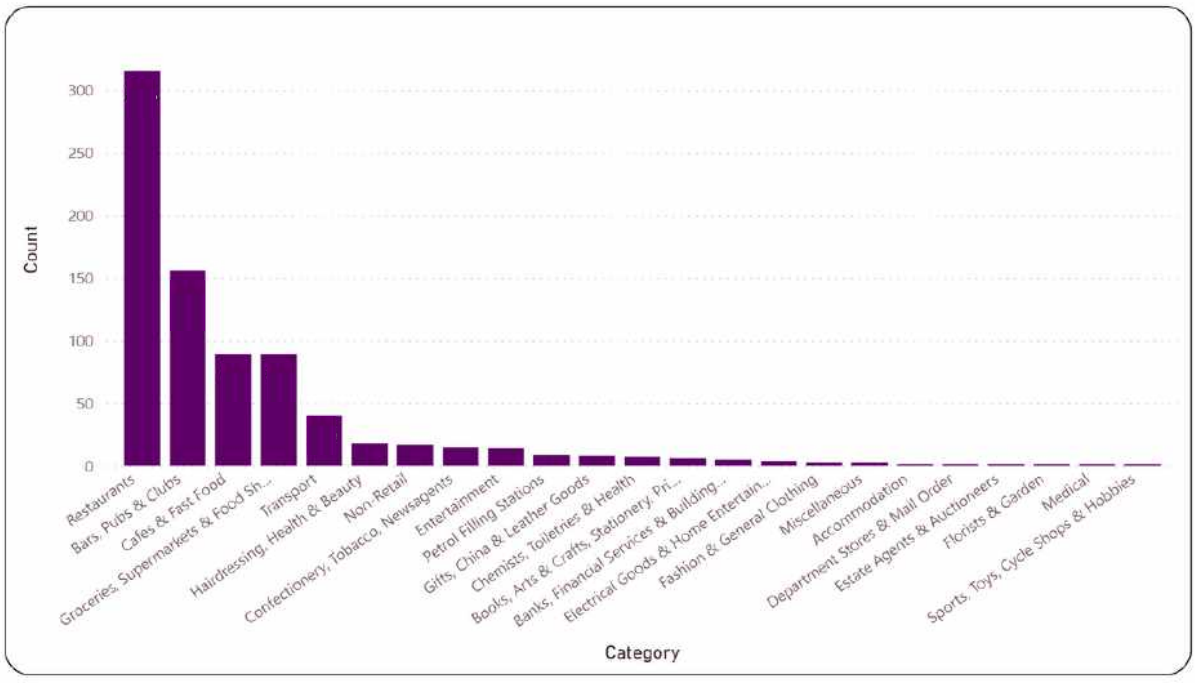
Key Facts: Economic Development & Opportunities

TYPES OF BUSINESSES OPEN IN THE EVENING AND NIGHT-TIME

Businesses open after 6pm in Westminster:



Businesses open after 11pm in Westminster:



Key Facts: Economic Development & Opportunities

OPPORTUNITIES PRESEENTD BY OTHER TYPES OF BUSINESSES

Westminster's bars, clubs, restaurants and other licensed businesses offer a vibrant socialising environment in the evening and night-time, but Westminster After Dark is keen to explore the opportunities presented by other types of businesses and spaces too.

This could include:

- Shops
- Museums, galleries and other tourist attractions
- Leisure centres/gyms
- Places of worship
- Parks
- Amenities like pharmacies, launderettes, etc.
- Community hubs
- Cafés and dessert shops
- ...and many more!



ADVERSE IMPACTS OF WESTMINSTER'S ENT



Keeping our streets clean is a priority in Westminster. Each year, we collect 6,650 tonnes of litter from bins and 12,350 tonnes swept up from the ground.

Our streets are regularly swept and washed to maintain a high standard of cleanliness across the city 24 hours a day by 300 street sweepers. WCC has 50 people working through every night of the week to keep the West End clean at a cost of around £3.5m per year. This covers elements such as street sweeping, litter bin emptying and the removal of waste.

Key Facts: Economic Development & Opportunities

ADVERSE IMPACTS OF WESTMINSTER'S ENT

Noise



'Noise in the Street' and 'Noise from commercial premises' complaints increase on Fridays and Saturdays, from 20:00, peaking at 23:00, and continuing at an elevated rate until 01:00.

July and August are the months with the most complaints. The extended daylight hours in the evening, coupled with the seasonal weather patterns, lead to an increase in 'Noise in the Street' complaints.

Commercial premises are attributed as the source of 2,526 or 40.8% of all noise complaints, with noise in the street (i.e. loud pedestrian behaviour) 2,206 or 35.7%.

Higher noise complaints were recorded in areas with denser licensed premises, emphasising the role of licensed premises in generating noise complaints.

Residents' Association The Soho Society recently commissioned a sleep survey. Full results can be found here. The headline findings as follows:

- 24 % of respondents have their sleep disturbed 7 nights a week
- 64% of respondents agreed that noise nuisance from increased commercial activity at night is the most serious problem impacting Soho residents quality of life
- 72% of respondents agreed that the council should install electronic noise monitoring in soho
- 68% of respondents agreed that the council should renew its noise strategy as a matter of urgency.

Street urination

A common complaint from residents, Westminster City Council has tried many solutions to the issue of street urination including pop up toilets - however these have had relatively little success and are very costly. WCC recently painted surfaces in Soho with "pee paint" which splashes back on the person urinating. Whilst this is unpleasant, it is unlikely to resolve the issue completely, and a more enduring solution to this issue is yet to be found.



Key Findings: Economic Development and Opportunities

Residents and business owners expressed a desire to prioritise the growth of local businesses and job opportunities, as well as the importance of creating a thriving local economy that can enhance community wellbeing. Preserving Westminster's unique character was also a key concern..

Neighbourhood Coordination has been helpful in helping businesses understand residents and vice versa, it would be good to have a night-time version of this – anything that helps with the communication to agree to use collective intellect to solve a problem." - Landowner

Stakeholders also recognised the potential of youth apprenticeships and mentoring programs in addressing youth unemployment and skills gaps.

"Having a vibrant night-time economy in Westminster is key to making an attractive place for businesses to set up in and thrive in. We need to protect this to keep the area thriving." - Local business owner.

Local businesses highlighted the importance of collaboration across the borough and different councils to create a more supportive environment for evening and night-time businesses, including the potential for shared resources and joined initiatives to stimulate economic growth.

"Happy hour that starts at 9am and goes until midnight? Touts in the street all day advertising it - a horrible atmosphere just driven by commercial greed." - Soho resident.

Key Facts: Accessible and Positive Places

How can we ensure Westminster's evening and night-time is accessible to all and provides a positive impression as a place so:

- It is easy for everyone to get in and around Westminster.
- The borough offers a great, inclusive experience to everyone.
- Westminster is an attractive, green and healthy place to be in the evening and night-time.

TRANSPORT IN WESTMINSTER

One of Westminster's great strengths underpinning the economy is its accessibility and general connectivity both within the borough and to greater London as a whole, and to surrounding parts of the south east. It has four main rail terminals, and 11 of the 13 London Underground lines run through Westminster, serving 35 stations in the borough. It also has four piers with riverboat commuter services and around 80 bus routes.

The night safety survey found that buses were the most common mode of transport into Westminster during night-time, followed by walking, the tube, and taxis. Safety perceptions varied across transport modes, with private vehicles perceived as the safest option (73%). There is an absence of clearly defined taxi ranks or designated pick-up points which may mean individuals are pushed into less well-lit areas to wait for transportation.

The night tube was launched in August 2016 and runs on Friday and Saturday nights on the Central, Jubilee, Northern, Piccadilly and Victoria lines. Not all tube stations in the borough have step free access.



Key Facts: Accessible and Positive Places

ACCESSIBILITY INFORMATION

In Westminster, 82% of residents do not have any long-term health conditions. This is a higher percentage than was recorded in the 2011 Census. However, 20% of households in Westminster include one person with a disability, and in 4% of households, two or more people have a disability.

Fourteen percent of Westminster residents have a long-term condition that limits their day-to-day activities a little or a lot. Taking into account the borough's younger population, Westminster residents were more likely to say their activities were limited a lot (7.8%), compared to both London (7.1%) and England and Wales (7.6%).

THE OUTDOOR ENVIRONMENT

The night-time safety survey identified that the public realm was generally viewed as welcoming and areas such as China Town and Covent Garden were commended for their unique character and potential for creating memorable moments.

The night-time safety audit found inconsistent lighting throughout Westminster. Some areas had poor lighting, while others, like Regent Street and Carnaby Street, showcased effective lighting solutions. Inadequate lighting in areas like Victoria/Strand and Leicester Square posed safety concerns, particularly for women navigating these poorly lit spaces at night. Unnecessary telephone boxes were found to be open, potentially obstructing views and impacting safety. ASB and public urination linked to the absence of adequate public toilet facilities for females were noted as significant concerns.

A HEALTHY PLACE

There is a busy road network within the borough and air quality is a risk to health for all, most particularly for children and those with underlying health conditions. All of Westminster's air quality monitoring sites do not meet World Health Organisation guidelines for levels of particulate matter. Below is some additional information on health:

- Over 1 in 4 residents report high levels of anxiety.
- One third of residents aged 65 and over live alone.
- One in 5 adults are physically inactive.
- In 2021, Westminster's unemployment rate was 5%, similar to the London average of 5.6%. The average annual income in the most deprived wards is £27,000 (Church Street) compared to £56,000 in more affluent areas around Knightsbridge.
- 2,000 people seen rough sleeping in the borough

Key Findings: **Accessible and Positive Places**

Participants shared their enjoyment with Westminster's existing public spaces but expressed a vision for an even more welcoming, vibrant, and inclusive environment that accommodates our diverse community. Additionally, among stakeholders, concerns were raised between finding a balance between preserving Westminster's heritage buildings and ensuring that accessibility is addressed.

Across the various groups with accessibility needs, the required facilities and services mentioned were ramps, accessible restrooms, and step-free access in tube stations.

Residents shared their personal experiences and expressed the challenges they face, underlining the necessity for accessibility improvements in public spaces, buildings, and transportation.

"It is lovely to have planters full of greenery, but they are located so that the block the pavement where people need to cross the road, and where people need enough width to push wheelchairs etc." - Resident.

Across all stakeholders, communal and green spaces were valued as essential community assets acting as meeting hubs for members of the community or offering accessible exercising spaces. Concerns were raised regarding the maintenance, accessibility, and safety of these spaces, with residents eager to see improvements.

There is too much traffic, especially taxis and PHVs, makes me feel incredibly unsafe on a bike or on foot after dark." - Visitor.

Timeline of the project

January - February

•**Working together:** We will host workshops and meetings where we all think about the future of our evening and night.
•**Getting public input:** Sharing the plan with you in various ways including online, meetings, and forums, so we can hear what you think.
•**Talking to key groups:** We will arrange workshops with key groups to make the plan better and find out how we should make it happen.

March - June

•**Using input:** Putting the ideas from the public into our final plan, where possible.
•**Publishing our plan:** We will make our Evening and Night-Time Plan public and explain how we'll make it happen.

July onwards

•**Making the plan happen:** Start doing things from the plan, like test projects, safety steps, events, and campaigns.
•**Seeing how it's going:** Keep checking if the plan is working by using key performance indicators and getting feedback from residents, businesses, and others.
•**Changing and improving:** Keep making the plan better as we learn more, so it stays useful in our changing City.

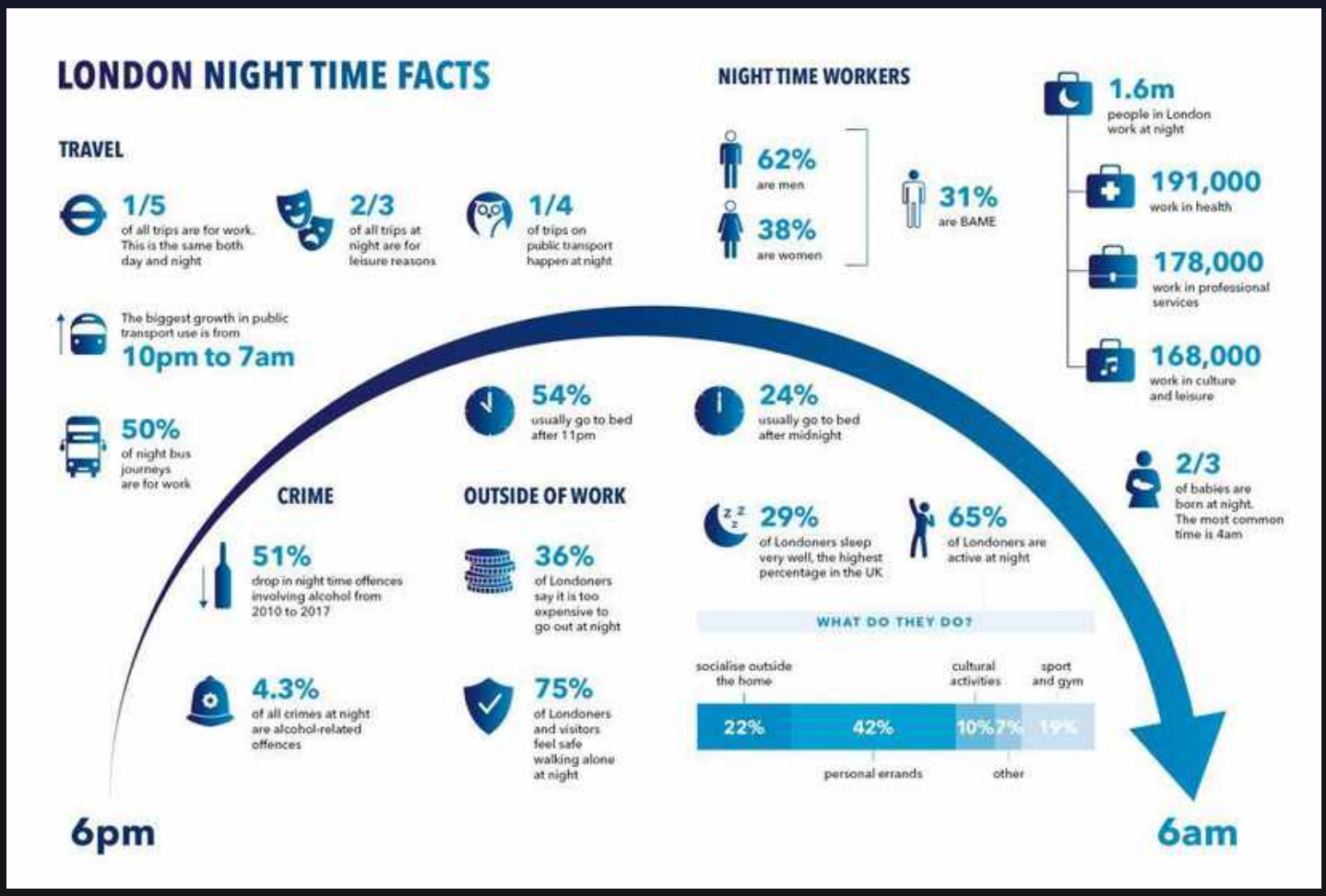
Glossary

Active travel	Active travel refers to modes of travel that involve a level of activity. The term is often used interchangeably with walking and cycling, but active travel can also include trips made by wheelchair, mobility scooters, adapted cycles, e-cycles, scooters, as well as cycle sharing schemes.
Anti-social behaviour (ASB)	Actions that cause harassment, alarm, or distress to others, often violating established social norms and negatively impacting communities. Personal antisocial behaviour is when a person targets a specific individual or group. Nuisance antisocial behaviour is when a person causes trouble, annoyance or suffering to a community. Environmental antisocial behaviour is when a person's actions affect the wider environment, such as public spaces or buildings.
Business Improvement Districts (BIDs)	A Business Improvement District (BID) is a geographical area in which the local businesses have voted to invest together to improve their environment. There are 17 BIDs in Westminster, with businesses within them investing upwards of £1,000 per year. The Heart of London Business Alliance is one such organisation that runs a number of BIDs, and on its website it describes its purpose as "to protect and promote the commercial and cultural wellbeing of London's West End. Through area promotion and management, business support and advocacy, we champion our members' interests to cement the West End's position as the greatest city in the world to live, visit, work, trade and invest."
Cumulative Impact Assessment (CIA)	A Cumulative Impact Assessment may be published by a licensing authority where it finds evidence that the number or density of licensed premises in the area is having a cumulative impact and leading to problems which are undermining the licensing objectives. Li\censing authorities that have published a CIA can introduce restrictive policies, but these only apply to new licence applications, or in the event that an existing licensed premises applies to vary its licence.
Economic Benefits of Licensed Premises	A broad 'catch all' term used to describe the positive impact of licensed premises in Westminster to the economy, both direct (e.g. employment) and indirect (e.g. supply chain).

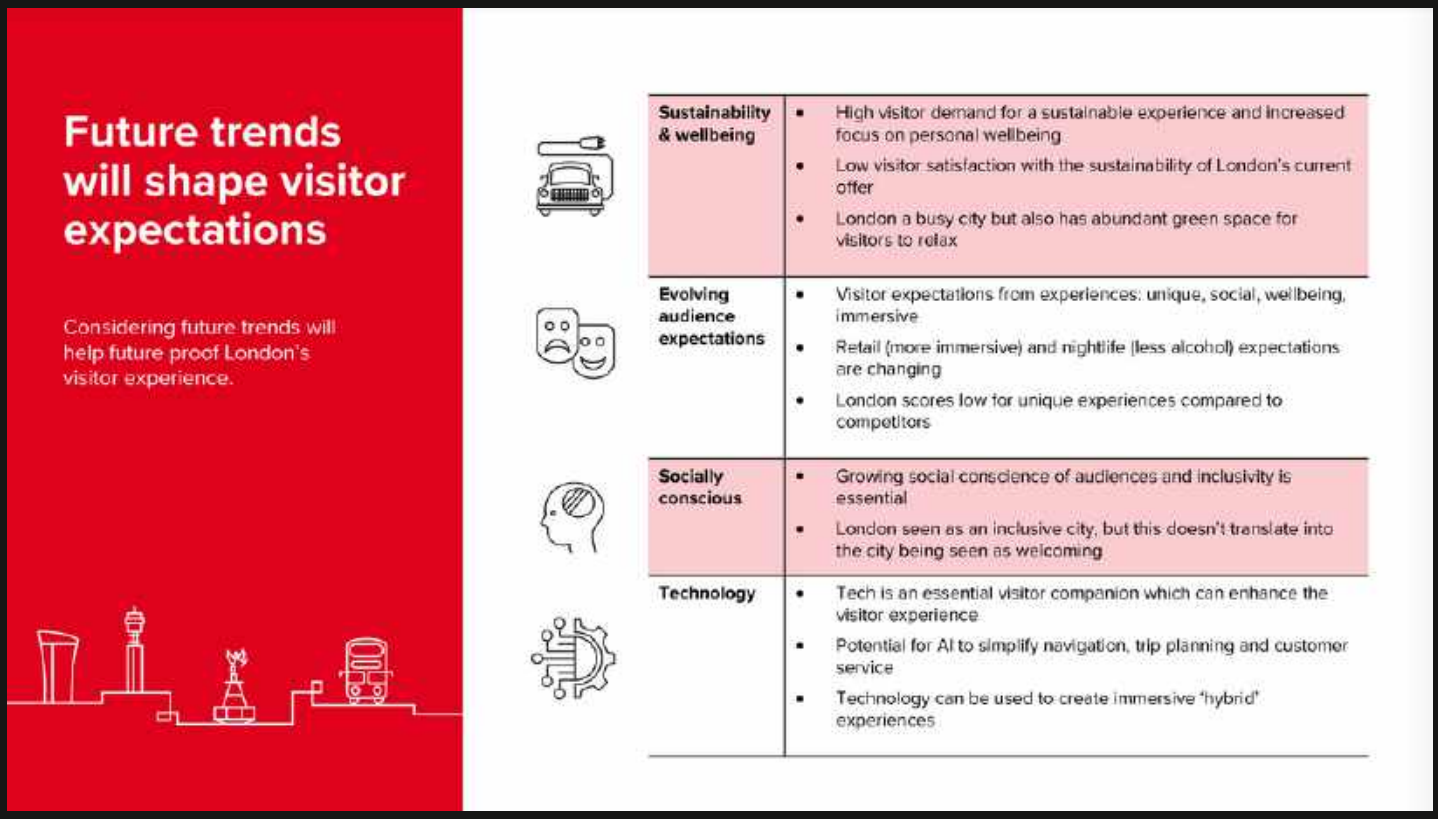
Glossary (cont.)

Equality Impact Assessment	An Equality Impact Assessment (EIA) is a tool that helps to place equality, diversity, cohesion and integration at the heart of everything Westminster City Council does and makes sure our strategies, policies, services and functions do what they are intended to do and for everybody.
Evening and Night-Time	The period of day between 6pm and 6am.
Fairer Westminster/ Fairer Economy Plan	A Fairer Westminster is Westminster City Council's vision for building a city that supports and celebrates all its communities. Our plan for a Fairer Economy follows our Fairer Westminster strategy in putting a strong, inclusive and green economy at its core.
Licensing	The granting of official permission or authorisation to engage in a particular activity. Licences are granted by Westminster City Council, but other organisations are also able to support or oppose the applications that the council receives. Some of the most common licensable activities in the evening and night-time are selling alcohol, selling food after 11pm, sexual entertainment venues and certain types of other entertainment.
Night-time Safety Audit	A walk round of an area during the evening and night-time economy to identify any factors that might present a safety issue, or cause someone to feel unsafe. These are often performed by a group of people representing different partners/stakeholders, such as the council, police, businesses and representative groups, residents, etc.
Planning	Planning is the method by which the development of land and buildings is planned for, managed and controlled.
Stakeholder in Westminster	Anyone who lives, works, visits, or runs a business in Westminster.
Westminster After Dark	The Evening and Night-time Plan for Westminster.

Additional **Statistics**



Source: Greater London Authority



Source: London & Partners



SUPPORTED BY
MAYOR OF LONDON

City of Westminster

Get in Touch

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Appendix 4.0 The Principles and Actions

The votes on the principles from each group were collated and counted to understand the level of support for each principle from those in each room at the time of voting.

All but one of the principles received more than 50% support with the majority having in excess of 90%.

These findings were presented back to the assembly on day three, and are shown below.

The feedback and notes have been captured from each room's discussions and presented for completeness. No notes or comments have been added as to the practicality and workability of suggestions, which will need to be evaluated as the recommendations of the assembly are being considered by Westminster City Council and its partners.

Some of the comments made have not been incorporated into the final principles and actions in section 6. This is because they relate to exactly how the assembly would like the actions to be taken forward. They are included here to enable Westminster City Council to have regard to these comments when developing the Evening and Night Time plan, without making the final actions too prescriptive and therefore potentially untenable.

Draft principles and actions presented, with discussion notes:

Principles	Actions
1. Ongoing collaboration between all stakeholders becomes our way of working **2. Communication helps prevent frustrations from escalating** **3. Westminster belongs to us all, we are lucky to have this gift to share** **4. We recognise the needs and aspirations in each area of the borough may be different** **5. Mediation and compromise are crucial in order to find balance** **6. Westminster as a whole is an attraction in its own right** **7. The views of organisations and individuals should be valued, recognised, respected and catered for in a balanced way**	A. Facilitate better communication between residents and businesses to resolve issues. B. Bring the community together, as with the Assembly, to identify common goals and explore reasonable compromise when necessary. C. Ensure that any views or decisions are representative of the community as a whole. D. Data and information should be shared more broadly to inform our conversations. It should be accurate and consistent and come from an independent, trusted source. E. Decisions should consider the priorities of all parts of the community in an equitable way - the quality of life of residents, the viability and health of businesses, the enjoyment and safety of visitors, students and workers.

Feedback on the overarching principles and actions:

Principles 1, 2 and 4 were agreed to without change.

Principle 3 comment: 'totally agree but would like to add in something about looking after the City when using it – being respectful". The room agreed to this enhancement.

Principle 5 comment: Assembly agreed to amend to "Mediation, collaboration and compromise need to be considered in order to find balance". There was also concern as to how mediation would work in practice, e.g. who would have responsibility For principle 6, a participant commented "It's narrow minded to say 'Westminster as a whole' – as need to consider that Westminster 'needs to be open to all people of different capabilities and backgrounds, remembering that it isn't just Westminster vs Pimlico, there are lots of different people here".

The participants agreed and it was suggested to add something about recognising the diversity of people who come to London.

For principle 7, the assembly expressed concern that the voices that shout the loudest are the ones that are listened to the most, and the participants wanted to include reference to ensuring true representation rather than just the most active voices and groups.

Safe and Secure principles and actions

Safe and Secure Principle 1

Everyone can play a part in making Westminster safer **- supported 91%**

Action	**Feedback/notes**
Greater collaboration is needed between all organisations operating between 6pm and 6am to join up and identify opportunities to amplify each other's work to improve safety.	Overall agreement on this, collaboration and improved communication desired. Frequency of collaboration needs to be agreed.Not isolated to specific wards – amplify this out
Work with partner organisations to identify opportunities to increase uniformed presence at night.	Disliked that it was 'uniformed presence' and not specifically police. Collaboration between police and other uniform presence needed, particularly doormen in Soho Special Constable for Soho? Safer London Scheme link up suggested. There was a split opinion on the benefit/perception of uniform in one room, with some feeling that police presence can sometimes make people feel less safe (4 people).

Action	Feedback/notes
Create a larger community of "better bystanders" in Westminster with easy opportunities for anyone to gain the knowledge and skills needed to safely support potential victims when witnessing an incident.	Empowering people to be better bystanders is the key. Terminology of better bystanders was questioned – 'ways to make people feel safer'. Protecting bystanders as well as 'better'.
Adopt an early intervention approach through education and behavioural change campaigns aimed at reducing negative behaviours towards women.	Agree – campaigns bring behaviour change e.g. Ask for Angela. Communicating what is acceptable and not needs to be done in a better way
Explore options with the relevant BIDs to address the higher levels of crime and ASB that can occur in the locations that fall between BID boundaries.	Central communication portal? Particular focus on youth service. Shouldn't just focus on BID areas.

<u>Safe and Secure Principle 2</u>

Safety is important for all, but the risks and challenges of particular groups is prioritised **- supported 75%**

Wording changed to: Safety is important for all, and the challenges facing different groups are higher **- supported 100%**

Action	Feedback/notes
Maintain a focus on improving safety and feelings of safety for women and girls.	Feels like a statement rather than an action – the how is missing'. Maintain a focus' is the wrong wording – Guarantee? Strive towards?
Research the reasons why other communities may feel unsafe, for example LGBTQ+, Black, Asian, youth, the elderly, those with specific needs - and explore solutions.	Be specific on how this will be done

Action	Feedback/notes
Review approaches to rough sleeping and aggressive begging to identify any further work that could be achieved.	Address the causes not the symptoms – preventative work needed and support for these groups is required. Mention of modern slavery needed. Could there be a dedicated telephone line to report concerns?
Improve promotion of services supporting vulnerable people including substance abusers, rough sleepers and those involved in prostitution or who have been trafficked.	Best practice from Scotland – Safe drug taking / harm reduction approach to be adopted. Don't just promote services, fund them. Interventions with sex workers via police aren't always helpful for those involved – police claim to be supportive but aren't always – issue needs to be understood holistically to respond effectively. Needs to emphasise multi organisation roles – someone to take the lead on trafficking

<u>Safe and Secure Principle 3</u>

Communication is key to improving safety and feelings of safety **- supported 59%**

Wording changed to: Publicity, prevention and action are all important to improve safety and feelings of safety **- no further vote held but all comments made by the assembly members are incorporated into this change.**

Action	Feedback/notes
Promote and educate people on what constitutes/can be reported as crime or ASB.	Reassuring people about what happens after reporting. Include a reference to the 'how' – what channels etc.

Action	Feedback/notes
Actively promote how the evening and night time is policed, to enhance understanding with stakeholders.	'Stakeholder' means very little to average people – needs to be defined or different terminology should be used. Increased visibility of police in the streets
Communicate better with neighbouring boroughs to ensure a coordinated approach to safety.	Who is doing the communicating – make this clear. Open communication between businesses, policy leads and residents. Data transparency needed

Safe and Secure Principle 4

The public realm after dark needs to feel safer **- supported 90%**

Action	Feedback/notes
Explore increased CCTV in public areas such as on-street and on the tube network, so that people always have a sense of security.	Do we need more cameras? How do other cities do their surveillance? Disagreement on the use of 'increased' – more security, joined up thinking and collaboration desired. Not everyone agrees with CCTV – It doesn't always prevent crime. Not explore, ensure CCTV is monitored and working
Review lighting options in dark areas to improve safety and feelings of safety, especially where people go running or park bikes, and around parks.	No changes proposed
Explore simple measures that can improve feelings of safety at night, e.g. lit shop fronts, no roller shutters, avoiding big disparities in lighting levels, providing people with whistles.	Should be expanded to 'safety and feelings of safety'

Action	Feedback/notes
Consider the impact of developments on safety - e.g. Paddington Basin development being locked at 10pm forces pedestrians to use surrounding poorly lit streets.	No changes proposed

Safe and Secure Principle 5

Transport at night should feel safe and be safe **- supported 100%**

One group suggested adding “travel” as well as transport.

Action	Feedback/notes
Review transport link improvements with a focussed and needs-based approach, e.g. targeting currently irregular evening and night time provision.	Opportunities for free transport? E.g. Amsterdam. Night Tubes to get people home safely, can this be made free or more affordable? Conduct a review of the night bus routes – TfL seems to have cut them
Consider how to improve passenger safety and feelings of safety for evening and night time journeys, including the very end part to our front doors, which can often feel the least safe part.	Expand network of boats on the Thames – however dropped off. Thursday evening increased demand for transport due to change in consumer habits – night tubes needed. Improvement if bus drivers took greater responsibility for passenger safety. Consider neighbourhood watch approach. Support demand responsive transport
Keep in mind that affordability of transport can drive choices which compromise safety.	Make transport affordable

Safe and Secure Principle 6

Safety initiatives are widely adopted and promoted **- supported 90%**

Action	**Feedback/notes**
Effective promotion, elevated visibility and better clarity on the safety schemes available is needed, to ensure they are known about, their specific purpose is understood, and they are used by any who needs to use them.	Reporting of harassment, how is it received?
Promote the positive effect that operating safety schemes such as Ask for Angela and/or being spike aware have on customer confidence and driving consumer behaviour, to encourage even more businesses to participate in these.	Important to consider re-training these schemes – ensure everyone is on board
Identify best practice safety initiatives from other locations to explore what else could be adopted in Westminster.	No changes proposed.
Lend full weight to the excellent Safe Havens initiative through promotion, a recruitment drive for more sign ups, and by identifying and removing any barriers to signing up.	Work with technology companies on maps etc.Stations are useful hubs. Stations could be safe havens?

Stakeholders also emphasised the importance of the following for this theme:

- Collaboration
- Upskilling everyone in the wider community in how to support potential victims
- Perpetrator targeted approaches, including early intervention e.g. education in schools
- Providing clear ways to report safety concerns and ensuring action is taken when concerns are reported

Accessible and Positive Places principles and actions

Accessible and Positive Places Principle 1

Westminster is inclusive, diverse and accessible **- supported 100%**

Action	**Feedback/notes**
Support access to equality, diversity and inclusion training for all organisations and all roles. The welcome on the door is a particularly important element in this ambition.	The vast majority of participants supported this action, particularly the second sentence.
Promote Westminster as a destination that promotes equality, diversity and inclusion, specifically highlighting any work in this area.	There is already lots of promotion, change wording to continue to promote. Attendees wanted an emphasis on this action. Confusion about what was meant by 'specifically highlighting any work in this area'. Communicate this through start, stop, continue – practice transparency.
A Mobility Czar for Westminster could be appointed.	This and the one below could be merged. Accessibility rather than mobility.
Appoint an accessibility officer at the council.	

Accessible and Positive Places Principle 2

Public spaces are positive places to be **- supported 97%**

Action	**Feedback/notes**
Lighting should be well considered as to how it makes a space feel at night, and how it helps to interpret the built environment.	Motion sensor lighting – consider the ecological impacts of lighting (green lighting). Lighting can be a feature in and of itself, it can make Westminster atmospheric. Lit routes needed in Westminster
Seasonality affects how accessible and positive Westminster is and this should be considered - for example, in winter light could be used more effectively at night to highlight Westminster's key features.	Include playgrounds
Consider how toilet provision could be made available to avoid street urination issues - perhaps making use of private provision - and how streets can be kept clean more consistently.	Appropriate and maintained toilet provision needed, incentives for businesses to open their toilets e.g. reduced business rates. Every public space should be open for people to use their bathrooms, e.g. all pubs – no more 'only for customers'. Could tube station toilets be used at night? Why perhaps? Historically this hasn't worked. Remove perhaps and leave action as 'Consider how toilet provision could be made available to avoid street urination issues'. Work with public and with businesses to promote this

Action	Feedback/notes
Review positioning of public bins on pavements to avoid people having to walk on the road.	Finding bins in London is hard. Residential and commercial encouraged to recycle but there is little motivation to do this on the street. Actions are more practical for this one, parking on pavements and traffic could also be considered
Identify opportunities to address the issue of narrow pavements, which can create a stressful pedestrian experience.	Pushing people onto the street and this needs to be reviewed for health issues. Restricting cars or increasing pedestrianisation could support this
Thought should be given as to how to support wayfinding and signposting safe routes appropriately after dark.	No changes were proposed.
Consider rewilding opportunities e.g. bee corridors.	Rewilding isn't the right word, consider 'greening'Could roof tops be used to support this. More green spaces. Remove the example to prevent any confusion as to what this is. There is a need for more green spaces and more accessible spaces, including outdoor seating at night. Utilise small spaces e.g. flower beds, bike racks, benches

Accessible and Positive Places Principle 3

Buildings and spaces are appealing and accessible **- supported 90%**

Lower level of support was due to half the participants in one room feeling that the actions did not match this principle (three people).

Action	**Feedback/notes**
Improve accessibility of historic buildings and other spaces in Westminster, including provision of disabled toilets.	Ensuring that all diversity and accessibility is considered. Accessibility + Time – add in a reference to time. Inclusion of homelessness here. Baby changes need to be considered as well. There are restrictions as to what accessibility work is possible due to listed buildings
Make more information about the accessibility of Westminster and its spaces available online, being mindful of digital exclusion.	No changes proposed.
Support event organisers and venues to create space and activities tailored for neurodiverse people.	Include physical disability here too
Many kerbs are steep drops; flattening them would help avoid falls/injuries.	Bike safety should also be considered

Accessible and Positive Places Principle 4

Public transport is a viable option for everyone **- supported 100%**

Action	**Feedback/notes**
Ensure public transport is more regular at night and is accessible to all - physically and economically.	Expanding public transport options in some places, not just making the current offer more accessible. Certain places beyond hubs need more transport provision – an equal distribution. Be more specific about extending to different/later times. Affordability for residents and workers after dark is key here. Tube Station accessibility – balancing accessibility with usability, think about more accessible buses too
Identify improvements to walking and cycling infrastructure (lighting etc.) to facilitate active travel after dark.	Need 24/7 transport network
Capitalise on the potential to grow the night tube network, being mindful of impacts such as noise. The Elizabeth Line may be a good place to start.	Noise could be not only the train noise but also noise from people using the stations later. The Elizabeth Line as it covers such a large area
Ensure public transport is more regular at night and is accessible to all - physically and economically.	Expanding public transport options in some places, not just making the current offer more accessible. Certain places beyond hubs need more transport provision – an equal distribution. Be more specific about extending to different/later times.

Action	Feedback/notes
Ensure public transport is more regular at night and is accessible to all - physically and economically. (cont.)	Affordability for residents and workers after dark is key here. Tube Station accessibility – balancing accessibility with usability, think about more accessible buses too

Accessible and Positive Places Principle 5

Public transport is a viable option for everyone **- supported 100%**

Action	Feedback/notes
Improve current reporting mechanisms, ensuring that the most effective way to report concerns and incidents is clear and easy to find for the person reporting them, that reports are dealt with more efficiently, and that outcomes are fed back.	Woolly wording. Neighbourhood example from NSW useful – Should have heard this in day one or two. Better ways of reporting – better responses and response times with greater visibility of actions. Next Door app could play a role
Educate everyone on the way issues are prioritised by the statutory partners, e.g. if an issue is ongoing, it is best to keep reporting it as this provides the evidence that it needs attention.	Vague – how will education be given? Need to find effective ways to do this – learn from past

Additional general comments made on this theme included:

- Street cleansing is not something that has been discussed sufficiently during the assembly
- There were concerns about how to achieve the ambitions of this theme

Community and Culture principles and actions

Community and Culture Principle 1

Community and cultural activities are well promoted **- supported 97%**

Action	**Feedback/notes**
Promotion and awareness of community and cultural events and how people can get involved could be improved.	WCC to improve promotion of all community events and make everyone feel included
Better promotion of local groups and businesses.	No changes proposed.
Improve communication and engagement with young people via schools and universities.	Add in social media as a channel of engagement with young people – councillors on TikTok for example. Remove reference to educational bodies – reword 'Improve multi channel communication and engagement with young people including through social media'. Including cultural spaces such as libraries
Create a Westminster Culture newsletter based on the Camden model where organisations can add their events to the database.	Newsletter back to monthly and make it accessible to all not just residents - Not a newsletter, create an online portal. Include website. Don't focus on the newsletter, use other platforms. Open up expensive activities – open rehearsals, residents discounts. Increase hours places are open. Safe places in the evening. Night markets and farmers markets. Use existing resources more effectively. Find a more effective way to communicate – register?

Community and Culture Principle 2

Spaces meet the needs of all sections of the community **- supported 100%**

Action	**Feedback/notes**
Spaces should be made available to host community events, arts events and cultural events.	Make reference to indoor and outdoor spaces being utilised i.e. community gardens. Cultural spaces – only programme viable opportunities, funding restrictions. Reword – Support spaces to meet the needs of all sections of the community and consider empowering volunteer investment'. Keeping spaces safe – employ local community to keep area safe. One space doesn't need to fit the all needs at all times
Better utilisation of empty spaces and streamlined processes to enable people to use space for these events.	No changes proposed.
A creative approach to finding spaces for the community and to hold events is needed - for example rooftops, commercial or public buildings not currently open or underused post 6pm e.g. libraries. Engaging property owners e.g. Church of England, Crown Estate, Grosvenor Estate.	Lots of buildings empty after 6pm
Balancing the use of space across different users - for example, spaces and experiences for families, youth, different communities and cultures.	Sharing space – balancing wording. WCC to provide more support for cash use, stopping card only in venues. Increase accessibility for tourists
Identify barriers to young people and emerging promoters and creatives in putting on events and explore how these can be reduced.	Community groups as well as young people – general diversity

Community and Culture Principle 3

Community and culture is inclusive and accessible to all **- supported 97%**

Action	**Feedback/notes**
It is important for communities to have their own spaces that they can flourish in.	Stronger language with more commitment needed – guarantee community spaces? This feels like a principle rather than an action. Raise awareness of what is available. Volunteering opportunities
Youth engagement is important to create a future-proof sense of community and culture.	Add 'provision of opportunities' after 'youth engagement'. Change 'important' to 'paramount'. Reword 'future-proof' to 'lasting'
Financial accessibility to culture and to the community should be carefully considered, especially now that Arts Council England has prioritised investment outside of London.	"Should be carefully considered" – How? Action needed here
Going cashless needs careful consideration so as to not prevent anyone accessing the evening and night time.	Inclusion – older people, referenced digital exclusion. Raised point of post 6pm offer too – it's not all about drinking

Action	Feedback/notes
Identify ways to spread cultural and community events and spaces into areas outside of Soho and the West End.	Website or database to find out what is going on in your area. Magazine. Visitors don't receive Westminster comms. Add reference to empty and shared spaces too. Affordable and appropriate – should be economically viable to open community venues and host community events at night

Additional thoughts and comments on this theme included:

- We learned in week one that there needs to be a dedicated co-ordinator / liaison officer to develop community investment opportunities

Economic Development and Opportunities Principles and Actions

Economic Development and Opportunities Principle 1

Curate spaces and opportunities within Westminster for the benefit of all **- supported 95%**

Action	**Feedback/notes**
Explore potential to audit empty units with landowners to understand why they're empty and identify alternative uses e.g. small business pop ups	Empty buildings aren't empty on purpose – recession etc. Empty spaces cannot only be used for pop ups. How do we incentivise landowners to support pop ups? Lower rent paid by the council? There does need to be more opportunities but often made available commercially – financial barriers – needs to be competitive and fair. CSR and Affordability. Street food?. Spaces should be affordable for start ups
Create a registry of social enterprises who need space with the aim of matching them to empty units.	More than just matching to empty spaces – create a database of social enterprises and their needs. Support community to use empty spaces. Not just social enterprises but also small businesses as well
Consider how to address financial barriers to engagement with the cultural offer e.g. a discount scheme for residents.	Add young people and other groups

Action	Feedback/notes
Economic development and opportunities need to be considered borough-wide, with specific approaches taken for specific areas – it's not just Soho.	Residents views expressed: • Development and the noise + disruption this causes • Planning should add more social value to area Transparency needed
Review how developments and opportunities could be communicated and consulted on to secure a range of views that is representative of the community and cultures in Westminster, e.g. through community based associations, neighbourhood forums and other organisations. Some groups are currently given more of an ear and a voice than others. Is there an opportunity for ward forums?	This is too long to be an action. Some groups are listened to more than others – this already exists (ward forums) but residents are listened to more than businesses. There used to be a Soho Business Forum. There needs to be more balance, equal representation and mediation
Include the youth voice in conversations about developing Westminster as a place.	No changes proposed
More co-produced space would support innovation.	More collaboration between residents, businesses and the council would support innovation
Identify ways to celebrate and reflect the history, community and culture of Westminster in the offer.	No changes proposed
An exclusive benefits and discounts scheme for residents in the borough could further cement positive relationships with the evening and night time.	Discounts referred to twice in this principle
Consider how upskilling and education could be integrated into the offer, for example with workshops to learn new skills.	Upskilling localsLinks with the empty spaces – these could provide venues for upskilling

Economic Development and Opportunities Principle 2

Support businesses to flourish without unfairly compromising liveability **- supported 44%**

One whole room did not support this principle, commenting “Feels too harsh on businesses - it’s only good to support businesses when it’s good for residents”. In another room, only one of the ten participants supported this principle

Action	**Feedback/notes**
Support businesses to share ideas and best practice.	More clarity needed
Foster a network of smaller businesses across the borough to improve engagement.	Should be for all businesses not just smaller ones – but important to support smaller businesses; its contradictory as inclusivity seems to be the main aim but larger businesses excluded. Link through liaison between businesses and communities. Think smaller/local – it isn’t always about big businesses. Links to action above. Learn from businesses outside of Westminster
Consider how mediation and brokering open communication could be used to facilitate better conversations amongst different groups and achieve swifter and more positive outcomes to any issues, applying compromise and fairness to everyone concerned.	Local advocates Neighbourhood forums
Support businesses to upskill their staff.	Upskilling staff in what? Needs to be appropriate i.e. caring for vulnerable people at night. Who will lead and fund this? The council? Help train local communities – mentoring, apprenticeships

Action	Feedback/notes
Encourage markets to be open later, but only in non-residential areas.	Where are non-residential areas in Westminster? We don't have any. Take out non-residential – instead make reference to considering resident voice in this action and the impact of noise and cleansing
Recognise that the level and type of noise and other adverse impacts varies based on many factors and seek tailored rather than blanket approaches to reduce these where necessary.	No changes proposed.
Aim to strike a balance of a vibrant, appealing, diverse offer with levels of activity that lend themselves to making all feel welcome and safe, without unfairly impacting on residents and other neighbours.	'Strike a balance' doesn't mean anything. Resident and other neighbours – what does the latter mean? Local advocatesNeighbourhood forums

<u>Economic Development and Opportunities Principle 3</u>

New concepts and ideas are welcomed and made possible **- supported 92%**

Wording changed to: New concepts and ideas are encouraged and made possible - no further vote held but all comments are incorporated into this change.

Action	Feedback/notes
We should support innovation and diversification to keep the offer fresh, inclusive and vibrant with an increased focus on health. For example, more support for independents, encouraging low and no alcohol, healthy options and cultural spaces (arts). Could any of this be achieved through licensing processes?	Strong feedback to remove the reference to licensingInnovation hubs to support people turning dreams into reality
Streamline application processes required to do business, to reduce the administrative burden	Really supportive of this – planning and licensing need to go hand in hand

Action	Feedback/notes
Consider how business rates incentives could be used to encourage small businesses to start up, increasing the diversity of the offer	Increase support for small businesses growth. Transition from start up to established
Cater for young people, different cultures and communities - Westminster belongs to everyone.	No changes proposed
Supporting local people, such as local artists, to benefit from opportunities in Westminster should be a focus.	No changes proposed

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