



City of Westminster

Committee Agenda

Title:

Housing, Finance and Customer Services Policy and Scrutiny Committee

Meeting Date:

Thursday 27th September, 2018

Time:

7.00 pm

Venue:

Room 3.1, 3rd Floor, 5 Strand, London, WC2 5HR

Members:

Councillors:

Melvyn Caplan (Chairman)	Eoghain Murphy
Elizabeth Hitchcock	Matt Noble
Adam Hug	Mark Shearer
Pancho Lewis	James Spencer

Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda

Admission to the public gallery is by ticket, issued from the ground floor reception. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.



An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact the Committee Officer, Toby Howes, Senior Committee and Governance Officer.

**Tel: 020 7641 8470; email: thowes@westminster.gov.uk
Corporate Website: www.westminster.gov.uk**

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Committee and Governance Services in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of any personal or prejudicial interests in matters on this agenda.

3. MINUTES

To approve the minutes of the Housing, Finance and Customer Services Policy and Scrutiny Committee meetings held on 20 June 2018 and 30 July 2018 respectively.

(Pages 5 - 18)

4. CABINET MEMBER FOR FINANCE, PROPERTY AND REGENERATION UPDATE

Councillor Robert Rigby (Deputy Cabinet Member for Finance, Property and Regeneration) to update the Committee on current and forthcoming issues in this Portfolio.

(Pages 19 - 26)

5. CABINET MEMBER FOR HOUSING AND CUSTOMER SERVICES UPDATE

Councillor Andrew Smith (Cabinet Member for Housing and Customer Services) to update the Committee on current and forthcoming issues in his Portfolio.

Report to follow.

6. DIGITAL TRANSFORMATION STRATEGY

To follow.

7. CITYWEST HOMES TASK GROUP REPORT

The report and appendices are attached.

(Pages 27 - 118)

8. SPRINKLERS TASK GROUP REPORT

**(Pages 119 -
132)**

The report and appendix are attached.

9. WORK PROGRAMME AND ACTION TRACKER

**(Pages 133 -
140)**

The Work Programme for 2018-2019 and the Action Tracker are attached.

10. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

To consider any other business which the Chairman considers urgent.

**Stuart Love
Chief Executive
20 September 2018**

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CITY OF WESTMINSTER

MINUTES

Housing, Finance and Customer Services Policy and Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Housing, Finance and Customer Services Policy and Scrutiny Committee** held on **Wednesday 20th June, 2018**, Room 3.6 and 3.7, 3rd Floor, 5 Strand, London, WC2 5HR.

Members Present: Councillors Melvyn Caplan (Chairman), Antonia Cox, Richard Elcho, Guthrie McKie, Matt Noble, Mark Shearer, James Spencer and Hamza Taouzzale.

Also Present: Councillors Rachael Robathan (Cabinet Member for Finance, Property and Regeneration), Andrew Smith (Cabinet Member for Housing and Customer Services) and Robert Rigby (Deputy Cabinet Member for Finance, Property and Regeneration), Barbara Brownlee (Executive Director of Growth, Planning and Housing), Steven Mair (City Treasurer), Aaron Hardy (Policy and Scrutiny Manager) and Toby Howes (Senior Committee and Governance Officer).

1 ELECTION OF CHAIRMAN/MEMBERSHIP

1.1 Nominations for the election of Chairman of the Committee were sought. Nominations were received and seconded for both Councillor Melvyn Caplan and Councillor Matt Noble respectively.

1.2 The nominations were put to the vote and the nomination for Councillor Caplan as Chairman was declared carried.

1.3 RESOLVED:

That Councillor Melvyn Caplan be appointed as Chairman of the Housing, Finance and Customer Services Policy and Scrutiny Committee.

2 DECLARATIONS OF INTEREST

2.1 There were no declarations of interest.

3 MINUTES

3.1 RESOLVED:

That the minutes of the meeting held on 26 March 2018 be signed by the Chairman as a correct record of proceedings.

4 POLICY AND SCRUTINY PORTFOLIO OVERVIEW

Cabinet Member for Finance, Property and Corporate Services

- 4.1 Councillor Rachael Robathan (Cabinet Member for Finance, Property and Regeneration) was invited to give an overview of her portfolio to the Committee. She began by focusing on the Finance element of her portfolio where she oversaw financial arrangements which required sound management in order for the City Council to function properly and achieve the necessary savings whilst maintaining high quality services, many of which faced increasing demand. Members heard that work was already underway for the 2019-20 budget and Cabinet Members were reviewing proposed savings for their respective areas. In terms of charges and revenues, the collection of business rates was challenging. Councillor Robathan stated that an ambitious Capital Programme was in place and all aspects of it were being reviewed. The budget was due to be considered by Cabinet in the autumn.
- 4.2 Councillor Robathan emphasised the City Council's commitment to regeneration and delivering more affordable housing. She referred to major regeneration schemes such as Ebury Bridge and Church Street and added that more specialised housing for people with disabilities and older people were also being built. Members noted that a new nursing home was under construction at the Beechcroft site.
- 4.3 The Committee then asked a number of questions for Councillor Robathan to respond to.

Corporate Property

4.4 Investment

Members commented that the Financial Times newspaper had been critical of the Royal Borough of Kensington and Chelsea's plans to invest in commercial property and they asked why the City Council felt that it would be able to identify properties that offered good value. In reply, Councillor Robathan advised that the City Council already had an investment portfolio and attention was being given to ensure that it was managed well. Consideration would be given as to whether there were opportunities for further investment and this would be conducted in a controlled manner, focusing on regeneration opportunities in particular. Councillor Robathan added that she chairs the Property Investment Panel which included two external expert advisers. Steven Mair (City Treasurer) further advised that any property investment would be subject to extensive due diligence.

4.5 Westminster City Hall (64 Victoria Street)

A Member commented that City Hall offered a good opportunity for the City Council to raise income through leasing out office space. Councillor Robathan replied that negotiations were at an advanced stage in leasing out space to 10 floors at City Hall. She also emphasised the importance of ensuring that there was a good working environment for staff at City Hall and a recent visit she had made to the site has shown that good progress was being made. The Chairman requested that an update on City Hall be included in the Cabinet Member for Finance, Property and Regeneration update at the next meeting.

Finance

4.6 Borrowing Strategy

A Member commented that the City Council's tax was low compared with other local authorities and Government policy made it difficult for councils to undertake increases in Council Tax. In view of this, he asked what plans there were in terms of borrowing from the General Fund and the Housing Revenue Account (HRA), especially as pressure on services continued to mount. He also felt that increased borrowing would be necessary in order to provide more low cost housing.

4.7 In reply, Councillor Robathan advised that there was a specific cap in terms of the HRA. The new Wholly Owned Company allowed additional options to access funding through the General Fund and borrowing opportunities would be monitored. Consideration of ways in which the General Fund would fund the Capital Programme in future was also being undertaken. Steven Mair added that an assessment would be undertaken as to what the City Council could borrow through prudential borrowing and options would be explored.

4.8 Treasury Management and Investment Framework

Members sought clarification in respect of the City Council increasing the amount of cash eligible to be invested with a single local authority counterparty. Steven Mair advised that the City Council could consider investing in any other local authority, that due diligence was undertaken on each authority and that as local authorities they offered reduced risk.

4.9 Westminster Community Contribution

Members asked whether there was a maximum amount that a resident could give in respect of the voluntary Westminster Community Contribution for those on Council Tax Band H, the highest band and were there any plans to extend this scheme. Councillor Robathan replied that there was no maximum limit to contributions and the aim of the initiative was to see if extra resources for services could be accessed through asking top band Council Tax payers, who were most likely be the wealthiest in Westminster, whether they would be prepared to voluntarily donate additional contributions. Councillor Robathan advised that residents who contributed were sent letters explaining what their donations were being used for. This was important as it would help encourage residents to donate again next year as it was intended to continue with the scheme. The Committee also heard that residents had been supportive of the scheme.

4.10 Budget 2018/19 2019/20 and beyond

The Chairman requested that the next Cabinet Member update include detailed financial figures in respect of the Budget and the Capital Programme for the Committee to consider. Another Member suggested that new housing often benefited those who were not already living in Westminster. He felt that every effort should be made to use the Capital Programme and borrowing to address the housing needs of Westminster residents. Councillor Robathan replied that consideration was being given as to how to widen delivery of the Capital Programme.

Regeneration

- 4.11 A Member stated that some residents with disabilities were being affected by parking spaces being removed as part of a regeneration scheme in his ward. This meant these residents being disadvantaged by having to park further away from their homes. He asked whether this had been recognised, and if so, what steps were being taken to address this. Councillor Robathan replied that she would look into the matter and respond to Members. The Chairman requested that this issue also be included in the next Cabinet Member update.

Cabinet Member for Housing and Customer Services

- 4.12 Councillor Andrew Smith (Cabinet Member for Housing and Customer Services) then addressed the Committee to provide an overview of his portfolio. Councillor Smith began by referring to the performance of CityWest Homes (CWH) which had been experiencing difficulties in repairs and customer services. CWH was carrying out a number of changes to transform services and there were already signs of significant improvement. The call centre was up and running and there had been investment in resources to ensure that there was sufficient staff to deal with peak demand. CWH had taken steps to strengthen its relationship with the repair contractor and satisfaction levels had risen to 88% as a result. Councillor Smith advised that a governance review of CWH was also being undertaken and external consultants had been appointed to lead on this. This represented a good opportunity for CWH to do things differently and Councillor Smith welcomed input from the Committee.
- 4.13 Councillor Smith commented that the City Council had played a significant role in assisting with the recovery from the Grenfell Tower fire and fire safety was a key priority. The cladding from Venice Towers had been removed and Government guidance was awaited as to what should replace it. Councillor Smith informed Members that he would be visiting every estate in Westminster.
- 4.14 Councillor Smith emphasised that the City Council was committed to providing a high quality customer service to its residents and visitors. Consideration was being given as to how to improve the digital offer and the City Council's website and allow residents greater access to services.
- 4.15 The Committee then asked a number of questions for Councillor Smith to respond to.

CityWest Homes

4.16 CWH Structure

The Chairman felt it would be appropriate that the Committee look at how CWH operates and it was agreed that a task group be created to report back to Members on its findings. The Chairman requested that the task group consider CWH's structure and the ways in which it works in the various services that it provides. He also requested that expert witnesses be invited to address the Committee.

- 4.17 A Member felt that the re-organisation of CWH was not going well and was driven by financial issues. CWH was not able to easily identify vulnerable residents as there was no system in place to undertake this. He commented that it was not only important to provide more housing, but also the right type of housing. He felt that some housing classified as affordable housing was not in fact affordable for many on the housing waiting list.

- 4.18 In reply, Councillor Smith stated that the transformation of services in CWH was being undertaken so that CWH could engage with residents more and was not only driven by financial pressures. The changes would also lead to improved customer services and allow residents to access services in different ways. In order to achieve this, Councillor Smith stated that it was necessary to have clear data and understand trends in terms of the volume of calls to help plan resources in future. Councillor Smith stated that a mix of housing was needed, including housing with lower rents and provision for key workers. Section 106 funds were being used to provide more housing. He added that it was important that provision of housing tied in with the need to create healthy communities.

4.19 Repairs Performance

A Member commented that there had been significant improvements to the Lillington Gardens and Longmoore estates. He commented on the difficulties in finding suitable spaces in Westminster to provide housing. He added that listed building status often impeded the ability for repairs to be undertaken and he asked whether there was a strategy to address this. Another Member highlighted delays in long term repairs and he stressed the importance of addressing this to ensure that they were completed in a timely manner.

- 4.20 Councillor Smith advised that the Infill Programme's aim was to identify suitable spaces for housing. In respect of listed building status, he acknowledged that this could hamper work and maintenance generally was a challenge and CWH was using data to identify 'hot spots' where repair and maintenance needs were high. Councillor Smith acknowledged that the problem with long term repairs needed to be resolved, and these often involved addressing a number of complications.

- 4.21 A Member remarked that the housing needs of young people needed to be addressed, with many having difficulty in remaining in their local area because of the lack of affordable housing. He asked what steps were being taken to

address this and whether young people were able to get on the housing register.

4.22 In reply, Councillor Smith advised that Government criteria applied in terms of placing people on the housing register, however every effort was made to be as flexible as possible. Barbara Brownlee (Executive Director for Growth, Planning and Housing) advised that the Supply and Allocations report would be due for publication shortly. The Chairman requested that the next update include details on supply and allocation.

4.23 Resident Communications

A Member emphasised the importance of interacting with residents and enquired whether there was a chat facility on the website and whether it was mobile friendly. He stated that it would also be useful if CWH could provide residents with regular surgeries with CHW representatives. He also commented that the concierge living concept was becoming increasingly popular in London and he suggested that organisations that offered this be looked at to see if CWH could offer something similar to its residents. The Chairman added that web chat facilities would be particularly useful where English was not a resident's first language.

4.24 In reply, Councillor Smith acknowledged the points raised and stated that one of the challenges was for CWH to publicise more what they are doing and what services they can offer. He agreed that holding surgeries would increase access for residents and holding a regular roadshow may also be possible. Fergus Coleman (Head of Affordable Housing and Strategy) added that CWH was already looking at making their services more accessible through the website.

Housing Services

4.25 Temporary Accommodation

A Member commented that the number of people in temporary accommodation remained a problem and was this likely to worsen as demand for housing rose. It also would sometimes lead to residents having to be placed in hotels which increased costs. Councillor Smith replied that a lot of thought and investment was being put into addressing this and although residents were sometimes placed in hotels when there were no alternatives, this happened less compared to other local authorities.

4.26 **ACTIONS:**

1. Update on City Hall be included in the next Cabinet Member for Finance, Property and Regeneration update. **(Action for: Barbara Brownlee, Executive Director of Growth, Planning and Housing)**
2. Next update to also include financial details and figures for the Budget and the Capital Programme. **(Action for: Steven Mair, City Treasurer).**

3. Information to be circulated to Members in respect of disabled parking spaces in regeneration areas and included in the next update. **(Action for: Councillor Robathan, Cabinet Member for Finance, Property and Regeneration, Barbara Brownlee, Executive Director of Growth, Planning and Housing and Richard Barker, Executive Director of City Management and Communities)**
4. Task group to be created to consider CWH's structure and the ways in which it works in the various services that it provides to report back to the Committee with expert witnesses. **(Action for: Aaron Hardy, Policy and Scrutiny Manager)**
5. Next Cabinet Member for Housing and Customer Services update to include details on supply and allocation. **(Action for: Barbara Brownlee, Executive Director of Growth, Planning and Housing)**

5 2018/19 WORK PROGRAMME

- 5.1 Aaron Hardy (Policy and Scrutiny Manager) presented the report which provided a list of potential topics for the Committee to incorporate into its work programme. He then invited the Committee to comment and make suggestions on the work programme.
- 5.2 The Chairman advised that the Sprinklers Task Group was already in progress. He stated that the Digital Transformation Strategy was a topic that the Committee should consider soon. He added that suggestions were also welcome outside of the meeting. He also suggested that there be no more than two topics for each meeting in order to provide sufficient time for each to be considered.
- 5.3 A Member queried why the budget was set in the autumn rather than in March. In reply, Steven Mair advised that this allowed more time to deliver savings.
- 5.4 Members agreed that regeneration be added as a topic on the work programme and that it be included in the Cabinet Member for Finance, Property and Regeneration updates. The Chairman requested that he be advised as to when would be appropriate to consider Business Rates. A briefing note on the implementation of Universal Credit, including timescales, and detailing how housing providers were responding to the implications of Universal Credit in view that they often required rent to paid in advance was also requested.
- 5.5 **ACTIONS:**
 1. Regeneration to be added as a topic to the work programme. **(Action for: Aaron Hardy, Scrutiny Manager)**
 2. Chairman to be advised as to when Business Rates can be considered by the Committee. **(Action for: Steven Mair, City Treasurer)**

3. Briefing note on the implementation of Universal Credit, including timescales, be provided. **(Action for: Martin Hinckley, Assistant City Treasurer and Head of Revenues and Benefits)**

6 ANY OTHER BUSINESS

- 6.1 There was no other business.

The Meeting ended at 8.20 pm.

CHAIRMAN: _____

DATE _____



CITY OF WESTMINSTER

MINUTES

Housing, Finance and Customer Services Policy and Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Housing, Finance and Customer Services Policy and Scrutiny Committee** held on **Monday 30th July, 2018**, Room 3.6 and 3.7, 3rd Floor, 5 Strand, London, WC2 5HR.

Members Present: Councillors Melvyn Caplan (Chairman), Timothy Barnes, Richard Elcho, Adam Hug, Pancho Lewis, Guthrie McKie, Mark Shearer and James Spencer.

Also Present: Councillors Rachael Robathan, David Boothroyd, Andrea Mann, Patricia McAllister and Robert Rigby and Barbara Brownlee (Executive Director, Growth, Planning and Housing).

1 MEMBERSHIP

- 1.1 It was noted that Councillors Tim Barnes and Guthrie McKie were replacing Councillors Antonia Cox and Matt Noble respectively.

2 DECLARATIONS OF INTEREST

- 2.1 There were no declarations of interest.

3 CALL-IN OF: EBURY BRIDGE ESTATE RENEWAL

- 3.1 The Chairman introduced the item and invited Councillor Adam Hug, a of the Member of the Committee who had requested the call-in of the Cabinet decisions made on 9 July in respect of the Ebury Bridge Estate Renewal report, to set out the reasons for the call-in.
- 3.2 Councillor Hug began by stating that a residents' ballot to determine their preferences should be held as this was desirable and would be beneficial for all. An earlier residents' ballot of Ebury Bridge Estate had been conducted a few years earlier and so there was no reason to not hold another one. Councillor Hug felt that the number of residents who had indicated support for the proposals in the consultation did not sufficiently demonstrate a clear mandate to proceed. He suggested that efforts should be made to obtain additional funding from the Greater London Authority (GLA) and to make full use of opportunities on Council-owned land to maximise the social and

affordable housing element and help finance the best scheme possible. Councillor Hug felt that further clarity was needed concerning affordable housing and the priority of tackling overcrowding needed to be addressed by delivering the appropriate homes.

- 3.3 Another area Councillor Hug suggested needed more clarity was in respect of the Decant Strategy which he felt was currently too vague and it was important that residents were fully informed about the proposals. The Local Lettings Strategy also needed more detail, including how current residents would be given preferential treatment. Councillor Hug also stated that the delivery model had not sufficiently set out the role of the developer and every effort needed to be made to ensure that the Wholly Owned Housing Company was contributing as much as possible to the delivery of the scheme.
- 3.4 Councillor Pancho Lewis, who had also called-in the decisions, similarly supported the idea of a residents' ballot, especially as a previous one had been held at the site. Councillor Lewis acknowledged that although the proposals as they currently stood would lead to more affordable housing, he asserted that the proportion of affordable housing compared to market housing would actually reduce. He also commented that more details were required about the residents' engagement process.
- 3.5 Councillor Andrea Mann, a Ward Member, was then invited to address the Committee. She began by emphasising that both Councillor Shamim Talukder, another Ward Member, and herself, did not want to impede regeneration in area and would have supported the proposals if they had the majority support of residents. However, she felt that the report had not shown that there was clear majority support for the proposals and it was important that this be achieved, particularly as it involved demolishing properties and vulnerable people and children would be affected. Councillor Mann therefore felt that a residents' ballot was necessary to clarify whether there was majority support and she referred to a previous ballot at the site which had a turnout of 60% and showed support for regeneration in principle. Councillor Mann also felt that there should support from any proposals from residents who lived near the site who would be impacted by the demolition stage and so should be consulted. In respect of social housing, she acknowledged there would be more properties of this category, but she asserted that the proportion of social housing would reduce to 38% or even 34%. Councillor Mann emphasised that it was important not to allow the ratio of social housing to fall and she felt this matter needed to be re-considered and additional funding be pursued from the GLA. She concluded by stating that she would support residents' wishes and it was important to consider that their lives would change when Ebury Bridge Estate was redeveloped.
- 3.6 Rachel Reilly, a local resident, was invited to address the Committee. Rachel Reilly advised that she was Chair of the Ebury Bridge Residents' Association (EBRA) and also a member of the Ebury Bridge Community Futures Group (CFG). She explained that she was speaking on behalf of EBRA following requests from residents. The Committee heard that EBRA had undertaken two surveys, both of which had demonstrated that residents had not felt that the listen and engage phase had been undertaken satisfactorily, whilst a large

proportion had not been directly engaged by the Council. Those who had engaged had not felt they had been listened to. Rachel Reilly stated that the surveys determined that the majority of residents had not felt the preferred scenarios had been sufficiently explained to them and they did not support them. The Outline Business Case, which confirmed the viability of the preferred option, had not been accessible publically and many residents felt that the estate had been purposefully neglected. Members heard that the second survey had shown that the majority of residents did not see a future for themselves on the estate and that they had not know that there was a CFG in existence. Rachel Reilly concluded that by stating that although regeneration was absolutely necessary, the majority of residents did not support the proposed option 7 and so therefore a residents' ballot was desired

- 3.7 Teresa Wickham was then invited to address the Committee and confirmed that she is the Chairwoman of the CFG. Teresa Wickham advised that she had led CFG since February and this diverse group met every 2 weeks. Residents had been consulted through a series of events and workshops in the last year and 8 scenarios for the future of the Ebury Bridge Estate had been drawn up. She felt that options 6, 7 and 8 were all potentially viable. Teresa Wickham advised that she had highlighted repairs and maintenance works that were necessary on the estate to the Chief Executive of CityWest Homes, including faulty lifts and getting garage doors re-painted. The Committee heard that Teresa Wickham had been appointed the Chairwoman of CFG after a selection process involving an interview panel of 4 people, which included 2 local residents. The Chairwoman position was independent and unsalaried. Teresa Wickham felt that that there had been ample engagement and consultation with residents and CFG representatives were on site 7 days a week and stayed later on Wednesdays. Teresa Wickham advised that a Community Charter was in the process of being developed to ensure transparency. She concluded her submission by emphasising the importance of not delaying the scheme any longer and to proceed with its implementation.
- 3.8 In response to the issues raised, Councillor Rachael Robathan (Cabinet Member for Finance, Property and Regeneration) advised that the Council had been working with the GLA for a while to explore the possibility of additional funding to provide more affordable housing. An application for funding from the GLA had been submitted in respect of the Church Street regeneration with all conditions met, however a response was awaited. Councillor Robathan advised that a proportion of GLA funding would be required to be delivered on a pan London-wide basis as part of GLA requirements and it was important that the needs of Ebury Bridge residents were met. The GLA also had tight guidelines in respect of the types of tenure that the funding could be used for. Councillor Robathan felt that there had been substantial consultation and the CFG played an important role in engaging with the community and the Council was also happy to engage with EBRA. The majority of respondents in the consultation were in support of the proposals and option 7.
- 3.9 Councillor Robathan advised that there were currently around 4,000 families on the housing waiting list and the Local Lettings Plan would assist in

addressing this. There was also a need to deliver more intermediate housing which was currently in low supply as well as social housing. The Council was committed to provide more affordable housing in Westminster and Ebury Bridge Estate was an important site in providing this. Councillor Robathan advised that the working of up the details for option 7 were in the process of being developed and the exact proportion of affordable housing allocation was yet to be determined, however the report mentioned the very minimum figure that would be provided. Option 7 would provide housing for families, those with special needs and older people and there would be green spaces. In respect of a residents' ballot, Councillor Robathan felt that ongoing consultation was a better way of identifying any support for schemes rather than a simple Yes/No ballot.

- 3.10 The Chairman then invited Members to discuss the item and began by asking for details in respect of the Decant Strategy. A Member commented that the Ebury Bridge Estate was in clear need of investment and improvement and he felt that the proposed scheme would achieve this, as well as addressing the housing shortage generally in Westminster. He also felt that there had been extensive consultation on the scheme. Another Member commented that the consultation response rate had been quite high, and the amount of unoccupied properties was also high. The number of housing units that could be brought into use was significant and would contribute to reducing the housing waiting list. He asked what alternatives could be proposed if option 7 was not pursued. It was also remarked that a reduction in the market housing offer would also result in less affordable housing as it would reduce the funding available. Members sought further details in respect of the affordable housing and market housing split. A Member commented that the consultation demonstrated that residents had been listened to and had been presented with choices and he acknowledged that further details were to follow and so felt that it was not appropriate to call-in the proposals at this stage.
- 3.11 Another Member commented that delivering regeneration schemes were always difficult for local authorities. However, he felt that in this particular instance, residents were not happy with the proposals and there should be greater effort to obtain more funding for the GLA through negotiation. In respect of affordable housing, he remarked that in reality this was not affordable for many people, including teachers and nurses. A Member sought further clarification as to reasons why a residents' ballot should not be held.
- 3.12 The Chairman acknowledged that more details would follow in respect of decant arrangements, whilst the social/intermediate/market housing proportions were being worked on. The Local Lettings Plan was also in the process of evolving. The Chairman felt reassured that every effort would be made to obtain more funding from the GLA if this was available to deliver for Westminster needs.
- 3.13 In reply to issues raised by Members, Barbara Brownlee (Executive Director, Growth, Planning and Housing) advised that anyone was welcome to join the CFG and discuss the Council's remit. She acknowledged that further details were required in respect of the Decant Strategy, however she assured Members that residents would be re-housed locally during this period.

Barbara Brownlee advised that every resident had the right to return to the estate and each case would be undertaken on an individual basis to best meet the needs of residents. Once the renewal stage was underway, the Council would then be in a position to present the options to residents. Barbara Brownlee welcomed open debate in respect of the delivery model and the Cabinet report in October would include progress on this.

- 3.14 Councillor Robathan concurred that any additional funding from the GLA must be available to address Westminster's specific housing needs. In respect of residents' ballots, she advised that the Council had been an early adopter of this, however it was felt that this was not as an effective way of identifying residents' views and needs as ongoing engagement, which provided constant feedback and increased the number of people engaging. Councillor Robathan added that there was always a risk that residents would disengage after a ballot, assuming that there would be no further opportunity to express their views.
- 3.15 The Chairman invited Councillor Hug for closing remarks. Councillor Hug began by stating that further consultation and a residents' ballot would open up opportunities for additional funding. He felt that any requirement by the GLA to deliver pan-London housing from its funding would be minimal and open to negotiation. He stated that GLA funding requirements also allowed for provision of more lower Council Tax band properties. Councillor Hug welcomed the prospect of more details in respect of the Decant Strategy and emphasised the need for ongoing support for families. Councillor Hug concluded his submission by requesting that the Cabinet consider holding a residents' ballot to re-affirm or otherwise support for the proposals.
- 3.16 The Committee then took this to the vote and voted by majority to endorse the decisions made by the Cabinet.

3.17 **RESOLVED:**

That the decisions made by the Cabinet on 9 July 2018 in respect of the Ebury Bridge Estate Renewal be endorsed.

The Meeting ended at 8.17 pm.

CHAIRMAN: _____

DATE _____

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City of Westminster

Housing, Finance and Customer Service Policy and Scrutiny Committee

Committee date: 27th September 2018

Author: Councillor Rachael Robathan

Portfolio: Cabinet Member For Finance, Property and
Regeneration

Please contact: Verity Farnham
vfarnham@westminster.gov.uk Ext. 5371

1. Finance (City Treasurer's Department)

Budget 2018/19

- 1.1 The Budget and savings for 2018/19 were presented to the Budget & Performance Task Group in October 2017 with an update issued in January 2018.
- 1.2 The scrutiny sessions reviewed the budgets presented by each directorate, looking at revenue expenditure and capital projects planned, as well as the savings initiatives proposed to be undertaken to meet the reducing funding and pressures encountered in service areas as well as contract and pay inflation.
- 1.3 Full Council approved the budget at its meeting in March 2018. The Council has already begun work on developing its budget for 2019/20 and beyond.

Revenues and Benefits: Benefits Service

- 1.4 Council Tax & NNDR collection is on target to meet our year end collection targets, which would match the highest collection rates previously achieved by the City Council. The Council continues to lobby for improvements to the Business Rates Retention Scheme, including the removal of the risk of reduction in local authority funding due to successful rateable value appeals. The Council is represented on both of the central government working groups looking at the future of the Retention scheme.

The Transition from Housing Benefit to Universal Credit.

- 1.5 The transition of new claims for Universal Credit is being implemented to schedule, with the main Marylebone Job Centres having gone live in June. The remaining job centres, including the Kensington Job Centre, remain on schedule to implement new claims for Universal Credit for their associated postcodes by December 2018.
- 1.6 The City Council continues to meet with the Department for Work and Pensions (DWP) on a regular basis to ensure that the transition to Universal Credit is as smooth as possible for our residents. This has included the provision of a Housing Benefit officer and a Citizen's Advice Bureau representative on site at the Marylebone Job Centre to deal with resident queries.
- 1.7 The City Council, along with London Councils, has recently responded to a Central Government consultation on the future process for moving existing Housing Benefit claimants, excluding the exempt categories, (e.g. pensioners and temporary accommodation claimants) from Housing benefit to Universal Credit between 2019 & 2022.

Community Contribution

- 1.8 The Community Contribution has raised £390K so far. Officers are currently considering options for a further mailshot in the autumn to Band H residents who have not yet made a contribution.
- 1.9 The Council has received a number of enquiries from other Local Authorities interested in the scheme, with the London Borough of Islington committing to a similar scheme in 2019/20.
- 1.10 The Community Contribution scheme has also been shortlisted for a national “Innovation” award (IRRV – Institution of Rating, Revenues & Valuation). The Council is one of 3 finalists with the winner being the announced in October.

2. Corporate Services

IBC Onboarding

- 2.1 The programme to replace the BT Managed Services with the IBC Solution from Hampshire County Council is progressing well with the build of the core system and payroll proceeding as planned.
- 2.2 Before going live on 1st December 2018, the new system will be tested to ensure a smooth transition. User testing is currently underway with volunteers from both Westminster City Council and the Royal Borough of Kensington and Chelsea with initial feedback being very positive
- 2.3 The Business Deployment activity, which has been underway since the Spring, will now gear up to ensure that all staff are fully briefed and, where appropriate, trained to use the new solution when it goes live.

Reorganisation and Key Staff Changes

- 2.4 John Quinn, Executive Director for Corporate Services will be leaving at the end of September. As a result, Lee Witham, Director of People Services and Tasnim Shawkat, Director of Law will report directly to the Chief Executive. The remainder of Corporate Services will report to the Director of Finance and Resources once appointed with interim arrangements currently in place.
- 2.5 David Hodgkinson, Assistant City Treasurer has replaced John Quinn as Bi-borough Senior Responsible Officer for the IBC Implementation.
- 2.6 Maria Benbow, Head of Digital and Interim Chief Procurement Officer leaves Westminster in October. As a result, Ben Goward, Chief Information Officer will assume responsibility

for Digital and, as an interim measure, Kevin Goad, Director of City Highways will take responsibility for Procurement.

3. Regeneration

- 3.1 The Growth, Planning and Housing team is responsible for delivering the Council's target of 1,850 affordable homes by 2023.
- 3.2 This target will be met through the delivery of an estate regeneration programme, high-level estate reviews and an infill programme on the Council's own land.

Church Street

- 3.3 The regeneration of the Church Street area is a key priority for Westminster City Council. Building on the progress made so far, and working with the local community, we now have an ambitious masterplan for the Church Street area. This will be delivered over the next 15-20 years.
- 3.4 Officers have been working with residents in masterplan sites A, B and C over the summer to understand their housing needs and to recruit more residents who wish to play an active role in the next phase of the regeneration programme. The options analysis phase for those sites, along with more detailed work on the Lilestone Street site, will commence in Autumn 2018. To support this work, a Multi-Disciplinary Design Team, led by Arcadis, has been appointed.
- 3.5 A Commercial Consultant and an Independent Resident Advisor are also being appointed. All of the appointments have included community representation throughout the appointment process, with the Resident Advisor panel having a resident majority. All community members were supported through the process with training and advice.

Ebury Bridge

- 3.6 After extensive consultation with residents on the future of the Ebury Bridge Estate, plans to build 750 new homes were approved at a meeting of Cabinet in July. At least 342 of these new homes will be affordable.
- 3.7 The decision to approve the plans makes the estate home to the largest single delivery of new council homes in the heart of London for over fifty years. In total, the scheme will more than double the number of homes on the estate. This includes:
 - replacing the existing 198 social rented homes with new high quality social rented homes; and
 - the provision of at least an additional 144 affordable, family-sized homes (consisting of around 87 social rented and 57 intermediate homes).

- 3.8 The Council's ambition is to create a range of affordable housing that addresses all needs from accessibility to overcrowding and which offers low cost opportunities to rent or buy across the estate. Officers' will be working to further develop these options over the next two months.

Key Pledges

- 3.9 As part of the Ebury Bridge development the Council has made the following key pledges to residents:
- A right of return for residents is guaranteed for all secure tenants and resident leaseholders;
 - there will be a full replacement of all council homes;
 - in addition, 35% of any new homes provided will be affordable for social and intermediate rent;
 - Ebury Bridge will remain a council-owned estate;
 - addressing overcrowding is a top priority;
 - good local shopping that serves local communities is central to any scheme;
 - residents will be at the heart of developing a viable new scheme;

Paddington Green (Parsons North)

- 3.10 The scheme was granted planning consent last year and will consist of 60 new homes, of which 19 will be affordable. The project also includes associated landscaping, providing amenity space for residents and public realm works to enhance the local area.
- 3.11 Prior to the new affordable homes becoming available to occupy, a Local Lettings Plan will be developed; this plan will set out who will be prioritised for the new homes with the aim of helping to address local housing needs.
- 3.12 The Council has recently appointed Osborne as the main contractor who will build the new development on the land adjacent to Parsons House. Works are expected to start on site toward the end of this year. Building work will last just over two years and is expected to be completed in early 2021.
- 3.13 A "Meet the Contractor Event" has been organised for the 27th September. This will provide residents with the opportunity to meet representatives from Osborne and the Council's project team prior to the works commencing.

Tollgate Gardens

- 3.14 The developer is reporting a completion date of May 2019, which is subject to the conclusion of discussions with their main contractor. The developer has a show apartment open, and has sold 14 units already, they will be launching their help-to-buy product in October and this has a waiting list. The WCC social show apartment is currently being de-

snagged and is anticipated to be open to residents from November. The next meeting with all residents will be 27th September.

Leaseholder Policy for Housing Renewal Areas

3.15 The council has published a new Leaseholder Policy for Housing Renewal Areas 2018, which replaces the Policy published in 2014.

3.16 The new policy differs in a number of ways including:

- There is an option to buy one of the new homes on a shared equity basis as well as with an equity loan.
- Flexibility may be applied to the eligibility criteria to buy one of the new homes with the equity loan/shared equity option, where leaseholders cannot raise another mortgage again to the same value (which is part of the criteria).
- There is more ability for leaseholders to pass on the equity loan/shared equity arrangement to their heirs. This can be passed on, once, to resident family members and to non-resident family members for five years.
- Leaseholders buying one of the new homes as shared owners can now sub-let the properties if any lender agrees.
- Where it is agreed that leaseholders can become tenants, they may become social or intermediate tenants. Intermediate tenancies have higher rents than social ones, although they are still discounted and below market rents and they will only be offered where they are affordable.

4. Strategic Housing Options for Older People (SHSOP)

4.1 SHSOP is driving forward an ambitious programme in order to meet the anticipated demand for care provision for older people in Westminster and provide services to meet changing and often complex care needs.

Carlton Dene, Peebles House and Westmead

4.2 The first round of consultation with residents at Carlton Dene, Peebles House Westmead has taken place. The response to date has been positive. Discussions at Carlton Dene and Westmead centred on what the new care home at Beachcroft will offer. A further round of consultation will take place with residents later this month focusing on the facilities that will be available at Beachcroft.

4.3 As part of the consultation officers are holding weekly surgeries on site at Carlton Dene and Westmead to address any questions that residents and their families may have. All residents will also be invited to a 1-2-1 session during September.

4.4 Residents at Peebles House will also be invited to attend fortnightly surgeries on site and a further event is planned for mid-October.

- 4.5 The consultation exercise closes on 14th November and outcomes will be reported as part of the business case.

Beachcroft

- 4.6 The Beachcroft House development in Maida Vale forms an integral part of the SHSOP programme. Once complete the development will provide 84 care bedrooms care home and 31 apartments for private sale.
- 4.7 Planning permission for the redevelopment was granted in March 2017 and following a competitive tender, Durkan Ltd, were appointed as the contractor.
- 4.8 The development will be ready for occupation in the spring of 2020.

5. Westminster Community Home Awards

- 5.1 The Council have invested £5.5 million in the Victoria Wharf (Ladbroke Grove) scheme which overlooks the Grand Union Canal and is adjacent to Ladbroke Grove in north Westminster. In partnering with CGL, Westminster Community Homes has created 22 affordable apartments for intermediate rent.
- 5.2 This scheme has been nominated for two awards:
- The Sunday Times Best British Homes awards for Solving the Housing Crisis category
 - The Inside Housing Awards for Best British Affordable Homes scheme (under 25 Homes) category

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City of Westminster

Housing, Finance and Customer Services Policy and Scrutiny Committee

Date:	27 th September 2018
Classification:	General Release
Title:	Report of the CityWest Homes Task Group
Report of:	Director of Policy, Performance and Communication
Cabinet Member Portfolio	Cabinet Member for Housing and Customer Services
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Aaron Hardy x2894 ahardy1@westminster.gov.uk

1. Executive Summary

This report presents the findings of the CityWest Homes task group for the committee's consideration

2. Key Matters for the Committee's Consideration

The Committee is asked to:

- Comment on the task group's report
- Forward the task groups recommendations to the Cabinet Member

3. Background

On 20th June 2018, the Housing, Finance and Customer Services Policy and Scrutiny Committee established a task group to review CityWest Homes, Westminster City Council's Arm's Length Management Organisation. The review focused on:

- City West Homes' strategic alignment with the Council's priorities
- Customer service
- Major works and leaseholder issues

The review took place over four meetings that included contributions from Westminster City Council officers, CityWest Homes officers, residents and an expert witness.

This paper presents the task group's recommendations.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Aaron Hardy x2894
ahardy1@westminster.gov.uk**

APPENDICES:

1. CityWest Homes Task Group report
2. CityWest Homes Setting the Scene Presentation
3. Campbell Tickell Presentation
4. HRA management Cost Information
5. CityWest Homes Contact Centre Performance Report July 2018
6. CityWest Homes Major Works Presentation
7. CityWest Homes Resident Engagement Summary
8. CityWest Homes Resident Engagement Guide
9. CityWest Homes Task Group Meeting Notes – Meeting 1
10. CityWest Homes Task Group Meeting Notes – Meeting 2
11. CityWest Homes Task Group Meeting Notes – Meeting 3
12. CityWest Homes Task Group Meeting Notes – Meeting 4

BACKGROUND PAPERS

None

Report of the CityWest Homes Task Group

Introduction

On 20th June 2018, the Housing, Finance and Customer Services Policy and Scrutiny Committee established a task group to review CityWest Homes, Westminster City Council's Arm's Length Management Organisation. The review focused on:

- City West Homes' strategic alignment with the Council's priorities
- Customer service
- Major works and leaseholder issues

The task group acknowledged different views around the future of CityWest Homes and focused on recommendations that would help improve the service however it was delivered.

The task group was made aware of a number of structural issues and would expect the cabinet member to consider all of those issues and decide the appropriate way in which the service should be delivered to enable these recommendations to be implemented.

The review took place over four meetings that included contributions from Westminster City Council officers, CityWest Homes officers, residents and an expert witness.

This paper presents the task group's recommendations.

Strategic Priorities

The task group heard from Campbell Tickell, which has been commissioned by Westminster City Council to undertake a high-level review of CityWest Homes. One of the key issues that Campbell Tickell had identified was the organisational culture of CityWest Homes where there was a sense of 'us and them' between CityWest Homes and the Council and residents. Campbell Tickell characterized this as a lack of public service ethos. Residents also raised with the task group a feeling that CityWest Homes had distanced itself from residents.

Campbell Tickell also identified key strategic issues, specifically that the CityWest Homes board had failed to recognise weak performance and the risk associated with swift organisational change and the council's clienting arrangements had been too light touch and without appropriate arrangements in place for effective dialogue at different organizational levels.

Recommendations

1. Change the culture at all levels of CityWest Homes. If CityWest Homes is to succeed then it needs to be a more resident friendly organisation committed to clearer and fairer communication with all residents.
2. Ensure that all CWH employees understand and accept ownership of issues in all resident engagements.
3. Change the approach to answering calls and emails from residents and councillors to ensure this is done in a timely manner and that ownership is accepted by the recipient of the contact.
4. Provide clear points of contact for councillors that is not just the Chief Executive or managing Director or their office.
5. Ensure data on long-term plans is routinely shared with councillors.

6. Adopt an approach of reviewing all resident communications with councillors prior to its issue.
7. Review clienting relationship between WCC and CWH.
8. Greater emphasis and interest should be shown in 'Block inspections' by CWH. Residents should be allowed to access all areas including stairwells and roofs. (subject to normal health and safety concerns).
9. Reform CWH board. This needs to consider the purpose of the board and the skill mix that is required to meet that purpose.
10. Review CityWest Homes staff organisational structure to make clearer who is responsible for repairs and major works.
11. The relevant Policy and Scrutiny Committee should review CityWest Homes at least annually.

Customer Services

In June 2017, CityWest Homes launched a new customer center. Following the launch, call-waiting times were longer than acceptable as the volume of calls received exceeded expectations. Call handling performance remained poor until January 2018. In August 2017, a new contract for providing general building repairs services commenced and immediately experienced problems, performance dropped below target levels during the mobilisation phase. This had a knock on effect of generating more calls for the contact centre.

As well as these performance issues, the task group heard of a number of concerns from residents. There was a general complaint amongst residents that CityWest Homes had lost a local presence following the closure of estate offices and that services that had been intended to replace the face-to-face interaction (e.g. local surgeries) had not been successfully implemented.

12. Provide estate management contacts for residents/councillors. These contacts should be officers that are responsible for looking after a block or an estate and who are empowered to act on concerns that are raised.
13. Remove the current call centre interactive voice response (IVR) menu. Changes should be made immediately even if further improvements are then planned in the near future as part of wider improvement work.
14. The distinction of lessee vs tenant should not be the first IVR question. This enables block or estate queries to be raised and understood. The current IVR and call centre approach is too prescriptive.
15. Ensure all locations where residents have contact with CityWest Homes staff have areas private areas for where personal information can be discussed.
16. Introduce an improved CRM system for all customer contact points, and ensure it is fully integrated with repair contractors to allow for better interaction and sharing of data between call center and repairs contractor.
17. Monitor as a KPI repeat calls and put in place an action plan to avoid repeat calls.
18. Continue to monitor call wait time, longest wait time and length of calls and report exceptions to CWH management and to the CWH board.
19. Review the arrangements for surgeries, including location and current usage, to ensure they meet the needs of residents.
20. Establish, outside of the complaints procedure, clear communications channels for residents to discuss works not being carried out or other 'questions'.

21. Undertake a data mining/interrogation exercise and analysis of IVR and calls logged to produce intelligent data on repeat calls/missed appointments with a view to identifying causes and reducing incidents.
22. Ensure all repairs are inspected upon completion to rebuild residents' confidence that repairs are done correctly.
23. Produce clear information for all residents on what is allowed with regards to short term letting (e.g. through Airbnb)
24. Develop a clear protocol for dealing with tenants/lessees who will not allow access to their properties. Engage in legal proceedings at an earlier stage if emergency access is needed to enter a property to stop damage to other properties.
25. Review engagement activity and produce a strategy that ensures residents can be empowered to scrutinise CityWest Homes' activity and performance.
26. Improve the feedback system for residents on the progress of issues they have raised (e.g. repairs or major works). This would include a formal escalation procedure within CWH to track such issues and the use of technology to provide updates.
27. Improve the way that customer satisfaction information is collected. Use different milestones during projects and by using a greater variety of methods aimed at increasing the amount of feedback received. Improving data collection should be a KPI.

Major Works

There are specific challenges surrounding delivering major works in Westminster, however the CityWest Homes major works programme is reasonably well funded. In the past, there has been frustration from all parties on the way major works have been delivered. There has been a recent change to the process of delivering of major works to address concerns, such as the appointment of two term partner contractors.

CityWest Homes has a target to reduce management fees of major works to 12% (currently 16%).

There are a number of groups and processes involved in scrutinizing the costs involved in a major works project including a project committee, project board, liaising with the Council, getting the opinion of building surveyors and quantity surveyors and using contractors to get quotes from suppliers. One area for improvement that the task group identified was communicating to residents the scrutiny that costs had gone through, and empowering them to scrutinise costs themselves. The task group also discussed the importance of early communication with residents so that they could understand the challenges of a major works project and the effect that those challenges had on costs.

The task group discussed sinking funds (a sinking fund is a long-term savings account that homeowners contribute to every month through service charges). Legislation does not prohibit the establishment of sinking funds. There are two types of sinking fund, those linked to the property and those linked to the lease. The primary difference is that when a lease expires, the balance of a leaseholder-linked sinking fund must be repaid to the leaseholder. This applies when the lease ends, not when it changes hands. Currently Westminster (WCC) leases do not allow the establishment of a property linked sinking fund. WCC could establish sinking funds, but they would have to be leaseholder linked.

To establish a property-linked sinking fund, WCC would need to vary the leasehold agreements, which would require a ballot of leaseholders and an application to the first tier tribunal. Like any service charge, a sinking fund is subject to a test of reasonableness.

28. Commence consultation with lessees in advance of issuing s20 notices on all major works projects.
29. Investigate the possibility of appointing a quantity surveyor who would act for residents to assist them with evaluating major works schemes.
30. Investigate the possibility of establishing a leaseholder-linked sinking funds and an improved flexible payment system with a view to introducing one or both of them.
31. Produce a coordinated plan dealing with leaks that identifies necessary repairs and major works that are needed to address the issue.
32. Set a KPI for CWH that prioritises bringing management and professional fees in line with industry to give value for money.
33. Review the information provided to leaseholders to ensure that there is complete transparency on how costs for major works are calculated.
34. Establish an appropriate review mechanism within CWH to ensure that major works projects provide good value for money for residents and are appropriate based on the condition surveys carried out.
35. Produce a plan for reducing costs on major works projects.
36. Review why certain blocks or estates are not currently planned for major works to ensure that all buildings are maintained in a timely fashion.



CITYWEST HOMES

Policy & Scrutiny Task Group:

CityWest Homes

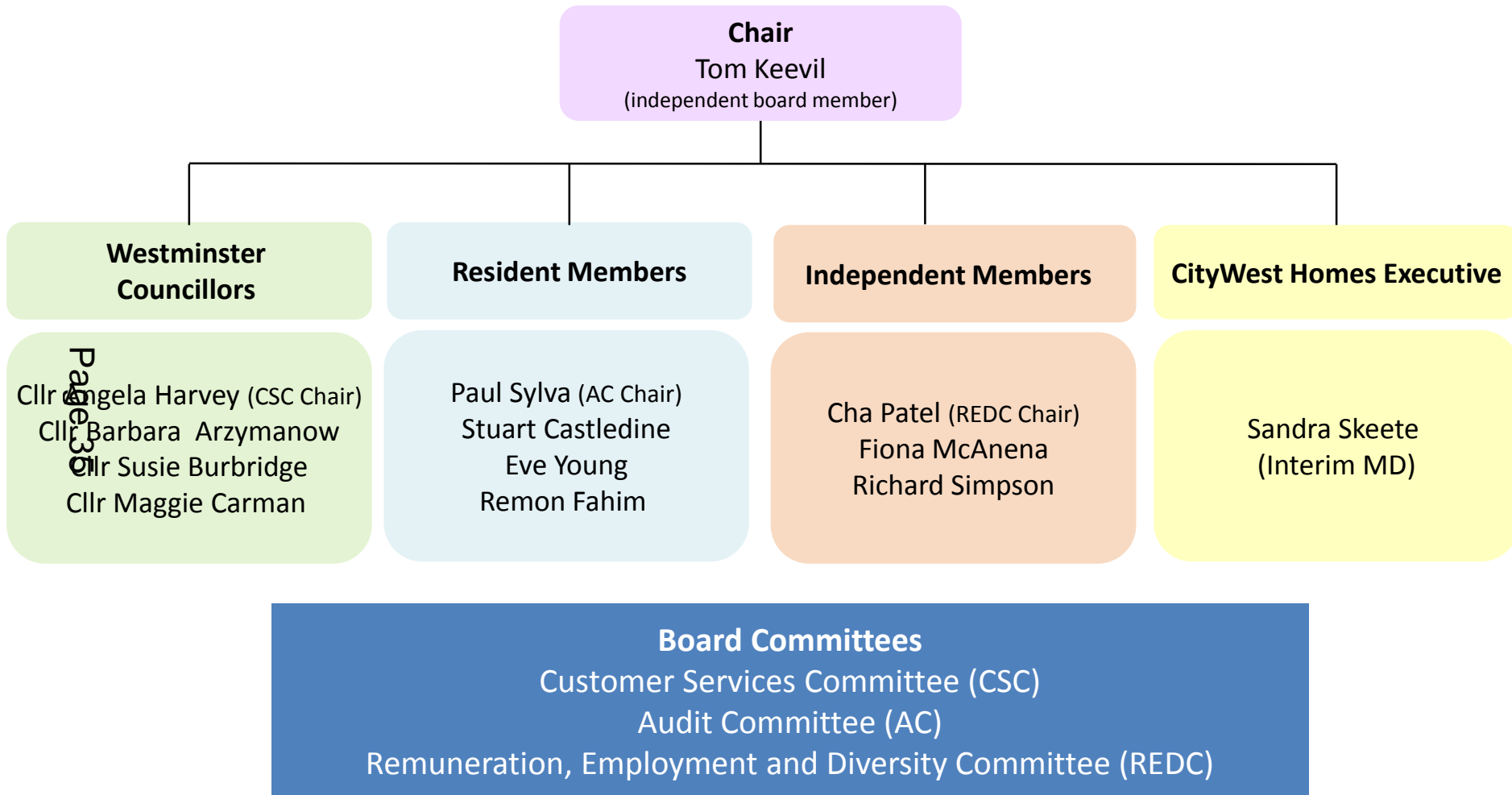
Session 1

16 August 2018

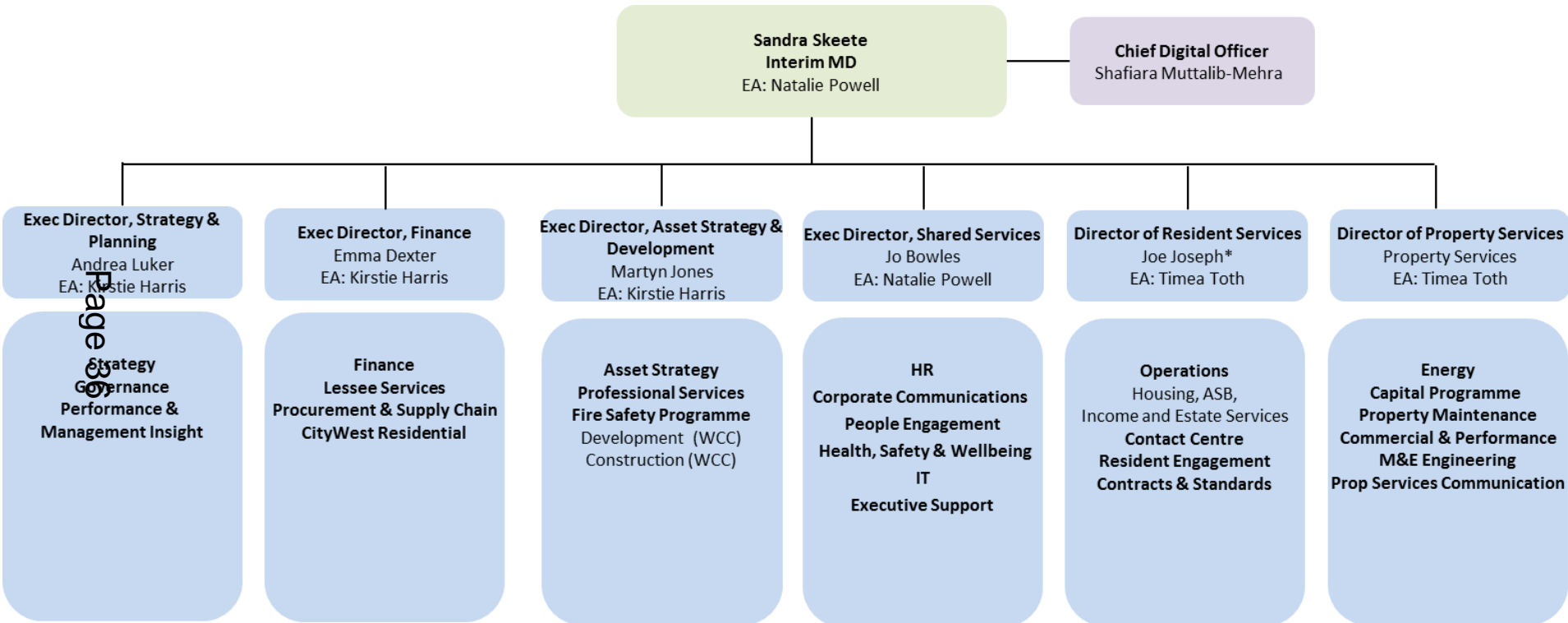
About CityWest Homes

- An arms length management organisation (ALMO)
 - A non-profit making company wholly owned by Westminster City Council
 - Created in 2002 to manage and improve the Council's housing stock (21,000 homes)
 - 12,000 are let on social housing tenancies
 - 9,000 sold on long leases to leaseholders
- Current management agreement runs from 2012-2022
- Governed by a board comprising 4 residents, 4 Westminster Councillors, 4 independent members and the Interim MD
 - WCC retain stock ownership and strategic oversight
 - CWH is responsible for management and maintenance of the stock

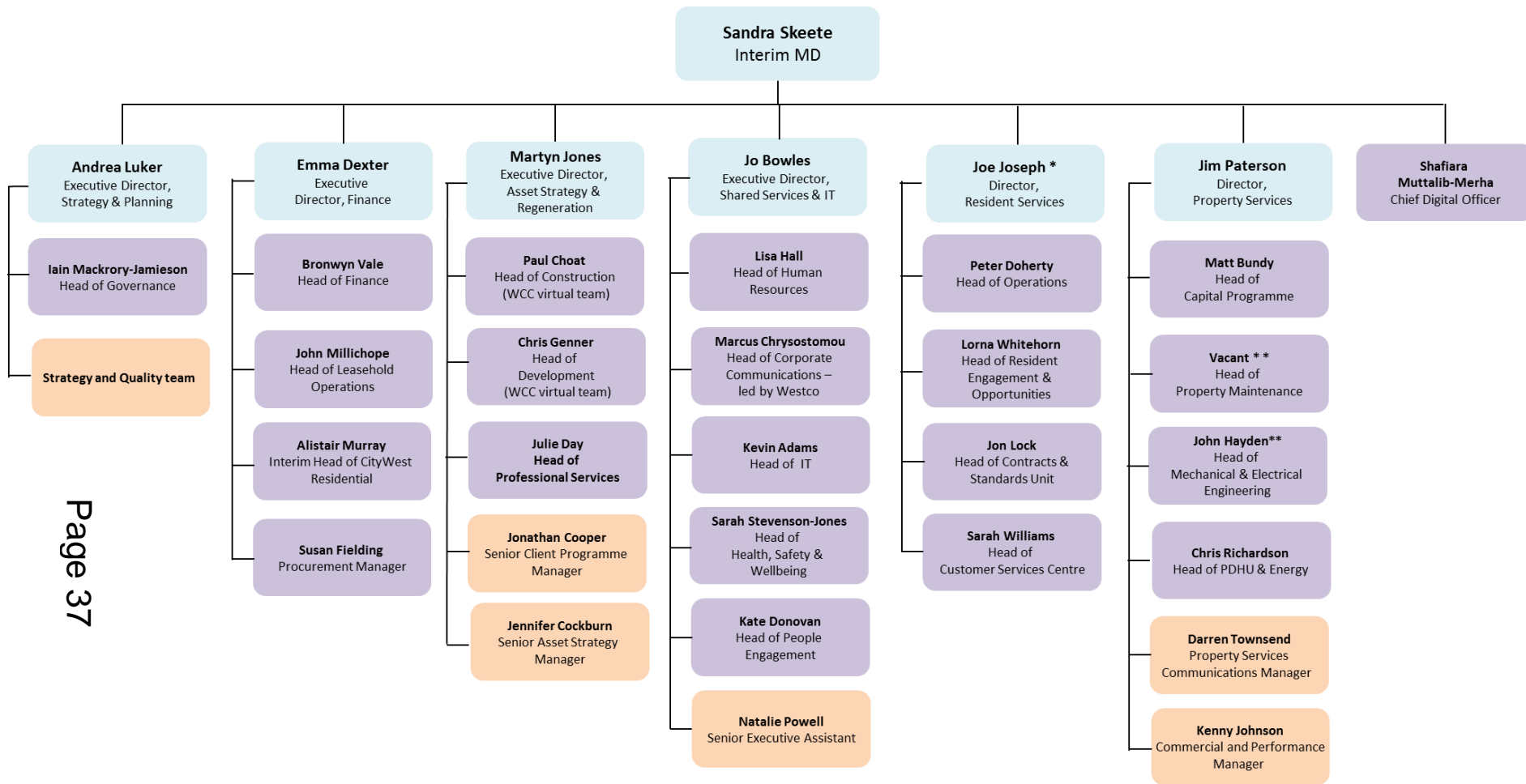
Board membership



Operational structure



*starts 11 September 2018



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Key

Blue = 1st tier management

Purple = 2nd tier management posts

Orange = 3rd tier management posts

*starts 11 September 2018

**John Hayden, acting head of repairs and M&E

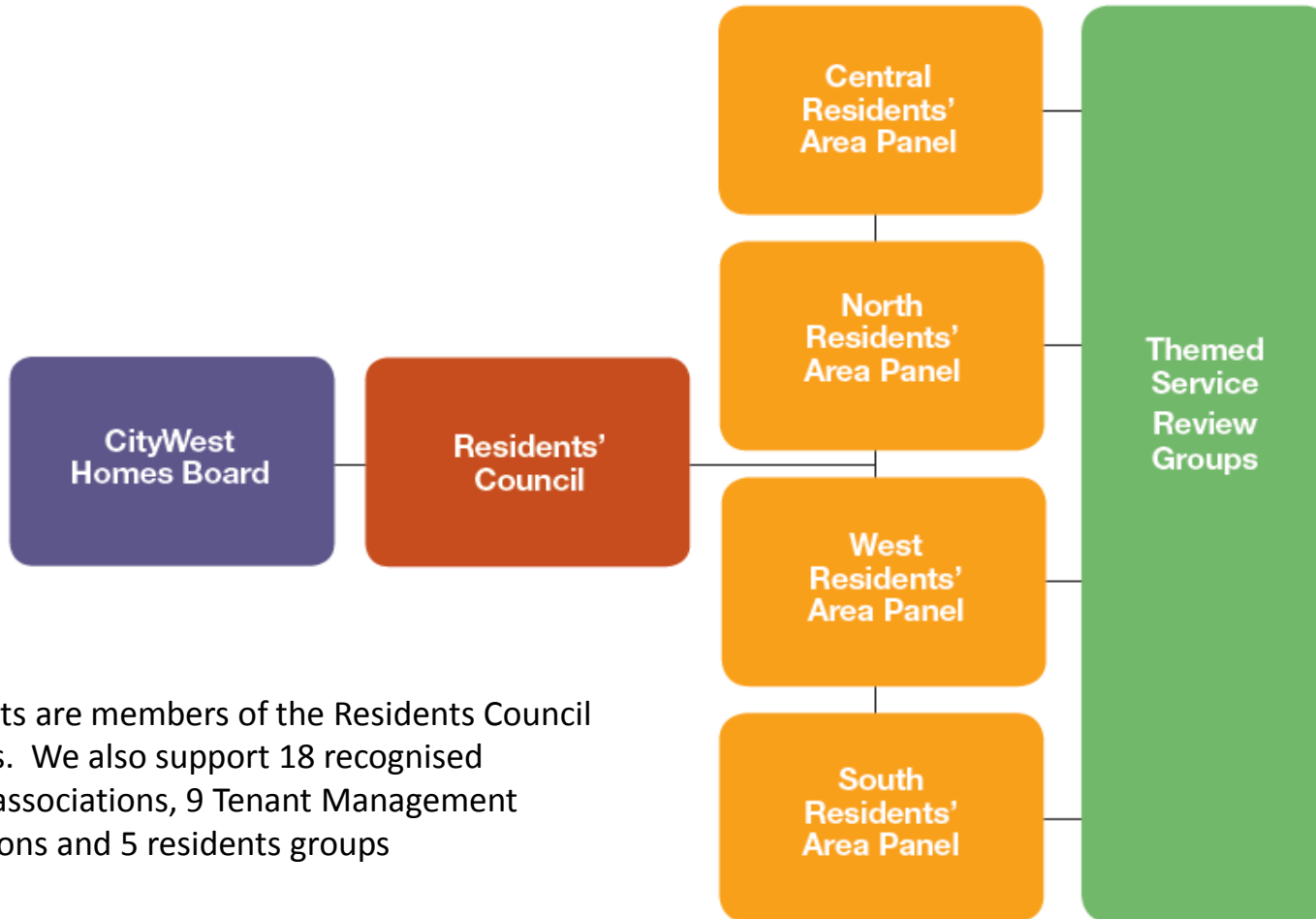
Creating places where people are proud to live



CITYWEST HOMES

Resident engagement structure

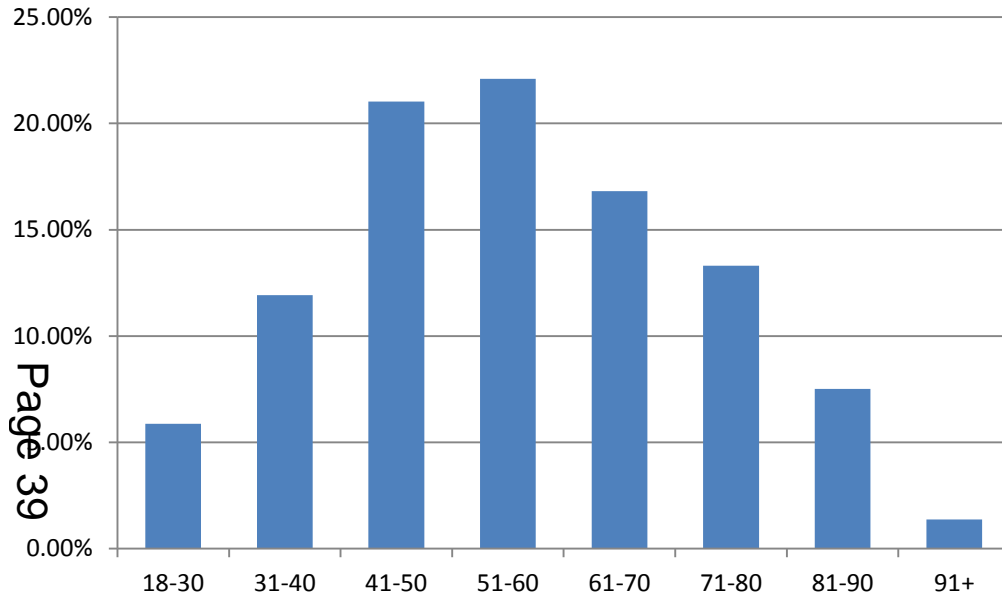
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56 residents are members of the Residents Council and Panels. We also support 18 recognised residents associations, 9 Tenant Management Organisations and 5 residents groups

Tenants

Age

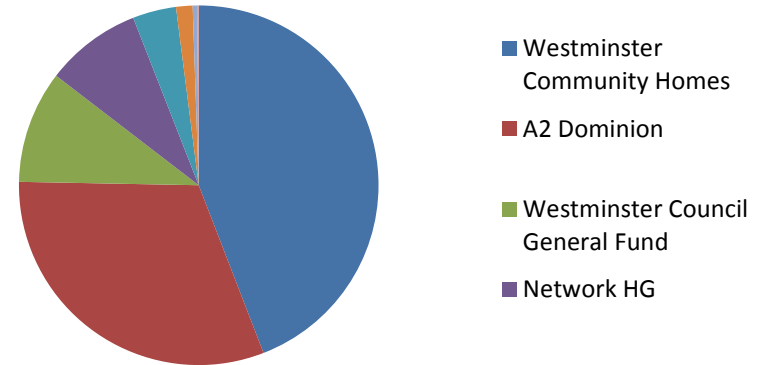


- 10% of tenants have flexible tenancies
- 90% have secure tenancies
- 61% of our tenants are aged over 50 and 39% over 60

Leaseholders

	WCC leases held by owner type
Owner occupiers	4080
Owners with an alternative mailing address	1591
Landlords with 1 WCC lease	1715
Landlords with 2-5 WCC leases	724
Landlords with 6-50 WCC leases	194
Landlords with 50+ WCC leases	697
Total leaseholders	9001

Social landlords owning WCC leases



Social landlords	Number of leases
Westminster Community Homes	327
A2 Dominion	231
WCC General Fund	75
Network HG	64
Genesis Notting Hill Grp	29
Acton/West Lodge Housing Association	11
Royal Borough of Kensington & Chelsea	3
St Pancras Housing Association	1
	741

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- 39% of leaseholders bought under RTB
- 61% of leaseholder bought in open market
- 38% of leasehold properties are sublet

Where the properties are located



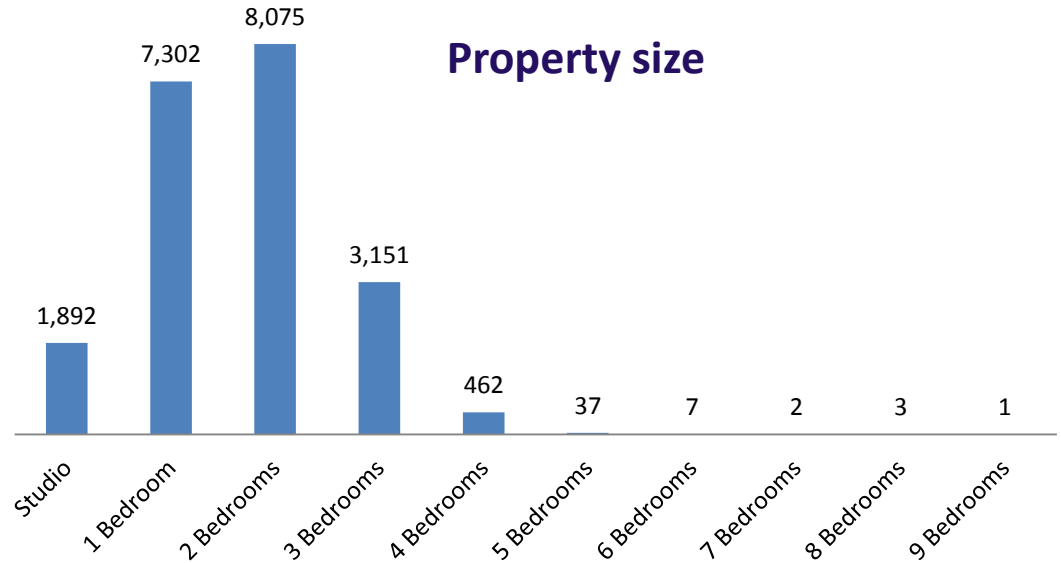
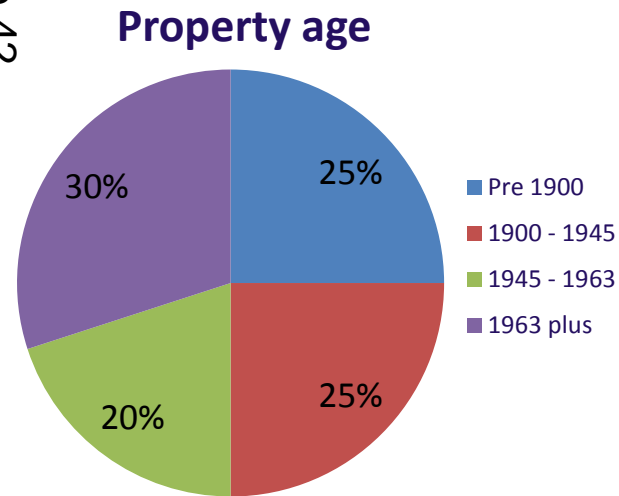
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Properties we manage

We manage:

- c.730 houses and c.600 blocks
- 1,259 garages & 3,171 sheds
- 23 community halls & 45 playgrounds

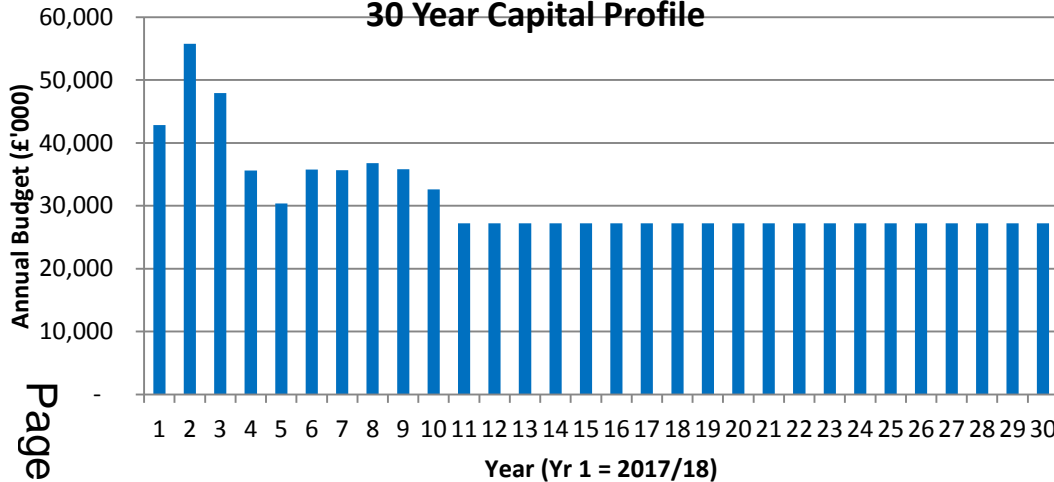
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- 43% of the stock is in a Conservation Area
- 17% are Listed (c.3,500 units)

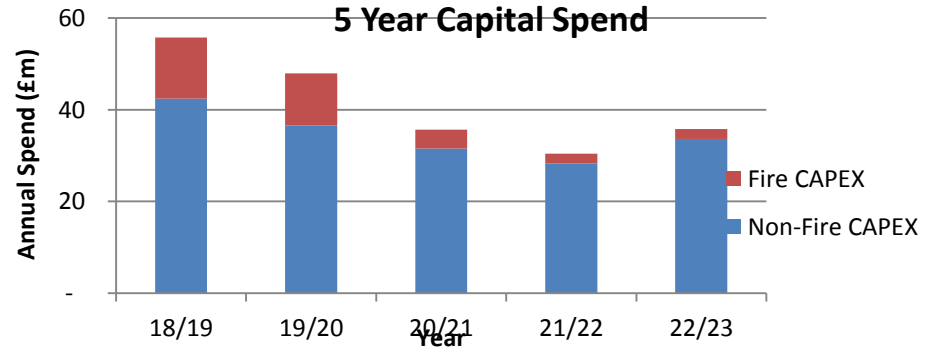
Investment Strategy

HRA Business Plan 2018/19:
30 Year Capital Profile



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HRA Business Plan 2018/19:
5 Year Capital Spend



CWH' services

We provide the following services to our residents:

- Tenancy management – including tenancy sign up, rent collection and support to sustain tenancies
- Leasehold Services – including collection of service charges, authorisation of alterations, RTB administration
- Repairs, major works and compliance of housing stock
- Anti-social behaviour services
- Resident engagement - supporting existing and emerging resident associations and tenant management organisations, servicing the residents council and area panels
- Community development (contract social value) supporting residents into employment, training and education

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Additional services we provide include:

- PDHU - a combined heat and power plant which supplies 3,250 homes and businesses in south Westminster
- Delivering new homes through supporting Westminster's development programme
- CityWest Residential – private residential sales and lettings agency
- Housing management services for Westminster Community Homes, Notting Hill Genesis and A2 Dominion
- Creating long term asset management plans for all of WCC's estates

What this looks like

- c.50,000 responsive repairs carried out each year
- 19,000+ calls to the contact centre each month
- 67 major works schemes planned for 2018/19, with an estimated spend of £54m
- 35 new tenancies each month
- c.£82m rent collected each year
- 91 people into work and 150 supported in 2017/18

How to access CWH' services

- Four Area Service Centres
- Multi channel contact centre with single contact number and email address
- Regular drop-in sessions and surgeries across our neighbourhoods
- Home visits



CityWest Homes: alignment with City for All

CWH supporting City for all 2018/19:

CWH works closely with WCC on a significant number of City for all objectives. For example CWH supports WCC in its delivery of the following ambitions:

City of Opportunity

- Delivering nearly 2000 new homes by 2023
- Supporting people into work

City that offers excellent local services

- A step change in the quality of CWH customer service so that it is the standard that our tenants and lessees deserve
- Unlawful nightly letting does not over run the city

Caring and fairer city

- Caring for and supporting the most vulnerable within our community

Healthier and greener city

- Action on childhood obesity
- Active Westminster – ensuring all neighbourhoods have access to open spaces & sports facilities
- Increasing recycling rates across the city

City that celebrates its communities

- Providing opportunities so everyone can actively contribute to their community
- My Westminster day

City that offers excellent local services

Driving improvements, working with our partners to make sure the city is safe, clean and well run

In 2017/18 CWH changed its service delivery model and reshaped its repairs services including:

- Launching a contact centre in June 2017 - a single phone number and email address for all customer contacts
- 4 area service centres and 10 weekly surgeries, in locations chosen by residents
- Freeing housing teams to deliver tenancy sustainment and estate management services
- Specialist ASB, income and lessee services teams to provide more expert services and support
- New website and secure on-line services for tenants and lessees
- Letting 7 new 10 year term contracts for building and maintenance
- Social value in contracts, offering significant funding for jobs and training in Westminster
- A new approach to major works with long term partnering
- Modernising the repairs service - 'text ahead' for repairs, proactive maintenance and leak detection service, electronic tagging of appliances to predict maintenance requirements
- On target to deliver £5.2m savings

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City that offers excellent local services

Driving improvements, working with our partners to make sure the city is safe, clean and well run

Over 2018/19 we continue to work to sustain and improve services to tenants and lessees:

- Improving the quality of email and call handling and first contact resolution
- Improving complaints handling and the experience for customers
- Learning from service failures, trends and patterns to tackle underlying issues
- Strengthening our customer service training & induction process
- Developing local area management plans, identifying and tackling resident concerns
- Strengthening the delivery of the repairs service to improve the customer experience
- Rolling out of additional on-line services
- Using customer insight to drive service improvements
- Mobilising major works contracts to improve the consistency, quality and timeliness of work
- Improving value for money

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City of Opportunity

Everyone should have the opportunity to build their lives and families here

CWH made the following contribution to City for All in 17/18 and continues with its work in these areas in 18/19:

- 12 comprehensive estate plans produced, providing a 30 year view of estates and opportunities for creation of new homes
- Supporting build of new homes with 620 in construction phase
- Secured grant of planning consent for over 200 new homes in 17/18
- Acquired 32 2bed+ properties to balance the HRA housing portfolio
- Completed purchase of 42 units for use as intermediate housing
- Helped 91 residents into work and supported over 150 towards employment
- Over 600 young people per year helped across all of our sports, employment, youth clubs and homework clubs
- Rolling out broadband & offering digital skills training at local community halls and other facilities

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Caring and fairer city

Caring and supporting the most vulnerable within our community

CWH made the following contribution to City for All in 17/18 and continues with its work in these areas in 18/19:

- More than 75 CWH staff have signed up as members of the Alzheimer's Society's Dementia Friends and CWH have signed up to their Dementia Friendly Housing Charter
- 1,402 tenancy review visits and made 240 intervention visits to help new tenants, older residents and people who feel their housing may be affecting their health
- Supporting 140 young people to make sustainable changes to their lives, working with partners to provide youth activities and training
- Offered 372 tenants experiencing financial difficulties help with money management, debt and welfare benefits advice through our contract with the CAB. 93 financial outcomes have been delivered with a value of £121,056

Healthier and greener city

Working with partners to encourage individuals and families to enjoy active healthy lives, focusing resources on support for the most vulnerable in our city

CWH made the following contribution to City for All in 17/18 and continues with its work in these areas in 18/19:

- 3 estates hold the 'Green Flag' award
- Providing mini allotments for residents to enjoy growing food etc.
- At least 200 children per week benefit from sports activities on CWH' managed estates
- Dedicated mould and damp busting service - offering physical interventions and advice on prevention, delivering a significant impact on homes and health >1600 residents supported
- Working with the council to increase recycling on estates

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City that celebrates its communities

Celebrate the city's diversity and make sure people are at the heart of every decision we make

- My Westminster day - providing support & volunteers
- CWH Open forum event – 500 residents attended
- Launched Resident Council & Area Panels in 2017
 - With a programme of work tackling local issues of importance to residents, resulting in service improvements
- Upgrading our community halls and encouraging greater use
- CWH website – series of blogs on why residents love living in WCC and how they came to be here
- Assisting community groups with bids for funding
- Resident involvement in the procurement of term partnering contracts

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CWH Strategy to 2022

CWH strategy is designed to ensure CWH meets the requirements of the Council across its delegated responsibilities, under the following 5 strategic objectives:

Our Services

- Providing services that meet our customers' changing needs and make it easier to achieve swift and effective outcomes

Places

- Delivering a sustainable long term investment plan for land and property

Communities

- Creating and supporting healthy, safe and economically active communities

People

- Attracting and developing our talented people to deliver the strategy

Performance

- A more commercially focussed, performance driven organisation

CWH Priorities for 2018/19

7 priorities agreed with the Cabinet Member for Housing and our board.
Aligned with City for All, to improve housing services:

1. **Getting the basics right** - a step change in the quality of CityWest Homes customer service so that it is the standard that our tenants and lessees deserve
2. **Fire safety** - working with WCC to improve fire safety for our residents
3. **Strengthening communications** - providing residents with regular open and honest communications on service levels
4. **New housing supply** - supporting WCC in its delivery
5. **Digitalising services** - providing secure online services for residents and our staff with technology to do their jobs more effectively
6. **Data and performance** - data quality and GDPR compliance
7. **Culture & supporting our people** - to deliver high quality services

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Policy & Scrutiny Committee Task Group on CityWest Homes

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Greg Campbell Maggie Rafalowicz

16 August 2018

Introductory note

This presentation addresses in outline Campbell Tickell's high level assessment of CityWest Homes, in terms of four broad areas:

- CityWest's alignment with the Council and its strategic objectives;
- CityWest's service delivery;
- Its organisational and staff culture; and
- The Council's clienting of CityWest.

In each of these areas, we have indicated changes that we would recommend, based on the present structures. We do not address the changes that might be needed were the Council to bring the service in-house. The Council will in due course decide whether to retain CityWest Homes as an ALMO, or to return the service in-house. Should the Council opt to bring it in-house, a number of the changes recommended would still be needed.

CityWest Homes – *Alignment with the Council*

Current position -

- For 16 years, CWH has been allowed/encouraged to be stand-alone rather than arm's length
- Alignment with WCC strategy exists, but alongside other priorities
- Council has in effect delegated control of HRA to CWH

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How this could be changed -

- Recognition that CWH is an agent of the Council, and that is its role
- Council to take back control of HRA
- Council's strategic objectives hardwired into CWH's own strategy
- Council to review the role of and interface with CWH

CityWest Homes – *Service delivery*

Current position -

- Historically CWH seen as having performed well and achieved positive customer satisfaction
- Significant problems experienced in 2017 with implementation of new Target Operating Model – *trying to do too much too quickly*
- Limited housing management experience at CWH Executive level, exacerbated by departures of experienced managers

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How this could be changed -

- Turnaround process in progress should continue – *'back to basics'*
- Ensure that housing management expertise is present at senior and mid levels within CWH

CityWest Homes – Culture

Current position -

- Failure to appreciate CWH's role and its accountabilities to the Council and customers
- CWH Board failure to recognise weak performance and address risk, and to provide effective governance oversight

Page 9 Sense of 'us and them'

How this could be changed -

- Analyse organisational and staff culture and put in place culture change programme
- Place front and centre CWH's role as agent of the Council, responsible for delivering high quality services to residents

CityWest Homes – *Clienting by the Council*

Current position -

- Clienting of CWH by WCC has been light-touch and vertical rather than horizontal
- CWH Board has been left to drift
- Resident scrutiny exists but structure is not representative

How this could be changed -

- Council clienting structure appropriately staffed and promoting horizontal engagement – *‘intelligent clienting’ approach*
- CWH Board restructured to ensure appropriate skills and effective engagement with the Council
- Resident scrutiny beefed up, including ensuring involvement of tenants (as well as leaseholders)

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Thank You

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HRA Management cost information

- A request was raised at the previous Task Group meeting for the following information;

Breakdown of City West Homes management costs, including if possible how this compares to other ALMOs

- Providing a comparison with other ALMOs is difficult due to the lack of consistency between organisations when classifying expenditure. It can also be difficult to obtain information as different organisations publish varying levels of information.
- For this comparison the figures contained within the 2017-18 RA form have been used. These are a statutory return to central government which sets out each authority's approved budget for that year. This provides some level of certainty over the classification of expenditure although there are still differences in interpretation. The average weekly rent for each ALMO has also been added for information but this is at 2016/17 values due to lack of further available information.

London ALMOs	Units Managed [NFA]	Av Weekly Rent 2016/17 [MHCLG]	Direct Expense £000	Direct Expense / Units Managed
Barnet Homes	14,045	£102.92	£28,052	£1,997.28
Homes for Haringey	21,387	£106.44	£44,084	£2,061.25
Lewisham Homes	18,100	£96.34	£63,780	£3,523.76
Sutton Housing Partnership	7,367	£107.74	£27,099	£3,678.43
Tower Hamlet Homes	21,294	£114.53	£60,399	£2,836.43
Westminster (CWH)	21,538	£131.87	£63,089	£2,929.17

- The direct expense column shows the total direct expenditure for the HRA which is broken down as follows;

Direct Expense	2017/18 £'000
Repairs and maintenance	15,786
Total Management costs	31,639
Central support Services and other recharges	9,727
Special services (Estate Services)	5,937
Total	63,089

- City West Homes are currently completing an exercise with Housemark to provide benchmarking information. This will be more accurate in terms of providing a direct comparison with other ALMOs.

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Report to: CityWest Homes Task Group
Author: Sarah Williams, Head of Customer Services
Subject: Customer Service Centre Performance
Date: August 2018



1 Purpose of the report

To provide an overview of the services delivered by the Customer Service Centre and performance levels.

2 Executive Summary

2.1 Call handle performance has continued to improve during the first quarter of the year, with improvements in speed of answer and reduction in average handle time in comparison to Q4 last year. Focus for 2018/19 will be improving the quality of service delivered whilst maintaining an acceptable level of performance in call handling rates.

3 Contact Centre Performance update

3.1 In total the contact centre received 58,988 calls in Q1, and 79,559 to the end of July 2018, with an average of 19,796 calls received each month.

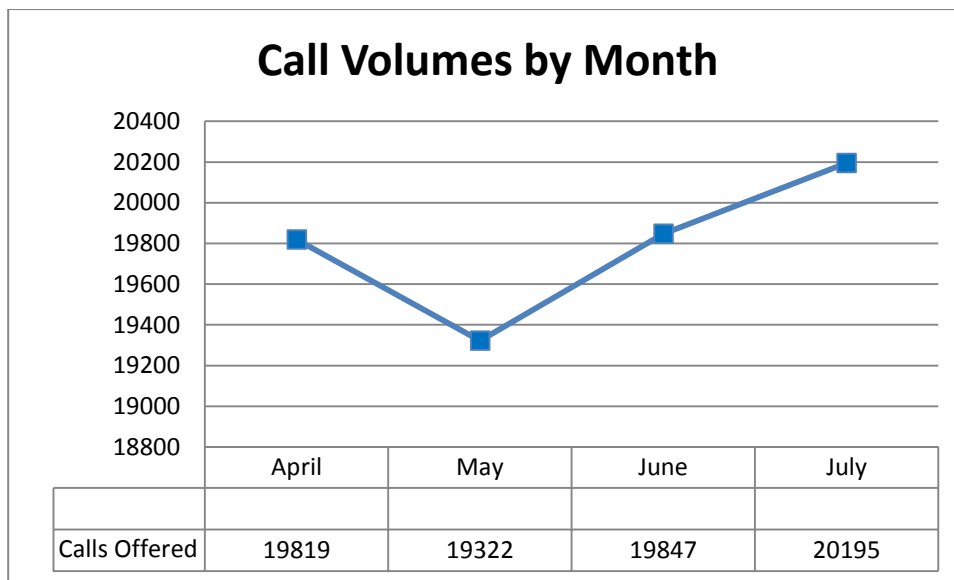


Chart 1 - Call volumes by Month

3.2 Performance for percentage calls answered has been above the target of 92% consistently year to date, as detailed in chart 2. Whilst a year to date performance of 68% of calls handled in 30 seconds has been achieved against the 70 / 30 target.

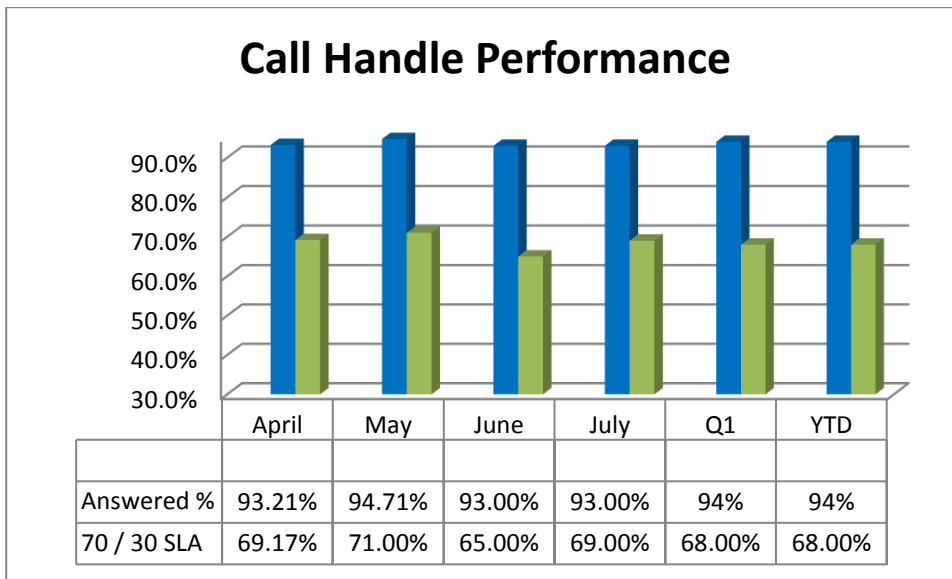


Chart 2 – Call Handle Performance (Target 92% Calls Answered & 70 / 30 SLA)

3.3 Chart 3 demonstrates the volume of calls received for each area, with the largest demand coming from repairs calls, with the repair volumes steadily increasing. It is anticipated that these will increase further into the winter months. June saw an increase in calls for Housing and Leasehold due to a number of mailings. We log calls by service area and not by tenure so the number of calls from tenants and lessees is not currently available.

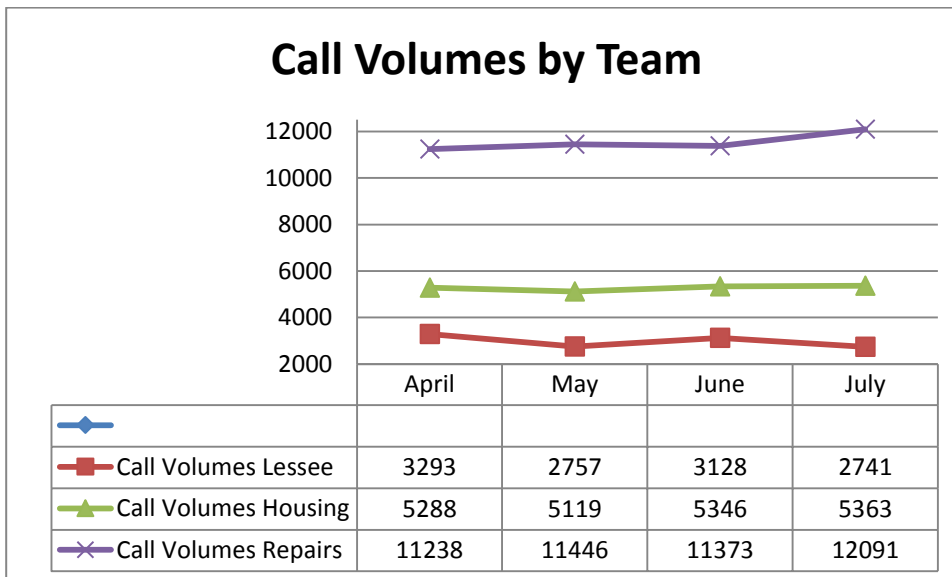


Chart 3 – Contact Volumes by Team

3.4 On average customers are waiting just over a minute for their calls to be answered. As detailed in Chart 4 there was a spike in wait times for Lessee Services, this was due to the issuing of 9,000 service charge letters. June saw an increase in wait times across all call types due to a number of factors, including an increase in sickness absence and annual leave – predominantly due to pre-booked leave for new starters, as well as the impact of a number

of mailings sent to leaseholders. We are currently strengthening our resource planning process to address this,

- 3.5 According to Bright UK - one of the UK's leaders in providing customer experience insight and consultancy, overall Customer Satisfaction is negatively impacted when customers are waiting for more than two minutes.

Source Bright UK July 2018

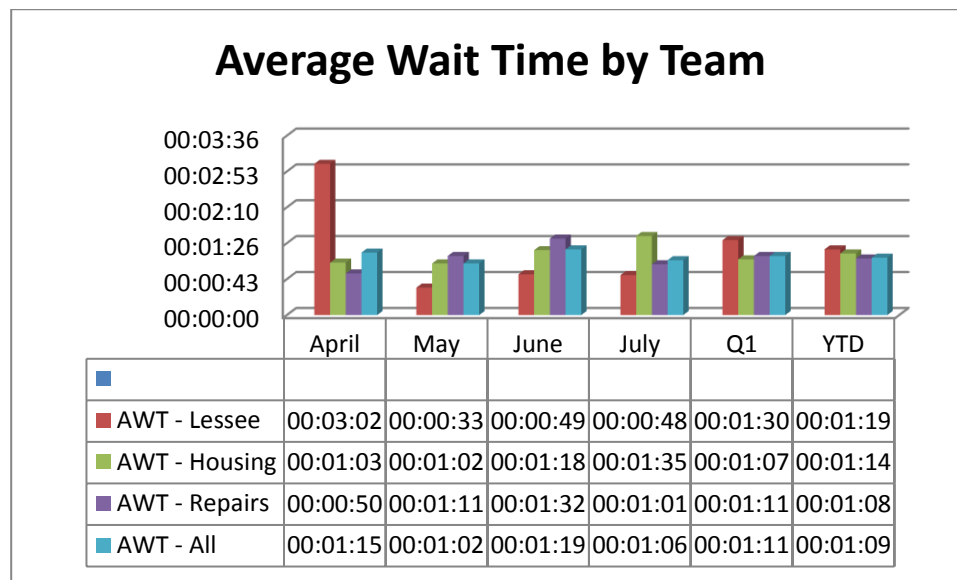


Chart 4 - Average wait time by Team

- 3.6 We have seen a reduction in average handle time from 7:02 in April to 6:22 in July with year to date handle time being 6:26. As we embark on a programme of multi-skilling the contact centre staff and embedding a coaching culture, it is anticipated that we will see an increase in the AHT, this however will support improvements in first contact resolution with customers having more than one enquiry resolved on a call.

Performance Measure	April	May	June	July	Q1	YTD
Average Handle Time (mm:ss)	07:02	06:16	06:07	06:22	06:28	06:26

Table 1 – Average Handle Time by Team

- 3.7 Queries resolved at first point of contact has consistently been achieved above the 60% target year to date. This is measured as a percentage of enquires that are resolved by the Customer Service Advisor.

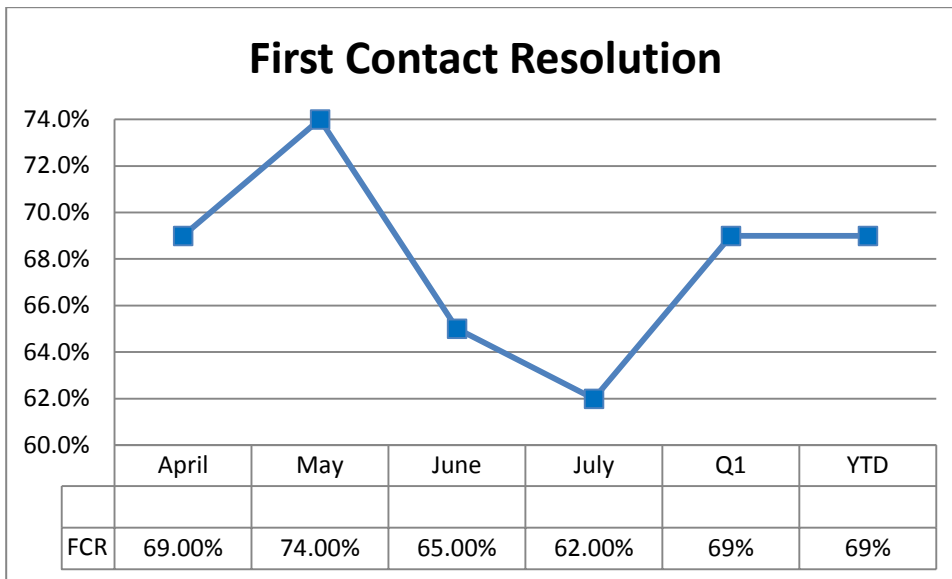


Chart 5 – First Contact Resolution

Whilst performance in this area is above target we have started to see a decline in this indicator and in particular with the performance of calls handled by Agilisys. By the end of August we will have taken all of the day time Agilisys contact back in house and we are working with individuals in the contact centre to understand the drivers behind the reduced performance in this area.

- 3.8 The current process for handling and measuring email contact from customers is very manual and therefore reporting on our performance has been limited. There has been at least 20,000 email enquiries received from customers across the first quarter of 2018/19. This level of demand has resulted in a backlog and teams across the operation supported the Contact Centre in handling the volumes. In June we established a tracker to be able to provide some insight into the volumes and our performance. 8804 emails were received in June with 82.4% of these handled within two working days, this reduced further to 3491 in July with 92% handled within two working days. This is a significant improvement in the efficiency of contact handling in this channel. Approximately half of the email enquiries are in relation to a repair, with the remainder in relation to housing management and leaseholder enquiries.

4 Reception

- 4.1 In total 7,428 customer visits were recorded across our reception points in Q1 and 9406 visits to the end of July 2018, with Lupus Street and Westbourne Terrace receptions seeing the largest footfall. Income, repairs and parking are currently driving the majority of customer contact face to face.

	Lupus Street	Westbourne Terrace	Lisson Green	Maida Vale	Total Footfall
April	789	770	674	678	2911
May	982	926	679	591	3178
June	470	347	321	201	1339
July	475	525	728	250	1978
Q1	2241	2043	1674	1470	7428
YTD	2716	2568	2402	1720	9406

Table 2 – Reception visits

- 4.2 Observations of the reception areas are in progress to understand the current operation and the effectiveness of customer enquiry handling.

5 Complaints

- 5.1 Year to date we have logged a total of 236 Stage 1 complaints, with 20 of those progressing to a 2nd stage review.

These are detailed below in tables 3 & 4. We have seen an increase in the volume of repair related complaints however; a contributing factor was the backlog of complaints that were waiting to be recorded onto the system. This has now been resolved. We have a dedicated resource from Morgan Sindall co-located within the resolution and insight team who has been proactively supporting customers in resolving service failures. Consideration is being given to extending this activity for a further six month period.

- 5.2 The majority of complaints are about a delay to a repair or a service at 23.6%, 21.7% are about customer care & communication related issues, 16.6% are about incomplete works and 11.5% are about an issue remaining unresolved.

Service Area	April	May	June	July	Total
Building & Property Services	16	30	29	82	157
Lessee Services	0	7	2	13	22
CityWest Connect	3	1	3	4	11
Central Area Housing team	0	3	4	3	10
West Area Housing team	2	2	3	2	9
South Area Housing team	2	1	2	2	7
Major works delivery	0	1	2	2	5
Income recovery (rents)	0	0	2	2	4
Community Involvement	0	0	2	1	3
North Area Housing team	1	2	0	0	3
Health & Safety	0	1	0	1	2
MEMO	1	0	1	0	2
ASB	1	0	0	0	1
Total	26	48	50	112	236

Table 3 – Stage 1 complaints by service area

- 5.3 We have developed a complaints improvement plan, which includes key developments such as identifying lessons learnt and service improvements and complaints handling training for the contact centre teams.

Service Area	May	June	July	Total
Building & Property Services	1	1	11	13
CityWest Connect	0	0	1	1
West Area Housing team	0	0	1	1
South Area Housing team	0	1	3	4
Major works delivery	0	0	1	1
Total	1	2	17	20

Table 4 – Stage 2 complaints by Team

6 Resources

- 6.1 Recruitment is in progress to fill current vacant posts. We are also undertaking some resource modelling to ensure that we have forward plans in place to manage the additional volumes that we anticipate over the winter months and to manage the volumes of repairs calls returning from Agilisys.

7 Training and Quality update

- 7.1 Customer Services Advisers in the repairs teams have received training on ‘right first time’ call handling and customer care. This training has focused on improving accuracy of repairs diagnosis and effectively dealing with customer objections. We are reviewing daily all Emergency and Urgent jobs raised to ensure that technically we are delivering the right repair at the right time. A priority for the service going forward is to provide staff with the skills to engage with our customers in a positive and caring way, developing positive relationships to deliver what is right for our customers. To support this we will explore additional customer service training for the team and further develop our quality framework.
- 7.2 Procurement is in progress to deliver new technology to help us capture Customer Satisfaction with the call handling in the contact centre. This will be achieved by implementing post call surveys and we will measure a number of key customer service elements including empathy, advisor knowledge, and overall satisfaction.
- 7.3 We have embarked on a phased approach to upskilling the team so that all CSA’s will be multi-skilled to handle all enquiry types, initially training the Housing and Lessee teams to raise new repair request. This will form part or a wider training programme to ensure that we make the best use of our available resources and improve the customer experience.

7.4 Despite relatively good results City West Homes contact centre does not yet have the capability of a modern contact centre. We currently do not provide communication channels to customer such as Web chat, SMS or single view of historic & outstanding conversations with individual customers across all channels.

We are working with IT to scope our requirements, with view to implementing a modern contact centre solution that future proofs our service offer.

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CITYWEST HOMES

**Policy & Scrutiny Task Group:
CityWest Homes – Session 3
Major Works Briefing Note**

3 September 2018

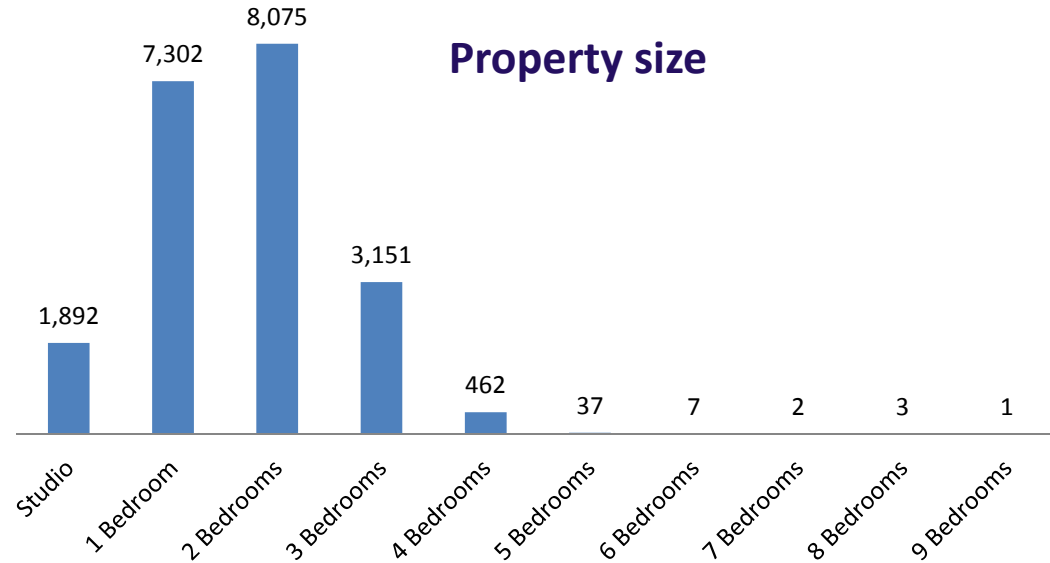
Context / Background

- The Task Group has stated they would like to explore the following topics regarding 'Major Works' undertaken by CWH:
 - Cost recovery (on costs)
 - Discussion on how the long term repairs programme is developed
 - Discussion on resident engagement
 - How and when are leaseholders consulted about future major works - how can they query proposals?
 - How do we decide which major works contractors to use?
 - What choice exists to use a specialist contractor (e.g. for windows)?
- Each of these are considered in this Briefing pack, albeit a number of the items are inter-linked.
- 'Major Works' are defined for these purposes as the large, long term planned / cyclical capital investments in the Council's housing stock e.g. re-roofing; block-wide window installations; major decoration projects; as well as over-hauling key Mechanical & Electrical components e.g. lifts, heating systems etc.
- These works are different to 'minor' works and / or 'repairs', which tend to be either reactive (e.g. individual boiler breakdowns) or annualised (e.g. safety checks / regular cleaning of gutters).
- Some of the processes discussed in this Briefing equally apply to elements of the 'repairs' programme, but these are not dwelt upon here.
- Please note that information provided here is purposefully high-level / summarised; more detail can be provided if required. A summary of the property portfolio owned by the Council is also shown over-leaf.

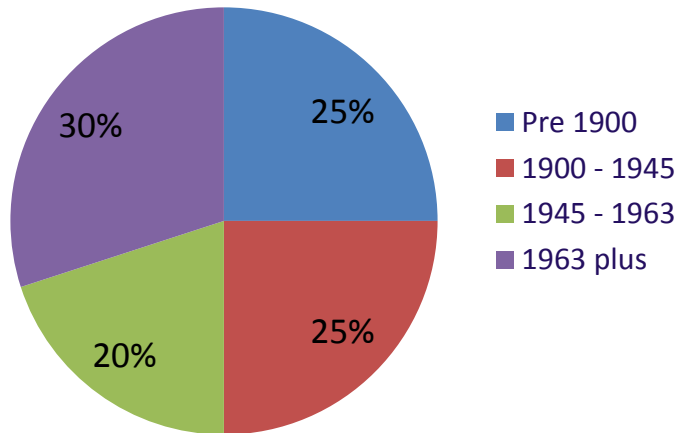
Context / Background (cont.)

CWH manage:

- c.730 houses and c.600 blocks
- 1,259 garages & 3,171 sheds
- 23 community halls
- 45 playgrounds



Property age



- 43% of the stock is in a Conservation Area
- 17% are Listed (c.3,500 units)

Context / Background (cont.)

- The Task Group will be aware that CWH has recently changed the way it engages contractors – and so also residents – when undertaking ‘Major Works’ to the Council’s housing stock.
- The reasons for this change have been widely consulted upon, and are summarised below:
 - Previously, each project was individually tendered; which was inefficient, costly and time consuming; and often led to poor service and regular contractor disputes. Few positive long term relationships were able to be built, and conversely, the regulations also meant that the Council was not able to exclude some contractors who had previously performed badly;
 - To overcome this, it was agreed with the Council that 10-year ‘Term Partnering Contracts’ (TPCs) would be established for Major Works. The intention being to:
 - Avoid successive tendering, procurements and waste across the programme; thereby
 - Reduce the combined procurement and contract administration costs to below 12% (from circa 16%);
 - Improve accuracy of programming & cost management;
 - Establish relationships with contractors, driving consistent high performance;
 - Exploit operational and practical expertise from the supply chain;
 - Create a strategic environment with all providers focussed on mutual improvements and benefits;
 - Maintain transparency with leaseholders over the development of projects;
 - Build long term relationships to provide opportunities for staff & residents to invest in training & experience; and
 - Over time, see cost savings for the HRA – and therefore leaseholders.
- It should be noted that, with the new Term Partnering Contracts only having been finalised at the end of 2017, CWH is still in a transition phase, with a number of projects coming to / on-site still being delivered via the ‘old’ way of working.

Cost Recovery (on-costs)

- CWH is funded to manage the Council's housing stock by way of a 'management fee' (on-going revenue) and, for certain types of service, reimbursement of costs that are 'capitalised'. International accountancy principles define what services can / cannot be capitalised, and apply equally for tenants and leaseholders.
- The basic principle for all Leaseholder service charges (including Major Works) is to ensure that the HRA is not adversely impacted by Leaseholder activity. We have an obligation to ensure that Tenant rental income is not used to subsidise Leaseholders (and *vice versa*). Under the terms of the leases, leaseholders are required to pay their lease percentage of the block costs, including management and capital costs. Therefore, the Major Works costs are more explicitly identified on a project-by-project basis (whereas only the global costs of undertaking works across the entire tenanted stock is captured for the HRA).
- CWH's management fee and other revenue costs paid by WCC through the HRA are recovered from leaseholders via the general service charges. However, when undertaking Major Works, the HRA – and so leaseholders – pay for both revenue-based services, as well as capitalised services. The costs can be summarised in three elements:
 - **Contractor Fees** (capitalised) – The Contractor fulfils the role of 'designer', producing the schedules of proposed works based upon physical surveys, quantifying and obtain prices. The Contractor also fulfils the role of "Principal Designer" under the Construction (Design and Management) Regulations 2015;
 - **CWH Professional Fees** (capitalised) – Acting as both 'Client Representative' and 'Client', CWH has express obligations to fulfil under each of the contracts, together with regulatory and statutory duties it must fulfil in law. Moreover, CWH must ensure that works are undertaken to an acceptable standard; are completed safely and on time; appropriately evidenced with guarantees and warranties; quantified and valued; and comply with CWH's and the Council's policies and governance; and
 - **CWH Major Works 'On-costs'** (revenue) – These costs relate to non-capitalised staff time, which cannot be allocated to specific schemes. The bulk of this work involves the Asset Strategy team (in the formulation of the capital programme and planned works); the Resident Engagement team (running consultation events / briefings); the Finance team (in paying invoices, financial reporting); and the Leasehold Operations team (in carrying out major works billing, section 20 consultation and reporting).

Cost Recovery (on-costs) (cont.)

Commenting on each component:

- Contractor Fees (capitalised):
 - The Price Framework within the Term Contracts includes two different types of fee for fulfilling these duties, applied based upon the complexity of the design and value of that item of work – described as either: ‘Design’ or ‘Product’:
 - For ‘Design’ services, the Contractor is expected to engage the services of an appropriately qualified designer, and the work will include any necessary planning applications or detailed coordination with other services / components. The fees typically range from 1.25% to 1.75%;
 - For ‘Product’ services, a Contractor should rely on a product manufacturer’s design guidance but, whilst the Contractor may not need to appoint a separate designer, they still remain responsible for ensuring the right choice and interaction of products, and adherence to the guides. As such, fees range from 0.50% to 1.00%.
- CWH Professional Fees (capitalised):
 - These fees are generally dictated by the length of time the Contractor needs to deliver the works. The obligations and duties of the Client Representative are often consistent and cyclical, irrespective of the works cost and vary only based upon the number of weeks employed in managing the project. This can sometimes mean the costs are disproportionate for smaller projects.
 - A reduction in average Professional Fees (from c.16%) was a stated objective for introducing the two Major Works term contracts. CWH’s target to reduce Major Works costs to less than an average of 12% arose from the Council-commissioned “Altair Report” (2015), which suggested this was a representative benchmark for the sector.
- CWH Major Works ‘On-costs’ (revenue):
 - This represents the proportion of peoples’ time spent on Major Works activity, divide by the overall Major Works actual cost. It is added to Major Works costs that have been incurred during the financial year when billing, and so fluctuates depending on levels of spend. In 2017/18, revenue costs were £1.65m across a global spend of £31.76m, leading to a 5.2% on-cost applied to those bills.

Cost Recovery (on-costs) (cont.)

- This table compares CWH's costs against some other providers / Councils.
- However, a direct comparison is very difficult / could be inaccurate, given:
 - The different stock profiles (size, age, complexity (e.g. % listed buildings));
 - The different proportion of tenants & leaseholders;
 - Differing expectations as to stakeholder engagement;
 - We are aware that some organisations are limited to a set percentage as defined by their leases i.e. they may not be able to recover the true cost; and
 - It may be that what some organisations class as 'professional fees' is not capturing the same data as another organisation's definition.

Organisation	Professional Fees	Management Fee	Combined
Tower Hamlets	9-14%	10%	19-24%
Greenwich	0% - 7.5%	13%	13-20.5%
CWH	12% (av.)	5%	17%
Southwark	6.44% (av.)	10%	16.44%
Barnet	Variable	16% for first £1,000 then 5.6% thereafter	> 5.6-16%
Harrow	8%	5%	13.00%
Lewisham	Variable	10%	> 10%
Camden	Variable	8%	> 8%
Waltham Forest			12%
Islington			11%
Brent	6.50%	4%	10.50%
Clarion Housing			10%
Havering			10%
Thurrock			3.5%-10%
Hillingdon	8.20%	N/A	8%
Welwyn Hatfield			0%

Developing the Major Works Programme

There are five ways in which the long term Major Works programme is prepared / influenced:

1. Strategic “Estate Planning”

- Having been introduced in 2017, CWH and the Council are undertaking high-level reviews for each estate / groups of buildings, with the intention of concluding the first reviews over a 3-4 year period. The work considers a number of key metrics to establish a strategic view as to appropriate capital investment plans, considering financial, quality, and the Council’s “corporate” objectives (e.g. City for All);
- The Plans have started to guide investment decisions around: approaching inherent design issues on estates (e.g. that contribute to ASB); whether some buildings perhaps need to be re-purposed; whether some buildings may be reaching the end of their ‘economic’ life in the next 10-20 years (so driving a different investment strategy); and whether some buildings or areas on estates should be considered more immediately for development;
- This process will increasingly start to influence at least part of the Major Works programme.

2. Active Asset Management

- **Data capture & review** – Each block (and a proportion of homes) has a non-invasive stock condition survey carried out by an independent building surveyor every three years, reviewing the key components and assessing the life expectancy (being either repair or replacement) of each component. There are ‘norms’ in terms of assumed component life-cycle replacement (e.g. 30 years for flat roofs, 40 years for window replacements), and the independent surveyor also considers statutory & best practice standards e.g. HHSRS and Decent Homes. CWH utilise an industry-recognised asset management database (Keystone) to collect and store data on all of the Council’s housing stock, which is then used to inform the indicative 5 and 30 year capital works programme;
- **Preparing a Client Brief** – From the indicative 5 year programme, CWH will begin to develop a ‘Client Brief’ for a specific project 18 months prior to a proposed start on site date.
 - A detailed building survey will be commissioned by a third party to ensure that it is independent;
 - (...continued over-leaf...)

Developing the MW Programme (cont.)

- The team also consider:
 - Strategic Estate Plans (as noted above)
 - Operations & maintenance manuals and Health & Safety files for the block(s)
 - Repairs history of each block and estate area
 - Planned maintenance schedules for the block/estate
 - Maintenance inspections and history of key components e.g. electrics and heating
 - Fire risk assessment reports and any other fire assessment report
 - Asbestos management surveys
 - Site-specific risk registers
 - Previous stakeholder consultation and communication
 - Major works history
 - Assessment of budget against indicative lessee liabilities
- Engagement is then had with CWH colleagues (e.g. local repairs and housing teams), as well as residents and Ward councillors [see later slides on resident engagement] to ensure that a comprehensive picture of need is developed;
- Finally, for certain elements and situations, the team carry out 'net present value' calculations (considering the whole life cost of replacement versus repair over a 30 year period). In doing so, the team also consider product specifications i.e. different levels of quality and type of material (e.g. uPVC windows vs powder-coated aluminium windows).
- The Client Brief is then handed over to one of the Term Partnering Contractors for implementation.

3. Planned Preventative Maintenance

- CWH is in the process of developing further planned maintenance schedules for specific blocks and estates. These will include, for example, regular clearing out of roof gully's and inspection of rainwater pipework; the aim being to move from more of a reactive maintenance regime to a proactive regime. This process may, depending on the size of certain works packages, lead to some projects falling into the 'Major Works' programme.

Developing the MW Programme (cont.)

4. Stock-wide projects e.g. fire safety works or condensation works
 - There can be certain projects / themes that emerge, requiring alignment with the Major Works programme. Obvious examples are the current focus on fire-safety improvements and tackling condensation & mould (a City for All target);
 - These packages of works are reviewed alongside the stock condition surveys and existing projects within the programme, but often these works are urgent (e.g. impacting the health and safety of those occupying or visiting the blocks), and so are pulled out from the more cyclical nature of the Major Works programme. In other words, unless a Major Works project to a block is imminent e.g. within 6-12 months, there is often little benefit / ability to hold-off these specific works until such time as major works start;
 - A programme of works is then packaged up for delivery (e.g. fitting extract / ventilation fans to tackle condensation, or the implementation of fire-doors).
 5. Out-of-cycle Component Replacement
 - Whilst CWH look to plan all capital expenditure in advance, there are situations when components fail outside of the usual cyclical programme, and cannot be economically repaired. CWH has recently implemented a referral system, whereby larger projects are passed to the Asset Strategy team for consideration.
 - The referral is reviewed alongside the programmed works to the estate, also assessing the justification for the works and whether they are of an urgent nature. If they are required, and pre-programmed works cannot be brought forward, then an individual project will be created. A Client Brief is prepared for hand-over to one of the Term Contractors.
- The in-year Major Works programme is reviewed on a monthly basis, monitored and reported to the Council's Finance and Housing teams, and compared against the approved HRA Business Plan. Spend is also reported monthly to the Cabinet Member, with quarterly Cabinet Member meetings.
 - The above reviews also feed in to the Council's annual HRA Business Plan cycle, and the 5-year Major Works programme is published on CWH's website.

Resident (including Leaseholder) Engagement for Major Works

There are five stages to CWH's engagement with all residents (be they leaseholders or tenants), with specific elements for leaseholders e.g. around the billing process. **Appendix 1** has a 1-page summary of the process; and **Appendix 2** expands upon the process further, and is available for residents as a 'FAQ' guide.

1. Published 5 Year Programme

- Once the HRA Business Plan has been approved by the Council, CWH extracts the 5 year programme and **publishes it on the website**; it is also noted in the CWH resident newsletter (CityVoice) and in the leaseholder up-date letters. The information sets out the projects that are scheduled to take place, to give all residents a 'look-ahead';
- CWH plan to develop what we termed a 'Cost Calculator', allowing leaseholders to get a better understanding as to their individual lease liabilities for projects scheduled in the next 3 years. However, the development of that tool has not progressed sufficiently to roll-out City-wide.

2. "Initial Planning"

- As noted above, in the 12-18 months prior to major works being scheduled, the Asset Strategy team will start preparatory work on the Client Briefs. As part of this work, we write to all residents affected to outline the proposed works and timetable. Depending on the size of the project, an introductory meeting may also be held for residents. Once the Client Brief has been approved, it is published on our website.
- For leaseholders, this initial planning phase involved us preparing our budget estimates, to enable us to share them with leaseholders much earlier than in the past. In the February of the calendar year we expect to start the major works, we will send details of how the major works will be billed. In April, we will include our estimate costs in the service charge bill, together with the payment options. This gives leaseholders the chance to start monthly instalments earlier (if they wish to do so) or defer payment until the Section 20 Notice, or when the works start on site, or after the works have completed at final account. The estimate is based on the anticipated spend in each financial year, taking the overall scheme budget and dividing it over the expected months of the project. The estimate will be adjusted each October.

Resident (including Leaseholder) Engagement for Major Works (cont.)

3. Detailed Design & Approvals

- Once the Client Brief is agreed, it is formally issued to the major works contractor for that area. The contractor is then responsible for developing a detailed plan to deliver the works, summarised in a “Project Execution Plan” (PEP). Following scrutiny of the PEP, CityWest Homes will issue a pre- commencement order (PCO) giving the contractor permission to move forward with the final design details of the project. Any resident ballots required will be carried out at this stage, as well as any planning approvals sought. Following this, the contractor will prepare a “Service Provider Proposal” (SPP), which we will publish on our website;
- Leaseholders will then be sent a Section 20 Notice of Estimate. The notice sets out the description and reasons for each aspect of the works. It details the project costs, and estimated individual leaseholder liabilities. Leaseholders have 37 days to make written observations, to which we will give due regard. Depending on the size of leaseholder liabilities, we will also offer 1-2-1 surgeries, to discuss the payment options available;
- Once the detailed design is agreed by CityWest Homes, the contractor will receive a commencement order which allows them to begin mobilisation. However, before work starts on-site, the contractor will write to residents to introduce their on-site team; their contact details; and invite residents to a “meet the contractor” event. This event is an opportunity to meet the team and ask any questions about the works being carried out.

4. “On-site” Phase

- Once on-site, the contractor is responsible for all aspects of work, from delivery, quality and communication with residents. Any issues or queries about the work, should ideally be referred to the contractor in the first instance.
- All projects will have a dedicated “Resident Liaison Officer” (RLO), who is responsible for keeping residents up-dated and informed throughout.
- As the works near completion, the contractor will invite residents to attend an end-of-works inspection with the site team to ensure all issues have been addressed.

Resident (including Leaseholder) Engagement for Major Works (cont.)

3. “Completion” Phase

- Once the works are complete and approved by CityWest Homes, we will write to residents confirming the project is moving into the 12 month “defects” period. The defects period means that any issues that occur with the works during the next 12 months can be referred back to the contractor to address at no additional cost.
 - The nature of the defect reported will affect how quickly this is attended to. For example, if there is a roof leak to a new roof, we will call the contractor back as soon as possible to rectify. If the issue relates to something like failing paint work however, we will log this and pick this up at the end of the defect period.
 - Large items such as roof replacements and window replacements will come with specific manufacturer guarantees. Any issues with these items will be covered by those guarantees for a longer timeframe.
- Once works are ‘on-site’, the contractor’s RLO should be the first point of contact for residents. However, throughout the Major Works process, any issues can also be reported via our Customer Services team.
 - Finally, it is worth noting that, following the Council’s adoption of the new 10-year Term Partnering Contracts, the Council no longer issue “Notice of Intentions” for individual projects, and instead simply issue a single “Notice of Estimate” at the Detailed Design phase. This change means that a phase of leaseholder engagement has stopped, and leaseholders no longer have an opportunity to nominate a desired contractor to tender for work.

Choosing Major Works Contractors (inc. use of Specialist Contractors)

- For the reasons set out above, the Council chose to adopt 10-year Term Partnering Contracts for all Major Works, as it had done in the previous 10 year Repairs contract with Wates. However, lessons were learnt from the previous contract, which resulted in a total of seven Term Contracts being tendered.
- The Council was obliged to follow European procurement rules (OJEU) in the selection of its contractors, and leaseholders were consulted at key stages during that 2 year process. Notice of Intention letters were issued to leaseholders at the appropriate points, which gave them the opportunity to alert their preferred contractors to the opportunity to tender. Residents were on the evaluation panels for resident engagement elements of both the PQQs and the tender submissions. At the Notice of Proposal stage, the recommended bidders' submissions were made available for leaseholders to review and make their observations on. The successful parties were:
 - Communal electrical repairs – Oakray
 - Lift repairs – Precision Lifts
 - Domestic heating repairs – Morgan Sindall
 - Mechanical services – GEM
 - General repairs and voids contract (inc. in-flat electrical repairs) – Morgan Sindall
 - Major Works (North) – Axis Europe
 - Major Works (South) – United Living
- In terms of which contractor is used for what project, this is part-defined by the description used in the OJEU notice to which the contractors were evaluated against i.e. we can only use a contractor if the scope of works falls within the description originally set. Some choices are straight-forward e.g. the use of Precision Lifts for works to lifts.

Choosing Major Works Contractors (inc. use of Specialist Contractors)

- For Major Works, the decision was taken to appoint two separate contractors, one focussed on the ‘south’ of the Borough and the other, the ‘north’. As noted above, this should not only encourage best practice, quality and value for money throughout all projects, but crucially it should also ensure each provider quickly becomes familiar with their area, to guarantee maximum efficiency and ultimately better customer service.
- It should also be noted that for some smaller projects, Morgan Sindall might also be used, and we are working with them to ensure that the same engagement processes outlined above are followed in these instances.
- CWH were regularly challenged during the previous procurement processes, with leaseholders’ often referencing quotations from local SME’s or (in some instances) national providers. However, these comparisons often did not adequately compare against the service standards and obligations that the Council (and CWH) must fulfil or comply with in law. For example:
 - Listed building consent, conservation and planning often dictate solutions for how works are undertaken e.g. lime render, window installations and roofing, which some quotes provided did not acknowledge;
 - It is an Employer’s duty under the Construction (Design and Management) Regulations 2015 to ensure any nominated service provider has the skills, knowledge, experience and organisational capability (SKEC) to carry out a Task. Often this was not provided or available from contractors proposed by leaseholders;
 - Public Contract Regulations and OJEU dictate the procedure for how any contracting authority advertises and tender projects. All tenderers must follow / abide by the same published process, and many smaller firms were not willing to do so – and many larger firms chose not to tender for these projects (as there was more work elsewhere); *(cont. over-leaf)*

Choosing Major Works Contractors (inc. use of Specialist Contractors)

- The prime cost of a replacement product is just one factor that influences solutions for a particular component. Other influencing factors include life expectancy, meaningful warranties and guarantees, servicing and repair costs, availability of spare parts for routine maintenance, and capacity of the supply chain. This has to be assessed by CWH for the greater good of the HRA (and all leaseholders);
 - Building Control requirements, in particular those relating to fire, were often insufficiently considered e.g. recent testing of fire doors has exposed certain manufacturer products as unsafe, significantly narrowing the market to just a few suppliers, from which all contracting authorities are attempting to source the same product;
 - Resident engagement and coordination to allow the works to be completed efficiently, with all residents being adequately informed of works being undertaken on site was often not considered by alternative contractor proposals;
 - Multiple contractors undertaking works would also mean that design coordination between different components (including fire mitigation) would be inadequately managed or controlled; and, conversely
 - It can be a misconception that awarding larger contracts for component replacements will automatically be cheaper due to ‘economies of scale’. Rather, tendering larger opportunities often narrows the market.
- Thus, in all previous tenders, whilst there had been various nominations for different products or companies to undertake works, none satisfied the required competency tests that the Council had to abide by.
 - In terms of the use of ‘specialist contractors’ in the new Term Partnering arrangements, the OJEU notices have been written to allow for all obvious requirements. As such, whilst the Council could still chose to pursue alternative contractors, it would have to follow a more costly and lengthy procurement process. Nevertheless, as part of the Term Partnering process, where the use of sub-contractors are proposed by the ‘Main’ Contractors, residents should have the opportunity to comment on those proposed.

Summary

- In summary:
 - There are three components to the 'on costs' recovered from both the HRA and leaseholders: contractors fees; CWH professional fees and then 'revenue-based' on-costs. These have steadily been reducing (on average) over the last few years, and the intention from the new Term Partnering Contracts is that they will come down further as the Contracts 'bed-down';
 - The development of the long term repairs programme is multi-faceted, from strategic 30-year reviews of estates, to regular stock condition surveys, and on to detailed reviews of needs 'on-the-ground'. The process is regularly reviewed, and feeds into the Council's annual HRA Business Plan cycle;
 - Resident engagement continues to evolve, with lessons continually being learnt for improving how we liase with stakeholders. The process has recently been comprehensively reviewed as part of the new Term Partnering arrangements, and we are starting to see the benefits of that emerge;
 - Leaseholders are generally given the opportunity to be see what's proposed from at least 3 years out from the likely commencement of projects, and they are specifically consulted on proposed works at least 12-18 months before work commences. They are also now given the opportunity to phase payments, with an advanced billing scenario having recently been introduced;
 - In terms of the use of major works contractors, this has been through extensive public scrutiny via the OJEU process, and residents have had the opportunity to engage in the process as well. The result is a list of seven contractors covering a variety of both specialist and 'main contractor' roles.
- CWH recognises that aspirations behind the new Term Contracts have yet to materialise for residents and the Council, and are often also borne out of frustrations and poor performance from the 'old regime'. To that end, CWH is absolutely striving to ensure that the positive intentions are quickly realised, for all concerned.



CITYWEST HOMES

Appendix 1:

Resident Engagement Summary



CITYWEST HOMES

Appendix 2: Resident Engagement Guide

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Major Works: Project Timeline and Communication Summary

<p>Up to 5 years before work starts onsite</p> <p>Updated annually</p>	<p>Publish 5 year major works programme: Agreed by Westminster City Council</p>	
<p>18-12 months before work starts onsite</p>	<p>Initial planning: Developing Client Brief for specific projects</p>	
<p>10-8 months before work starts onsite</p>	<p>Project design / approval: Project Execution Plan, Service Provider Proposal, statutory leaseholder consultation, Commencement Order</p>	
<p>While work onsite</p>	<p>Onsite: Communication while project onsite</p>	
<p>12 months after work completed onsite</p>	<p>Completion: Defects process</p>	
	<p>Communication activity</p> <ul style="list-style-type: none"> - 2 updates - CityVoice Newsletter (all residents) - 2 updates – Leaseholder newsletter (leaseholder specific) 	<p>Published documents</p> <ul style="list-style-type: none"> - 5 year major works programme
	<p>Communication activity</p> <ul style="list-style-type: none"> - 2 letters (all residents) - 2 leaseholder specific letters, including leaseholder billing FAQ - 1 meeting 	<p>Published documents</p> <ul style="list-style-type: none"> - Client Brief
	<p>Communication activity</p> <ul style="list-style-type: none"> - 5 letters (all residents) - 1 leaseholder specific letter, s20 Notice of Estimate - 3 meetings 	<p>Published documents</p> <ul style="list-style-type: none"> - Project Execution Plan - Service Provider Proposal - Summary of section 20 leaseholder observations
	<p>Communication activity</p> <ul style="list-style-type: none"> - Standards set out in Term Contract - Specific communication plan to be agreed with residents 	<p>Published documents</p> <ul style="list-style-type: none"> - Communications plan, agreed with residents - Customer Charter
	<p>Communication activity</p> <ul style="list-style-type: none"> - 3 letters (all residents) - 1 meeting 	<p>Published documents</p> <ul style="list-style-type: none"> - End of project and aftercare pack

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Major works introduction

The planning and delivery of major works are essential features of property management.

Major works are 'large scale' repairs to a building or home. They need a considerable amount of organising before they take place. These works are different from more general repairs which are arranged when needed.

Part of the process of organising major works will involve looking at how they could impact on you and doing what we can do to minimise this.

Why do we carry out major works?

We want to make sure that the buildings and homes that we manage are kept in the best condition possible. We want to make sure that we keep you as safe as possible during the works and meet our legal responsibilities, in particular those concerning our duty to repair.

Carrying out major works in a planned way, rather than responding to communal repairs helps us make the best use of the money that is available.

Please note that when we carry out major works to your building we are repairing the building, rather than carrying out a restoration of the property.

How much does CityWest Homes spend on major works?

Each year we expect to spend about £30m to £40m on major works across Westminster. The exact amount we spend on major works any one year can vary depending on the number of projects we are managing and the type of work we are doing.

Some new developments - term contractor for major works

At the start of 2018, CityWest Homes entered into a ten-year partnering contract with two major works contractors. Axis Europe will deliver all major works projects in the north and west of the borough, while United Living will deliver all major works projects in the south and central areas of the borough.

The benefits of doing this include:

- Reducing costs associated with the procurement of works.
- Reducing the project management input required.
- Helping achieve our target of reducing our internal project management fees for delivering major works to an average of less than 12% per project.
- Allow us to give more reliable dates when works are likely to start.
- Enable us to manage contractors more effectively, especially when issues need to be escalated.

The stages of a major works project

There are four key stages that take place to develop and deliver each major works project.

1. Initial planning
2. Detailed design and approvals
3. Onsite
4. Completion

Initial planning

In the first instance, works are programmed up to five years in advance by our Asset Strategy team. Works are programmed based on a range of information, including repairs history, age of the asset, and length of time since the last major works.

The five year programme of major works is published on the CityWest Homes website.

In the 12 months prior to major works being scheduled, our Asset Strategy team will start preparatory work. They will carry out initial inspections and surveys to confirm the likely scope of works required. They will also prepare budget estimates for the work based on experience of costs on similar projects.

As this preparatory work is nearing completion, we will write to all residents affected to outline the proposed works and timetable. Depending on the size of the project, an introductory meeting may also be held for residents at this time.

This preparatory work will be used to produce a **client brief** which, once approved by CityWest Homes, will be published on our website.

For leaseholders, this initial planning phase will see us prepare our budget estimates for the work and enable us to share them with leaseholders much earlier than in the past.

In February we will send details of the how the major works will be billed including a frequently asked questions leaflet. In the April of the year we expect to start the major works, we will include our major works budget estimate costs with your service charge bill, together with the payment options.

This gives leaseholders the chance to start monthly instalments earlier if they wish to do so or defer payment until the Section 20 Notice, when the works start on site or after the works have completed at final account.

The calculation of the estimates will be based on the anticipated spend in each financial year. We will be taking the overall scheme budget and dividing it over the expected months of the project, using the projected site start and end dates of the works. Like your day to day service charge account the estimate will be adjusted each October when the actual costs are known.

Our commitments to you at this stage:

- Produce and publish a programme of works.
- Develop an on-line 'cost calculator' which will use our budgets to give leaseholders an idea of the cost of the major works.

Detailed design and approvals

Once the **client brief** is agreed by CityWest Homes it is formally issued to the major works contractor for that area. The contractor is then responsible for developing a detailed plan to deliver the works. The contractor will also provide their own cost estimates at this stage. This document is called the **project execution plan**.

Following scrutiny and review of this document, CityWest Homes will issue a **pre-commencement order** giving the contractor permission to move forward with the final design details of the project. This will see surveys for things such as asbestos and lead carried out. Any ballots required will be carried out, as well as any planning approvals sought. At this stage the contractor will prepare a **service provider proposal**.

Once this is approved by CityWest Homes, we will publish the plan on our website. Leaseholders will then be sent a Section 20 Notice of Estimate. The notice will set out the description and reasons for each aspect of the works. It will detail the project costs, and estimated individual leaseholder liabilities. Leaseholders have 37 days to make written observations, to which we will give due regard. Depending on the size of leaseholder liabilities, we will offer 1-2-1 surgeries for leaseholders to meet and discuss the payment options available.

Once the detailed design is agreed by CityWest Homes, the contractor will receive a **commencement order** which allows them to begin mobilisation.

Before work starts onsite, the contractor will write to you to introduce their onsite team, their contact details, and invite you to a meet the contractor event. This event will be an opportunity to meet the team and ask any questions about the works being carried out to your property or estate.

Our commitments to you at this stage:

- We will discuss our proposals with you and consider feedback before making a final decision.
- We will give you an opportunity to view the project documentation and comment on the content before works start.
- We will give you an indication of the timescales, tell you if they change and explain why.
- Where we can offer a choice we will ballot tenants and leaseholders to get your views. Examples include choosing paint colours, the style of a replacement window and/or door and floor coverings
- If we ballot you we will tell you about the likely difference in cost between the options on offer.
- We may arrange pilot works for things like windows when we are able to offer you a choice.
- We will give you the opportunity to meet the contractor's team who will work on your property.

What we need from you:

- Please look at our proposals and let us know if you have any questions or recommendations.
- Leaseholders should check the information they receive and note their rights.
- Carefully consider any options presented and choose the one you like most.
- Please provide access when we need to carry out any survey or tests.

Onsite

Once on site, the contractor will be responsible for all aspects of work, from delivery, quality and communication with residents. Any issues or queries about the work, should be referred to the contractor in the first instances.

All projects will have a dedicated resident liaison officer, who will be responsible for keeping residents updated and informed throughout.

As the works near completion, the contractor will invite residents to attend an end of works inspection with the site team to ensure all issues have been addressed.

Our commitments to you at this stage

- We will make sure you have the details of the key people who will be working on the project.
- You will know how to contact the contractor with a question or complaint.
- We will give you a programme of works and timescales.
- We will tell you how the works that are taking place might affect you, for example, noise, lifts not being available, restricted access to the block etc.
- You will be updated on progress and any delays will be explained to you, for example, bad weather, severe congestion, illness etc.
- CityWest Homes will monitor the works to ensure the right standards are being delivered and work is being carried out safely.
- We will ensure that the contractor's operatives work to a standard code of conduct and respect your home.

What we need from you

- Please provide access to your property to allow works.
- Please contact us if you have any concerns about things like your health, holidays etc. so that we can plan how to help you.
- Be extra vigilant about security, particularly when scaffolding has been put up and report any concerns.
- Let us know if anything has not been completed so that the contractor can deal with it before they leave site.

Completion

Once the works are complete and approved by CityWest Homes, we will write to confirm the project is moving into the 12 month defects period. The defects period means that any issues that occur with the works during the next 12 months, can be referred back to the contractor to address at no additional cost.

The nature of the defect reported will affect how quickly this is attended to. If there is a roof leak to a new roof for example, we will call the contractor back as soon as possible to rectify. If the issue relates to something like failing paint work however, we will log this and pick this up at the end of the defect period.

Large items such as roof replacements and window replacements will come with specific manufacturer guarantees. Any issues with these items will be covered by those guarantees for a longer timeframe.

Any issues with major works should be reported via our customer services team as normal.

Our commitments to you at this stage:

- We will tell you when the project has gone into the 'defects liability period' (need to check terminology)
- At the same time we will tell you how to report any issues that you have concerns about.
- We will investigate any concerns and arrange for the contractor to return and address anything that has been identified.
- We will keep you updated on the timescales for resolving any defects, in particular where specialists investigations are being carried out.

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CITY OF WESTMINSTER

CityWest Homes Task Group

NOTES

Notes of a meeting of the **CityWest Homes Task Group** held on **16th August 2018**

Members Present: Councillor Melvyn Caplan (Chairman), Councillor Paul Dimoldenberg, Councillor Richard Elcho, Councillor Pancho Lewis, Councillor Mark Shearer, Councillor James Spencer and Councillor Paul Swaddle

Also Present: Barbara Brownlee (Executive Director of Growth, Planning and Housing), Tom McGregor (Director of Housing and Regeneration), Fergus Coleman (Head of Affordable Housing and Strategy), Sandra Skeete (Interim Managing Director, CityWest Homes), Andrea Luker (Executive Director of Strategy and Planning, CityWest Homes), Greg Campbell (Partner, Campbell Tickell) and Maggie Rafalowicz (Director, Campbell Tickell)

1 Introduction and Apologies

- 1.1 The Chairman welcomed those present. Apologies were received from Councillor Adam Hug.

2 CityWest Homes – Setting the Scene

Campbell Tickell Review

- 2.1 Campbell Tickell have been commissioned by Westminster City Council (WCC) to undertake a high-level review of CityWest Homes (CWH). The review focuses on four broad areas:

- CWH's alignment with the Council and its strategic objectives;
- CWH's service delivery;
- CWH's organisational and staff culture; and
- WCC's clienting of CWH

The review focused on what changes CWH and WCC would need to make if CWH continued as an arm's length management organisation (ALMO).

2.2 Alignment

- CWH sees itself as separate from the Council, this is an approach the WCC has allowed and at times encouraged.

2.3 Service delivery

- For the majority of its existence, CWH has been seen as an effective organisation that provides quality services. This changed in 2017 when CWH changed operating model.
- In Campbell Tickell's view, CWH attempted to make too many changes at once and were naïve in doing so. Campbell Tickell thought there was not enough understanding of housing management at a senior level and that staff turnover had resulted in a loss of experience in middle management.
- Campbell Tickell felt that specific changes (e.g. closing estate offices, changes to the call centre, the new repairs contract) had not caused the issues that CWH experienced, the problem was the how they were implemented, especially the phasing.
- The increased workload following the Grenfell Tower fire had exacerbated the issues.
- The removal of estate offices could have been a success, but they needed to be replaced with someone responsible for an area who can be contacted. The signposting for residents was too rigid.
- There was not enough training for CWH employees on the new systems that were put in place.

2.3 Culture

- Campbell Tickell found an issue of an 'us versus them' culture between CWH and WCC/residents.
- Campbell Tickell recommends a culture change programme

2.4 Clienting

- The way that WCC has approached clienting has not allowed effective challenge of CWH. The approach has been vertical, with issues raised up the chain in WCC, shared at senior levels of both organisations and then down the chain at CWH. A better arrangement would allow for interactions that are more horizontal.
- It was stressed that clienting approaches should not be too overbearing. There needs to be clear agreement on what is going to be monitored, which should be linked to WCC's strategic objectives, and clienting needs to be done at different levels.
- Campbell Tickell do not feel that the CWH board recognised the issues that it faced and that it needs to be restructured. Campbell Tickell felt the board was too large. The board should have a mix of independent members, Councillors and residents as well as reflecting the skill mix that was required.
- There needs to be stronger arrangements to allow scrutiny by residents, especially tenants.

2.5 Campbell Tickell recommended a 'back to basics' approach for CWH. Too few senior officers had experience working in housing and an understanding of the core business.

Westminster City Council

- 2.6 Barbara Brownlee highlighted that historically CWH had provided very good services that focused on the individual. She also highlighted recent work such as handling the change of cladding on Little Venice Towers and the care with which people had been dealt with. However, the way this service had been delivered varied across different estates and there was a need to standardise the offer to ensure a balanced and equal offer. This was a driver for the changes to the operating model of CWH.
- 2.7 A client side function was being developed within WCC; however, it was still very lean. The team was currently two officers; two more positions were being recruited to. This should help improve the clienting. WCC was doing a lot of work with CWH on how to progress complaints and channel of works.
- 2.8 WCC wanted to see from CWH:
- Improved resident satisfaction
 - Fewer complaints
 - Contractors managed well and consistently
 - Improved void turnaround
 - Better income recovery
- 2.9 CWH's aims and purpose were not clear and the board did not spend a lot of time on performance management.
- 2.10 Despite staff being dedicated, the customer service function and other teams, such as repairs, were disjointed.
- 2.11 Major works was an area that had previously not been handled well and which CWH continued to find difficult. WCC is responsible for approving the major works plan based on CWH's technical recommendations. It is possible for leaseholders to effectively block major works. Previously, advice has been obtained to the effect that WCC leases do not allow for sinking funds to be established.

CityWest Homes

- 2.12 Sandra Skeete told the task group the previously CWH had had a unique model where 90% of services were outsourced, so there was a light touch clienting model. However, when CWH took on service delivery, the model did not change. CWH had not intended to make all of its service changes at the same time.
- 2.13 CWH needed to look at the way that it supported its board and provided better information to it.
- 2.14 CWH's stock profile presented unique challenges. Half of CWH's stock is pre-war, many properties are in conservation areas or are listed buildings and street properties are challenging.
- 2.15 90% of CWH residents are secure tenants and more than 60% are over 50 years old. CWH needs to understand the challenges this client base

presents, one of which is getting an insight into the expectations of a diverse resident group.

- 2.16 CWH recognised the need to make sure that its activities and priorities aligned more with City for All.
- 2.17 CWH accepted that it had not responded flexibly to the concerns of residents. The organisation had been focusing on the issues with the repairs contract and contact centre, which had meant that areas like estate management had not been improved. This was being addressed. £200,000 had been invested in staff training as part of CWH transformation project.
- 2.18 CWH did not have a good customer relationship management system. Sandra Skeet was the sponsor of the programme that was aiming to deliver a better system. The programme was linked to a broader IT strategy that was being implemented. WCC and CWH are looking to align more on digital services. This had been a proposal previously, but WCC's programme had been delayed.
- 2.19 Residents are involved in CWH decision-making processes via area panels, the residents' council and on the CWH board. Across CWH estates, there were twenty residents associations, nine tenant management organisations and a number of resident groups. There is currently no way for residents associations to feed in to the decision making process. Panels are not well known amongst residents. There is a need for more tenant involvement.
- 2.20 CWH has changed the way that it procures for major works. It now procures across whole programmes instead of against individual projects to try and deliver value for money.

3 Future Meetings

- 30th August 2018, 18:30
- 3rd September 2018, 18:30
- 5th September 2018, 18:30



CITY OF WESTMINSTER

CityWest Homes Task Group

NOTES

Notes of a meeting of the **CityWest Homes Task Group** held on **30th August 2018**

Members Present: Councillor Melvyn Caplan (Chairman), Councillor Paul Dimoldenberg, Councillor Richard Elcho, Councillor Pancho Lewis, Councillor Mark Shearer, Councillor James Spencer and Councillor Paul Swaddle

Also Present: Tom McGregor (Director of Housing and Regeneration), Fergus Coleman (Head of Affordable Housing and Strategy), Sandra Skeete (Interim Managing Director, CityWest Homes), Sarah Williams (Contact Centre Manager, CityWest Homes), Edith Brannigan (Area Manager, CityWest Homes), John Millichope (Head of Lessee Services, CityWest Homes), John Hayden (Head of Repairs, Mechanical and Engineering, CityWest Homes), Achim Von Malotki (CityWest Homes Tenant) and Michael Wills (CityWest Homes Leaseholder)

1 Introduction and Apologies

- 1.1 The Chairman welcomed those present. Apologies were received from Councillor Adam Hug.

2 CityWest Homes – Customer Service

- 2.1 Achim Von Malotki was in attendance to give the task group the perspective of a CityWest Homes (CWH) tenant. Mr Von Malotki told the task group that:
- For the majority of his 21 years as a CWH he had experienced good services, the services only deteriorated in summer 2017 when CWH changed its operating model, contact centre and repairs contractor.
 - Since summer 2017 CWH's contractors face very little scrutiny or monitoring before, during and after work. CWH relies on residents to raise issues with contractors' work.
 - There was a lack of presence on the ground from CWH. This caused particular issues in areas that residents could not monitor, such as rooftops.
 - Since the estate offices were closed there only four reception areas. This has led to issues such as a lack of confidentiality when residents are raising personal issues in crowded reception areas and a lack of personal relationships with CWH staff.

- Communal smart boilers in Lisson Grove were an example of where CWH had not undertaken major works well or checked if proposed benefits had materialised.
- It is difficult for any management company in London to make sure that properties do not appear on sites such as Airbnb, which results in issues of anti-social behaviour.
- Mr Von Malotki raised a time when he had made a complaint by e-mail about anti-social behaviour and had followed it up to find it had not been forwarded to the correct team.
- Reopening estate offices would particularly help on large estates such as Church Street.
- The work of the residents' council and area panels is not well known amongst the majority of residents. One of the issues is that they reflect geographic areas that CWH organises itself into, that might not be how residents define their area. CWH does not publicise the work of the council and panels. CWH had undertaken a good recruitment exercise when setting up the council and panels to ensure diversity, however this had fallen away.

2.2 Michael Wills was in attendance to give a CityWest Homes leaseholder's perspective. He told the task group that:

- Closing the estate offices was a bad idea. The number of people reported as using estate offices before they were closed excluded certain people such as utilities companies asking for directions, or residents from other estates. Mr Wills thought that the number was significantly higher.
- There was a feeling that CWH had distanced itself from residents.
- Surgeries that CWH hold are not well attended and residents did not like having to attend at specified time.
- The people most affected by the closure of estate offices were the elderly and those for whom English was not their first language
- Although it had improved, the call centre had been taking up to 45 minutes to connect calls.
- No single person in CWH has the ownership and pride in an estate
- John Aird Court residents had a positive relationship with the neighbourhood policing panel and local officers that helped to combat anti-social behaviour.
- Residents' panels are not always representative of the local areas (e.g. street properties could be overrepresented)
- Mr Wills echoed concerns about the proliferation of Airbnb style short lets.
- Mr Wills commended the quality of CWH's employees.

2.3 The correct procedure for an anti-social behaviour complaint into the contact centre is for the contact centre to forward it to the correct team who should contact the resident that raised the issue within 2 days. The contact centre would also liaise with other relevant teams (e.g. cleaners).

2.4 The responsibility for managing relationships on estates with residents sits with housing service managers who are able to help residents navigate CWH.

The first point of contact for issues such as complaints or repairs should be the contact centre.

- 2.5 CityWest Homes and the Council are investigating ways of identifying where properties are being let on Airbnb, including the use of technology. A key issue was obtaining the evidence that someone was breaching the terms of their lease. In the past few months, CWH has sent breach notices to residents who have sublet their property for less than 90 days.
- 2.6 Estate surgeries had been established to make staff accessible to residents. The use of surgeries is being reviewed, with surgeries in some areas being more popular than others.
- 2.7 CWH was strengthening the way that it monitored contractors before, during and after works. Performance figures for repairs are reported monthly and the information is made available to the area panels. There are also inspections that take place with the area panels. Mr Von Malotki suggested these should be advertised more widely.
- 2.8 All reception areas have separate rooms where residents can discuss personal matter with staff in private.
- 2.9 There are three CWH newsletters a year which could be used to promote the work of the residents council and area panels and CWH is exploring how best to take this forward.
- 2.10 There is a threshold for residents' association to be recognised by CWH. There are also eligibility criteria for who can be part of a residents' association (e.g. tenants of leaseholders are not recognised). CWH committed to working with WCC to review the threshold if it was felt it no longer reflected the resident population.
- 2.11 Giving residents a named officer for all incidents would have a number of issues such as reducing the efficiency of the centralisation of the contact centre and placing an administrative burden on frontline staff. It was recognised that the responsiveness of the contact centre needed to be improved. The repairs team was working to improve the way that cases were managed, especially complicated repairs.
- 2.12 The contact centre have details of repairs issues raised by residents on the CRM system so can see the details of an issue if a resident calls again. However, some information may be with a sub-contractor. CWH is working on ways of accessing this information quicker, for example co-locating contractors' staff within the contact centre.
- 2.13 The interactive voice response (IVR) system used by the contact centre was complicated, despite there only being three teams in the contact, the IVR has 26 options. An improved IVR system is being investigated; however, CWH did not want to a knee jerk reaction to the issues that would then mean having to change the system again in the near future. CityWest was also investigating better technical solutions for the admin team that was better than

outlook. The current telephony system and the reliance on the provider to make any technical changes also makes it difficult for CWH to make changes quickly.

- 2.14 CWH has implemented a review process including introducing a lessons learnt document so that when a resident complains (e.g. about having to make multiple calls) the root cause of that issue can be identified and addressed.
- 2.15 CWH had correctly focused on improving its key performance indicators; however, this had meant that developing officers' soft skills to improve quality of call handling had suffered. This was being addressed and a service quality framework was being developed.
- 2.16 If a contractor says that a resident was not home when they called, they have to provide photographic evidence that they were at the property, this is loaded on to the contact centre's system. Reducing the number of no access incidents and missed appointments is part of CWH's improvement plan.

3 Future Meetings

- 3rd September 2018, 18:30
- 5th September 2018, 18:30



CITY OF WESTMINSTER

CityWest Homes Task Group

NOTES

Notes of a meeting of the **CityWest Homes Task Group** held on **3rd September 2018**

Members Present: Councillor Melvyn Caplan (Chairman), Councillor Paul Dimoldenberg, Councillor Richard Elcho, Councillor Adam Hug, Councillor Pancho Lewis, Councillor Mark Shearer, Councillor James Spencer and Councillor Paul Swaddle

Also Present: Tom McGregor (Director of Housing and Regeneration), Fergus Coleman (Head of Affordable Housing and Strategy), Asghar Tazafar (Senior Solicitor – Advocate), Martyn Jones (Executive Director of Asset Strategy and Development, CityWest Homes), Jonathan Cooper (Senior Client Programme Manager, CityWest Homes), Daren Townsend (Property Services Communications Manager, CityWest Homes), John Millichope (Head of Lessee Services, CityWest Homes) and John Hayden (Head of Repairs, Mechanical and Engineering, CityWest Homes)

1 Introduction and Apologies

1.1 The Chairman welcomed those present.

2 CityWest Homes – Major Works

Sinking Funds

2.1 Housing legislation does not prohibit the establishment of sinking funds. There are two types of sinking fund, those linked to the property and those linked to the leaseholder. The primary difference is that when a lease expires, the balance of a leaseholder-linked sinking fund must be repaid to the leaseholder. This applies when the lease ends, not when it changes hands. Currently Westminster (WCC) leases do not allow the establishment of a property linked sinking fund. WCC could establish sinking funds, but they would have to be leaseholder linked.

2.2 To establish a property-linked sinking fund, WCC would need to vary the leasehold agreements, which would require a ballot of leaseholders and an application to the first tier tribunal. Like any service charge, a sinking fund is subject to a test of reasonableness. A practical issue is how the size of the ballot is determined (e.g. by block, estate of all CityWest Homes (CWH) leasehold properties)

- 2.3 Financial regulations mean that sinking funds would have implications on HRA accounting.
- 2.4 CWH currently has a scheme where every lessee can pay into their major works account whenever they want although that would not be earmarked against specific works. Lessees can retrieve this money if they more. It was suggested that offering a financial planning services for lessees could be an option going forward.

Major Works

- 2.5 WCC sets the strategic direction of the major works programme with CWH. CWH delivers the programme. WCC is responsible for overseeing and scrutinising the delivery. WCC's key input is in to the three-year plan.
- 2.6 There are specific challenges surrounding delivering major works in Westminster, however the CWH major works programme is reasonably well funded. One of the difficulties is the number of listed buildings and properties in conservation areas. It was suggested that CWH works with WCC to utilise the expertise of planning officers to find solutions to some of these issues.
- 2.7 In the past, there has been frustration from all parties on the way major works have been delivered. There has been a recent change to the process of delivering of major works to address concerns, such as the appointment of two term partner contractors.
- 2.8 CWH has a target to reduce management fees of major works to 12% (currently 16%). Projects on new terms with this target in mind were just beginning and performance against the target would not be known until the projects had reached completion. CWH thinks that the 12% target can be improved on in the long term. Activities aimed at reducing management fees include making billing more efficient and reducing the number of notices in the s20 consultation process. Another way of reducing management fees was placing more management responsibilities on contractors. It was thought this would produce savings through the competitive tendering process and through contractors being able to provide some management services more efficiently. It was hard to benchmark CWH against other authorities, as the stock was different. There are no financial incentives for staff to reduce management fees. CWH's executive have financial incentives based on the performance of the organisation as a whole.
- 2.9 CWH said that it was important to have early conversations with residents about the challenges of a major works project and the effect that those challenges had on costs. CWH had begun to undertake consultations differently, which included starting discussions with residents eighteen to twenty-four months before a s20 notice was issued. CWH had also started having conversations with residents about long-term priorities. CWH was doing more work to understand what maintenance a building required so that even more clarity could be provided to residents.

- 2.10 CityWest Homes gave examples of where residents had been involved in co-designing major works such as designing a security lobby and contributing financially to replacing flooring to a higher standard.
- 2.11 At the beginning of a consultation on major works, CWH held a meeting with residents; they then usually have a breakout session, or another meeting, specifically to deal with leaseholder issues. On occasion, the leaseholder meeting may take place before, but this is usually after discussion with residents groups and is done when there are particular issues affecting lessees that need addressing.
- 2.12 CWH has targets for resident satisfaction about both delivery of major works and communications during major works. These targets are set by WCC. CWH is investigating more nuanced ways of collect resident satisfaction data; it is currently collected by survey at the end of a project, usually alongside the final bill being issued.
- 2.13 Individual projects are scrutinised at a project committee within CWH. Depending on the size of the project, it will then go to a project board for strategic oversight. WCC has to be notified of projects that would cost individual leaseholders between £20k-40k. WCC has to agree projects that cost individual leaseholders over £40k. This arrangement has in the past led to WCC and CWH being able to identify cheaper alternatives together.
- 2.14 The major works and repairs team work closely together to identify buildings where a substantial number of repairs have had to be carried which could indicate a need for a more substantial project. CWH has begun using data more intelligently to identify where a major works project may be more cost effective than repairs.
- 2.15 CWH has a database with the details of every property including the assumed economic life of various components. Based on this information every block has a plan of what works should be carried out. The programme is reviewed as part of the three-year rolling stock review. It is more expensive to carry out repairs and major works on street properties than blocks. CWH's new term partnering contracts have made it easier to deliver economies of scale on street property major works projects.
- 2.16 Before carrying out major works, CWH gets an opinion from building and quantity surveyors on what the budget for a project should be. CWH then scrutinises this opinion. Term partner contractors then go to the market for quotes for delivering individual aspects of a contractor, CWH also scrutinises these quotes and can direct the term partner contractors get quotes from suppliers CWH thinks may be cheaper.
- 2.17 Historically, CWH had included a 10% contingency on costs for leaseholders. CWH. CWH had moved to a process where contingencies were based on the risk associated with each project. There was uncertainty whether the current contracts with term partners would allow for fixed prices contracts.

- 2.18 Leaks were an ongoing challenge for CWH, 90% of repeat leaks are not; major works issues. There was a dedicated leaks detection unit. A repairs diagnostic has been carried out on date from the past three years that has highlighted seven blocks/estates with a high number of leaks. Preventative maintenance was being carried out on these blocks, some of which may have an investment developed. CWH is currently taking a leaseholder to court regarding leaks that are affecting a property below.
- 2.19 CWH's final account that is sent to leaseholders is a detailed document highlighting costs of a project. A summary version with less detail is sent at the beginning of a project.

3 Future Meetings

- 5th September 2018, 18:30



CITY OF WESTMINSTER

CityWest Homes Task Group

NOTES

Notes of a meeting of the **CityWest Homes Task Group** held on **5th September 2018**

Members Present: Councillor Melvyn Caplan (Chairman), Councillor Paul Dimoldenberg, Councillor Richard Elcho, Councillor Adam Hug, Councillor Pancho Lewis, Councillor James Spencer and Councillor Paul Swaddle

Also Present: Tom McGregor (Director of Housing and Regeneration), Fergus Coleman (Head of Affordable Housing and Strategy), Sandra Skeete (Interim Managing Director, CityWest Homes), Andrea Luker (Executive Director of Strategy and Planning, CityWest Homes) and Eamon McGoldrick (Managing Director, National Federation of ALMOs)

1 Introduction and Apologies

- 1.1 The Chairman welcomed those present. Apologies were received from Councillor Mark Shearer.

2 ALMOs – Expert Witness

- 2.1 Eamon McGoldrick attended to provide an expert view of best practice with regards to Arm's Length Management Organisations (ALMOs). Topics covered included:

- ALMOs had recently started to want a closer relationship with local authorities.
- A number of ALMOs saw themselves as the council's first and preferred partner.
- ALMOs had expanded in to a number of fields such as development, homelessness prevention and services that could be delivered through the council's general fund. The type of work an ALMO undertook depended on local circumstances, for example in Nottingham the ALMO had entered the private rented sector to try to drive up standards.
- Some diversification by ALMOs had failed. Diversification was now usually done because of the local authority's wishes. Lessons are being learnt about not overstressing an ALMO's capacity and focusing on the core service of housing management.
- Benefits of an ALMO over an in-house housing management service included resident involvement at board level. This gives residents a

greater involvement in decision-making and makes use of their experience. Decision-making in an ALMO is generally quicker than in a local authority.

- ALMOs have generally addressed the reduction in social rents in the same ways as housing associations and local authorities. A key difference was that most ALMOs were used to being asked to deliver savings every year.
- The key issue with boards is making sure that board members are appropriately trained, mentored and supported. Ensuring the board has a diverse and appropriate skill mix is important, especially where ALMOs are undertaking additional activities. ALMOs should undertake annual governance reviews.
- Most areas had closed estate offices up to 10 years ago. Most councils/ALMOs had decided to do this to invest the funds elsewhere.
- The vast majority of ALMO boards have equal representation of councillors, residents and independent members. Some authorities had departed from this arrangement if for example the ALMO was part of larger group of organisations (Barnet) or if residents had been given more places on the board and councillors got involved via Overview and Scrutiny (Stockport).
- ALMOs had no advantage over local authorities concerning borrowing. Eight ALMOs were also registered providers, which do have additional borrowing powers.
- CityWest Homes (CWH) had always had a good reputation. It was seen as expensive but delivering good services.
- The characteristics of a good ALMO were:
 - Clearly defined relationship with local authority
 - Clear delivery plan built with the local authority
 - Clear framework of communication between ALMO and local authority
 - Good governance
 - Balanced clienting by the local authority
 - Positive relationship with residents
 - Housing management services at the core of the business
- Face to face interactions with residents were important, but there are a number of ways of delivering them. Estate offices can be one way of engaging with residents but they need to have a clear purpose and be efficient. Home visits are being increasingly used; mobile working can make this easier. Colchester Borough Homes had undertaken a door knocking exercise on all of their properties over 2 years; this helped provide useful feedback on services, updated contact details and identified a number of enforcement issues. Some ALMOs did similar exercises with all members of staff being involved as a way of helping back office staff understand frontline issues. Lewisham Homes is piloting a scheme where residents can contact a repairs operative directly.
- Contractors should be seen as part of the ALMO family and act as the eyes and ears on the ground for the organisation and be another point of contact.

- The National Federation of ALMOs was generally positive about the Government's Green Paper on Social Housing in particular the requirement to sell high value assets being dropped, the acknowledgement of the need to tackle the stigma surrounding social housing and the prospect of increased regulation, which the sector generally welcomed.
- Some Councils that have brought housing management services back in house have struggled to replicate the levels of resident engagement of an ALMO. There have also been issues for authorities that have spread the functions of an ALMO across several departments (e.g. putting rent collection in finance and resident engagement in corporate communications department).
- Mr McGoldrick firmly believed an ALMO needed to be led by someone with a housing management background.

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City of Westminster

Housing, Finance and Customer Services Policy and Scrutiny Committee

Date:	27 th September 2018
Classification:	General Release
Title:	Report of the Sprinklers Task Group
Report of:	Director of Policy, Performance and Communication
Cabinet Member Portfolio	Cabinet Member for Housing and Customer Services
Wards Involved:	All
Policy Context:	City for All
Report Author and Contact Details:	Aaron Hardy x2894 ahardy1@westminster.gov.uk

1. Executive Summary

This report presents the findings of the sprinklers task group for the committee's consideration

2. Key Matters for the Committee's Consideration

The Committee is asked to:

- Comment on the task group's report
- Forward the task groups recommendations to the Cabinet Member

3. Background

On 26th March 2018, the Housing, Finance and Corporate Services Policy and Scrutiny Committee established a task group to consider the practical and legal implications of retrofitting sprinklers in tall buildings. Following the local authority elections on 3rd May 2018, the Housing, Finance and Customer Services Policy and Scrutiny Committee decided to continue the work of the task group.

The task group undertook its work over the course of three meetings. Its reported is presented here for the committee's consideration.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Aaron Hardy x2894
ahardy1@westminster.gov.uk

APPENDICES:

Appendix 1: Sprinklers Task Group report

BACKGROUND PAPERS

None

Chair's Foreword

More than a year after the tragedy at Grenfell Tower, the shock does not go away. It is the duty of all councils and councillors to do whatever they can to put measures in place that will protect their residents. I was delighted to lead the work of the task group and to develop with pace a set of recommendations on how the council could proceed to install sprinkler systems in its tall buildings.

We also recognised that more needed to be done to ensure that all front entrance doors were fire resistant for the statutory period of thirty minutes. We have also made recommendations in this area to ensure that the first line of defence against a fire is as good as it can be.

We recognise that this is not a straightforward task and cannot happen immediately, but in proposing the measures that we have set out, a framework has been designed that will enable a comprehensive programme to be developed to ensure that all these works can be done in a timely manner.

Councillor Melvyn Caplan

Recommendations

The task group agreed the following recommendations in relation to fire doors

1. Issue a Front Entrance Door Regulation
2. Ensure a system is developed to record the inspection position of all front entrance fire doors in tall buildings.
3. Build into all major works on blocks that inspections are done of all front entrance fire doors (both tenants and leaseholders).
4. Data on fire safety matters should be presented to the relevant cabinet member and included in reports to the Audit & Performance committee at least on a quarterly basis.
5. Provide a programme of how many CityWest Homes or Westminster City Council personnel can be trained as fire inspectors and the programme to include a timeline for all fire doors to be inspected.
6. Lobby for appropriate bodies to dedicate resources to support local authority building owners to train the staff and carry out the inspections in accordance with the London Fire Brigade's expectations.

The task group agreed the following recommendations in relation to sprinklers

7. Install sprinklers in all properties regardless of tenure, seeking to recover costs from post-1987 lessees only. (option A)
8. Work to establish a legal agreement for the right of access in to lessee properties and for charging post-1987 lessees

9. Carry out section 20 consultation for post-1987 lessees and then undertake the installation of the system to a block, deferring demanding the service charge until completion.
10. Installation of option 1 (Boxed in plastic pipework with concealed heads) sprinklers
11. Work with the London Fire and Emergency Planning Authority and key industry bodies to develop a comprehensive programme of ongoing dialogue and communication with all leaseholders to obtain access to their properties and to document all such individual engagements.
12. Prioritise sheltered housing over tall buildings and establish budget for doing so within the HRA business plan
13. Ensure comprehensive records of fire safety works on each property are kept, including work and inspections undertaken by others such as the fire brigade, as per the recommendations of the Hackitt report.
14. Communicate advantages of sprinklers to private freeholders of tall buildings and to maintain a record of all such communications.
15. Lobby Government (through LGA and London Councils where appropriate) on funding for the retrofitting of sprinklers, especially in cases where the Housing Revenue Account is having to fund such works.
16. Lobby the government to amend regulations ensure retrofitting sprinklers is easier for social landlords.
17. Continue to lobby the Mayor of London so that LFEPA provide specific guidance on the installation of sprinklers to mixed tenure blocks, specifically where leaseholders are able to decide (as is currently their right) whether or not to allow access to their properties for works to be done and to be maintained in the future. Also lobby government for any changes that can be made to regulations to permit the council to enter (by appointment) such properties to carry out the works.

Introduction

Immediately following the Grenfell Tower fire tragedy on 14th June 2017, an informal commitment was made by Westminster City Council and a number of other councils to install sprinkler systems in all tall buildings over 30 metres high, the same threshold at which sprinklers are required in new developments. Following this commitment, CityWest Homes (Westminster City Council's Arm's Length Management Organisation) began reviewing the technical, financial and legal implications to undertake such a task.

On 26th March 2018, the Housing, Finance and Corporate Services Policy and Scrutiny Committee established a task group to consider the practical and legal implications of retrofitting sprinklers in tall buildings. Following the local authority elections on 3rd May 2018, the Housing, Finance and Customer Services Policy and Scrutiny Committee decided to continue the work of the task group.

Justification for the installation of sprinklers

There is no legal requirement to install sprinklers in existing tall buildings. There is, however, some evidence to justify the retrospective installation of such systems, for example:

- There are almost zero reported deaths that result from a fire in a building with sprinklers installed;
- Reports following fires such as that at Lakanal House (Southwark) and Shirley Towers (Southampton) have all recommended the installation of sprinkler systems in buildings over 30m, and reports suggest that if they had been installed then they would have saved lives;¹
- Submissions from key organisations such as Royal Institute of British Architects to various inquiries have called for legislation requiring building owners to retrofit such systems in tall buildings.²
- Various reports commissioned by the British Automatic Fire Sprinkler Association, the trade body for the fire sprinkler industry, have outlined the potential benefit of retrofitting these installations³
- Fire brigades nationally and locally are largely in favour of retrospective installations within tall buildings
- National Fire Chiefs Council and the Business Sprinkler Alliance (supported by the Fire Sector Federation) have both issued a statement supporting sprinkler installation⁴

The building Regulations 2010, Approved Document B refers to the benefit of sprinkler installation:

- *‘Sprinkler systems installed in dwellinghouses can reduce the risk to life and significantly reduce the degree of damage caused by fire.’*
- *‘If a building is fitted throughout with a sprinkler system, it is reasonable to assume that the intensity and extent of a fire will be reduced.’*

The advantages and disadvantages of sprinklers can be summarised as

¹ <https://www.lambeth.gov.uk/elections-and-council/lakanal-house-coroner-inquest>;
http://www.fbuscotland.org/sites/default/files/Hampshire_rule43.pdf

² <https://www.architecture.com/knowledge-and-resources/knowledge-landing-page/%20/-/media/files/grenfell-tower/171017-riba-submission-independent-review-of-building-regs-and-fire-safety-call-for-evidence-web-ver.pdf>

³ <https://www.bafsa.org.uk/sprinkler-systems/domestic-residential-sprinklers/>

⁴ https://www.nationalfirechiefs.org.uk/write/MediaUploads/Position%20statements/Protection/AWSS_Position_statement.pdf; <http://www.business-sprinkler-alliance.org/blog/sprinklers-time-retrofit/>

Advantage	Disadvantage
<ul style="list-style-type: none"> • Controls fire in its early stages to prevent the fire developing. Allows time for fire service to act. • UK statistics indicate that there have been zero deaths from fire in residential blocks that have been fitted with sprinklers.⁵ • The chance of accidental discharge of water from all causes is 1 in 500,000 and accidental discharge of water due to manufacturing defects is 1 in 14,000,000.⁶ • Residents are made to feel safer. • Sprinklers have the potential to reduce significantly the cost of rehousing residents and any necessary major refurbishment work following a fire. 	<ul style="list-style-type: none"> • Capital and operational expenditure. • Inconvenience and disruption to the residents within each demise during the installation period. • Inconvenience and disruption to the residents within each demise required for maintenance and inspections which form part of the maintenance regime. • Inconvenience and disruption to residents during installation works within communal areas, such as corridors. • Some impact on living space.

Issues related to not achieving 100% coverage

Recommendations in all guidance (such as the building regulations, specialist sprinkler organisation (BAFSA) and the London Fire Brigade) suggests that sprinkler installation should be to 100% of properties where looking to install within general needs housing stock, regardless of tenure i.e. systems installed inside the dwelling. The exception to this is sheltered housing blocks, where guidance suggests that systems should be installed within communal areas also.

The council should set the objective of achieving 100% coverage in tall buildings, but it does not have the power to insist on access to leasehold properties. There had been concerns that Building Regulations approval may not be achieved where 100% coverage is not achieved. It now appears however that for retrofit installations, approval could still be achieved without 100% coverage.

Options for installing sprinklers

The task group has considered the most viable type of wet systems available and reviewed the advantages and disadvantages of each. The three systems are:

⁵ European Statistics over a 10 year period.

⁶ Source; Loss Prevention Council (UK) and FM (USA) statistics.

- a. Standalone automatic sprinkler system
- b. Standalone automatic misting sprinkler system
- c. Automatic sprinkler system fed from domestic boosted cold water service

The task group considers option c the most desirable as it uses the existing buildings services where possible.

There are a number of different ways that such a system could be installed with different finishes which affect cost, aesthetics and how protected the installation is from interference.

Option 1 – Boxed in plastic pipework with concealed heads

- Pros – Widely accepted as a good standard for retrofit sprinkler systems. Many authorities are currently installing systems to the same or similar specification.
- Cons – Generally more expensive due to the levels of builders work and associated decoration.

Option 2 – Exposed plastic pipework and sprinkler heads

The variance from option 1 is that the boxing surrounding the pipework has been omitted creating a saving in the builders work cost.

- Pros – Cost saving of 23%, easier access to pipework and heads for leaks, less material to replace and maintain. Minimal impact on surrounding features.
- Cons – Residents might not be as accepting of the system due to the aesthetics. This option is more susceptible to tampering and malicious damage; dust can build up on the pipework and sprinkler heads.

Option 3 – Exposed stainless steel pipework and sprinkler heads

The variance from option 1 is that the boxing has been removed and the plastic pipework has been replaced with stainless steel creating a feature of the pipework.

- Pros – Cost saving of 18%, easier access to pipework and heads for leaks, less material to replace and maintain. Minimal impact on surrounding features. More aesthetically pleasing in raw material form and could potentially negate need for decoration.
- Cons – Residents might not be as accepting of the system due to the aesthetics. The system is more susceptible to tampering and malicious damage; dust can build up on the pipework and sprinkler heads.

Option 4 – Concealed heads in a new plasterboard ceiling

The variance from option 1 is that the boxing has been removed and a false ceiling installed to conceal the pipework. Existing services such as lights and smoke detectors will have to be relocated.

- Pros – The new sprinkler system would be more concealed, more aesthetically pleasing and potentially less intrusive
- Cons – There is a cost increase of 31%, the floor to ceiling height is reduced creating less space, residents might not be as accepting of the system due to the higher cost and reduction of space, services such as lights would have to be relocated creating an increase in project risk.

	Option 1	Option 2	Option 3	Option 4
Cost	£1,392,000	£1,071,000	£1,136,800	£1,828,000
% Saving	0%	23%	18%	-31%
Estimated City-wide Budget (inc. leasehold cost)	£22,500,000	£17,325,000	£18,450,000	£27,675,000

Table 1: Cost of each installation option in Polesworth House on the Warwick & Brindley Estate and estimated citywide budgets are based on those costs estimates.

Technical Hurdles

CityWest Homes' feasibility reports confirm that there are no major issues to overcome with regard to the actual works and the installation of the systems. CityWest Homes has carried out installation in a pilot flat that has enabled any potential issues to be identified and resolved.

Leaseholders

The most significant challenge to retrofitting sprinklers in Westminster City Council properties is gaining permission and access for installation in leasehold properties. Leaseholders represent 41% of total properties in tall buildings. Westminster City Council has two types of lease, pre-1987 and post-1987. Pre-1987 leases do not include a right for the council to install sprinkler systems.

Options for installing sprinklers

Taking into account the different types of tenure, there are five possible approaches to carrying out the installation of sprinklers:

Option A – Install in all properties regardless of tenure, seeking to recover costs from post-1987 lessees only

This option proposes the system is installed in all properties and complies with all the current building regulations and guidance.

Advantages/Benefits

- The system will be fully aligned with industry guidance as it will be installed in all properties.
- No issues or complications when selling a tenanted flat under the right to buy.

Disadvantages/Risks

- There may be challenges for access to carry out the works.
- Risk of legal challenge on appropriateness or reasonable cost of works.

Option B – Install in tenanted properties only, with the option for leaseholders to opt in:

It is technically possible to install this system but it will only operate if there is a fire in the protected area.

Advantages/Benefits

- Fully enforceable for tenanted properties.

Disadvantages/Risks

- The London Fire Brigade and building control have indicated a preference for 100% coverage within blocks;
- Such an installation would not provide as effective fire protection;
- A partially installed system would not directly align with any industry guidance and 'may' fall short of future changes to building regulations;
- Unless a lease is changed, maintenance responsibilities in leasehold properties would fall to lessees, which may prove problematic in the future;
- Full maintenance costs would not be able to be recharged as it would not benefit the whole block;
- Installing a communal system in a selected number of properties is contrary to the recharging mechanism of the lease and would require a separate legal agreement.

Option C – Install in all properties and free issue the works to all lessees;

This option is something being considered by other housing providers.

Advantages/Benefits

- The system will be fully aligned with all building regulations and industry guidance as it will likely be installed in all properties
- No issues or complications when selling under the right to buy
- No changes to the lease required

Disadvantages/Risks

- The council has a fiduciary duty with regard to the Housing Revenue Account.

- There may still be challenges to access to carry out the works.
- Will result in reduced funding in HRA for other projects.
- Future recovery of maintenance costs uncertain, and questions over a right of access to maintain.
- Offers of free installation of sprinklers to leaseholders by other local authorities have not always resulted in 100% coverage.⁷

Option D - Apply to the First-tier Tribunal to vary the leases

An application could be made to the first-tier tribunal to vary the leases in order to allow the council access to both install and maintain the system in lessee units.

Advantages/Benefits

- It could achieve an express right of access and recovery that is fully enforceable.

Disadvantages/Risks

- The outcome is uncertain;
- That the chance of varying pre-87 leases are low.
- The likelihood of opposition is strong;
- The legal fees would be high and unrecoverable
- Slow process as counsel has advised that a maximum of two blocks should be the subject of an application at any one time);
- The time it would take to obtain a determination is long (in excess of 12 months) and ill-defined as decisions can be appealed.

Option E - A combination of options A and C e.g. part funded by WCC

This option is a combination of options A and C where the installation is part funded. For example, a nominal percentage reduction could be applied to all bills with the short fall being funded by HRA account.

Advantages/Benefits

- The system will be fully aligned with all building regulations and industry guidance as it will be installed in all properties.
- No issues or complications when selling under the right to buy
- No changes to the lease required
- Could increase the number of lessees who take up the offer of sprinklers

Disadvantages/Risks

- Will result in reduced funding in HRA for other projects.

⁷ <http://www.hackneygazette.co.uk/news/installing-sprinklers-in-hackney-tower-blocks-could-cost-council-20m-and-would-mean-not-doing-other-things-1-5195183>

- 'Free to issue' infrastructure with 'lessee recharged' in flat pipes and sprinklers would not be possible under the current leases, and would jeopardise future recovery of maintenance.

Due to the nature of the works proposed, and that some blocks have either had works recently or completed or planned in the near future, the council may wish to consider extending or deferring the payment options for leaseholders. This may also include waiving the interest on any deferred payments.

Financial implications

The government has confirmed that it will not be providing funding for retrofitting sprinklers in tall buildings.⁸

The estimated cost of installing sprinklers (option 1 in table 1) in all flats (including leaseholders') in Westminster City Council's tall buildings is £22.5million. The cost of retrofitting sprinklers in tenanted properties would have to be borne by the Housing Revenue Account (HRA).

There are potential options that the council could pursue to recover costs of installing sprinkler systems from post-87 leaseholders:

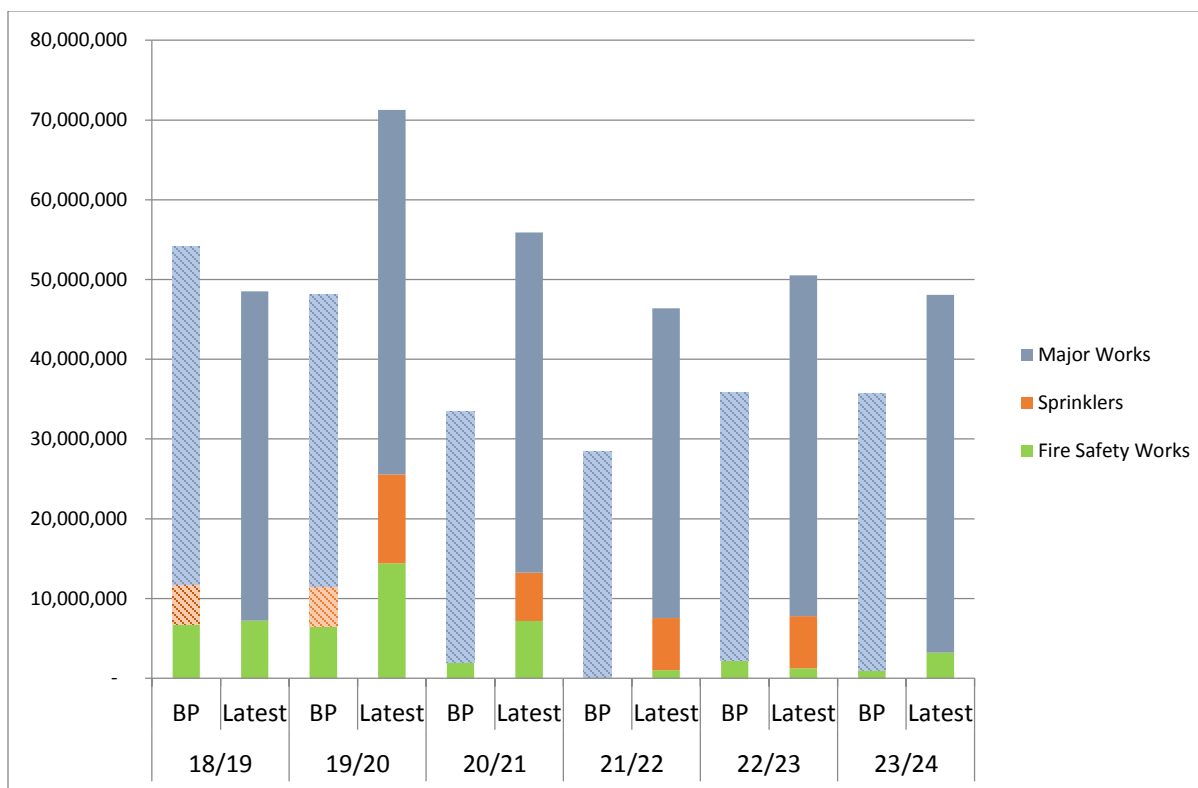
- Carry out a consultation under section 20 of the Landlord and Tenant Act 1985 and install sprinklers in a block, deferring demanding the service charge until completion. If a post-1987 leaseholder objects to sprinklers being installed in their flat and will not grant access, the council could bring proceedings in the County Court seeking access. Alternatively, the flat could be excluded from the programme. This was the preferred approach of the task group.
- The council could apply to the First Tier Tribunal under section 27A Landlord and Tenant Act 1985 to seek clarity the council's right of access, right to recover and right to maintain and bill maintenance costs to post-1987 lessees. This would have to be done in relation to a single block, would likely take 6-8 months, and cost in the low tens of thousands of pounds. The task group did not support this approach.
- The Council could opt to install the sprinklers without charging post-1987 leaseholders. This could increase the potential take up of sprinklers; however, it is unclear, at present, where the £8.4 million necessary to fund this option would come from. The task group did not support this approach.

Impact of increased and accelerated expenditure on the current HRA business plan

The additional funding required for the proposed sprinkler installations (and further anticipated fire safety works), would require an estimated increase in funding for fire safety works of approximately £38m and an estimated increase in major works funding

⁸ PMQs 18th October 2017

of approximately £40m. This could require either additional funding being diverted from other areas within the HRA (e.g. development), or some programmes being delayed.



Graph 1 – Entire capital works contained within the HRA business plan vs the estimated increased expenditure associated with both sprinklers and fire safety works. (“BP” = Approved HRA Business Plan 18/19; “Latest” = current estimates as at July 2018)

Sheltered Housing

Following the Grenfell Tower fire tragedy attention was initially focused on sprinklers in tall buildings. Subsequent investigations and reviews have expanded their focus to include sheltered housing and have recommended that sprinklers be retrofitted in these buildings as well. The London Fire Brigade is also calling on all existing care homes and sheltered accommodation to be retrofitted with sprinklers. The cost for retrofitting Westminster City Council’s sheltered housing would be approximately £7.8million.

Fire Doors

“The flat entrance doors are critical to the safety of the common parts in the event of a fire within a flat. The doors must be self-closing and afford an adequate degree of fire resistance”.

Fire doors are an important part of ensuring that the compartmentalisation of a building is maintained and that individual compartments slow the spread of fire. To be effective they must be self-closing and resist fire for an adequate amount of time.⁹

CityWest Homes has raised concerns about its ability to require doors to be replaced in leaseholders' flats to ensure they are FD30s (able to resist fire for 30 minutes) compliant. There are also issues surrounding CityWest Homes' ability to inspect doors to identify those that are not FD30s compliant.

There is a national scheme for qualified fire door inspectors. CityWest Homes currently have a provider for inspections whilst CityWest Homes staff are being trained to carry out inspections.

There are a variety of options for ensuring doors are FD30s compliant:

- Install FD30s doors when carrying out repairs to existing doors
- Rely on leaseholders' duties under the Regulatory Reform (Fire Safety) Order 2005
- Serve an improvement notice under the Housing Act 2004
- Utilise the council's regulation making powers under the leases

Repairs

Where a Door is in a state of disrepair, this must be proven under the lease covenants and associated implementation sort via the courts, this is a lengthy process.

Alternatively, if WCC Environmental health team assess the disrepair of the door to be a Category 1 or 2 hazard under HHSRS, WCC is entitled to replace it with an FD30s compliant door, and charge the costs through the service charge.

Flat entrance doors are responsibility of leaseholders who have a duty to keep them in good condition. Not meeting the current building regulations requirements does not mean that a door is in disrepair, as disrepair is relative to the state of the door when it was installed. Therefore, Westminster City Council cannot install FD30s doors as a repair; however, there is nothing to prevent the council from installing an improved door when carrying out any repairs if a door is in a state of disrepair. If a door were to be replaced it would be required to meet current buildings regulations as noted within approved document B.

Regulatory Reform (Fire Safety) Order 2005

Where fire doors would need to be replaced to comply with duties under the Regulatory Reform (Fire Safety) Order 2005, the duty falls on leaseholders. However, this duty is not to Westminster City Council, and the council is unable to enforce it. London Fire and Emergency Planning Authority is the body that would have to enforce this duty.

⁹ 2012 Local Government Association ("LGA") publication Fire Safety in Purpose-Built Blocks of Flats

Housing Act 2004

It is possible that Westminster City Council's Environmental Health Officers could consider that the front door of a flat not being FD30s compliant is a Category 1 or 2 hazard under the Housing Act 2004. If this were the case, Westminster City Council could issue an improvement notice under the Housing Act 2004 to the leaseholder, requiring them to bring the door to standard.

WCC's regulation-making powers

Westminster City Council has the power to impose regulations on those lessees that are for the benefit of the owners of the flats. The legal has received is that, because a regulation requiring the installation of fire doors would be to increase fire protection for all flats Westminster City Council can use its regulation making power to make this particular regulation.



Housing, Finance and Customer Services Policy & Scrutiny Committee

Date:	27 th September 2018
Classification:	General Release
Title:	2018/19 Work Programme and Action Tracker
Report of:	Director of Policy, Performance & Communications
Cabinet Member Portfolio	Cabinet Member for Finance Property and Regeneration Cabinet Member for Housing and Customer Services
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Scrutiny Officer x 2894 Ahardy1@westminster.gov.uk

1. Executive Summary

1. This report presents the current version of the work programme for 2018/19 and also provides an update on the action tracker.

2. Key Matters for the Committee's Consideration

- 2.1 The Committee is asked to:

- Review and approve the draft list of suggested items (appendix 1) and prioritise where required
- Note the action tracker (appendix 2)

3. Changes to the work programme following the last meeting

- 3.1 The committee's last meeting was the first of the municipal year. The work programme was produced taking into account the committee's comments at that meeting.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please Aaron Hardy**

ahardy1@westminster.gov.uk

APPENDICES:

Appendix 1- Suggested work programme

Appendix 2- Action Tracker

ROUND ONE 20 JUNE 2018		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services

ROUND TWO 27 SEPTEMBER 2018		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services
CityWest Homes Task Group	To receive the report of the CityWest Homes Task group and comment on the proposed recommendations.	CityWest Homes Task Group
Sprinklers Task Group	To receive the report of the Sprinklers Task group and comment on the proposed recommendations.	Sprinklers Task Group
Digital Transformation Strategy	To receive an update on the council's digital transformation plan.	John Quin - Bi-borough Executive Director of Corporate Services

ROUND THREE 28 NOVEMBER 2018		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services

Capital Programme Strategy	To review the corporate programme strategy.	
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ROUND FOUR 14 JANUARY 2018		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services
Wholly Owned Housing Company (WOC)	To review the progress of the wholly owned housing company	

ROUND FIVE 25 MARCH 2018		
Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Cabinet Member Q&A	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services

UNALLOCATED ITEMS		
Agenda Item	Reasons & objective for item	Represented by:
Regeneration	To review the council's regeneration programmes	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration

TASK GROUPS AND STUDIES		
Subject	Reasons & objective	Type
2019/20 Budget	Standing task Group to consider the budget of Council	Task Group September 2018
CityWest Homes	To review the experience of CityWest Homes' customers	Task Group July – September 2018

Sprinklers	To examine the legal and practical issues surrounding retrofitting sprinklers in buildings	Task Group July 2018
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Housing, Finance and Customer Services Policy and Scrutiny Committee Action Tracker

ROUND ONE 20 th JUNE 2018		
Agenda Item	Action	Update
Item 4: Policy and Scrutiny Portfolio: Cabinet Member for Finance, Property and Corporate Services	Update on City Hall be included in the next Cabinet Member for Finance, Property and Regeneration update.	In progress
	Next update to also include financial details and figures for the Budget and the Capital Programme	In progress
	Information to be circulated to Members in respect of disabled parking spaces in regeneration areas and included in the next update	In progress
Item 4: Policy and Scrutiny Portfolio: Cabinet Member for Housing and Customer Services	Task group to be created to consider CWH's structure and the ways in which it works in the various services that it provides to report back to the Committee.	In progress
	Next Cabinet Member for Housing and Customer Services update to include details on supply and allocation.	In progress
Item 5: 2018/19 Work Programme	Regeneration to be added as a topic to the work programme.	In progress
	Chairman to be advised as to when Business Rates can be considered by the Committee.	In progress
	Briefing note on the implementation of Universal Credit, including timescales, be provided.	Completed

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