



City of Westminster

# Committee Agenda

Title: **Housing, Finance and Customer Services Policy and Scrutiny Committee**

Meeting Date: **Monday 14th January, 2019**

Time: **7.00 pm**

Venue: **Room 3.1, 3rd Floor, 5 Strand, London, WC2 5HR**

Members: **Councillors:**

Melvyn Caplan (Chairman)	Pancho Lewis
Antonia Cox	Matt Noble
Richard Elcho	Mark Shearer
Adam Hug	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.**

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Corporate Website: [www.westminster.gov.uk](http://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 meeting held on 28 November 2018.

**(Pages 5 - 12)**

**4. CABINET MEMBER FOR FINANCE, PROPERTY AND REGENERATION UPDATE**

Councillor Rachael Robathan (Cabinet Member for Finance, Property and Regeneration) to update the Committee on current and forthcoming issues in her portfolio.

**(Pages 13 - 24)**

**5. CABINET MEMBER FOR HOUSING SERVICES UPDATE**

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

**(Pages 25 - 36)**

**6. RESPONSE BY THE CABINET MEMBER FOR HOUSING SERVICES TO THE RECOMMENDATIONS OF THE SPRINKLERS TASK GROUP**

The report is attached.

**(Pages 37 - 44)**

**7. RESPONSE BY THE CABINET MEMBER FOR HOUSING SERVICES TO THE RECOMMENDATIONS FOLLOWING THE TASK GROUP REVIEW OF CITYWEST HOMES**

The report is attached.

**(Pages 45 - 62)**

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|---|-------------------------------|
| <p><b>8. UPDATE ON WHOLLY OWNED HOUSING COMPANY</b></p> <p>The report is attached.</p>  | <p><b>(Pages 63 - 76)</b></p> |
| <p><b>9. WORK PROGRAMME AND ACTION TRACKER</b></p> <p>The Work Programme for 2018-2019 and the Action Tracker are attached.</p>               | <p><b>(Pages 77 - 84)</b></p> |
| <p><b>10. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT</b></p> <p>To consider any other business which the Chairman considers urgent.</p> |                               |

**Stuart Love**  
**Chief Executive**  
**4 January 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 28th November, 2018**, Room 3.1, 3rd Floor, 5 Strand, London, WC2 5HR.

**Members Present:** Councillors Melvyn Caplan (Chairman), Antonia Cox, Richard Elcho, Adam Hug, Pancho Lewis, Matt Noble, Mark Shearer and James Spencer.

**Also Present:** Councillor Rachael Robathan (Cabinet Member for Finance, Property and Regeneration), Councillor Andrew Smith (Cabinet Member for Housing and Customer Services), James Green (Director of Development), Aaron Hardy (Policy and Scrutiny Manager), Tom McGregor (Director of Housing and Regeneration), Stephen Muldoon (Assistant City Treasurer – Commercial and Financial Management), Natalie Roberts (Strategic Finance Manager – Commercial Lead) and Toby Howes (Senior Committee and Governance Officer).

#### 1 MEMBERSHIP

1.1 There were no changes to the membership.

#### 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 Thursday, 27 September 2018 be signed by the Chairman as a correct record of proceedings.

#### 4 CABINET MEMBER FOR FINANCE, PROPERTY AND REGENERATION UPDATE

4.1 Councillor Rachael Robathan (Cabinet Member for Finance, Property and Regeneration) presented the report and confirmed that the budget for 2019-20 had been approved by Council. The implementation of IBC Solution from

Hampshire County Council was due to go live on 1 December. There had been thorough preparations for payroll services, including staff testing, and feedback had been positive. Councillor Robathan advised that the Tenant Decant Policy for Renewal Areas had gone to consultation, whilst the Leaseholder Policy had been well received. She also asked whether the Committee would like to receive a more detailed note on Universal Credit in future.

- 4.2 The Chairman welcomed the Committee receiving a more detailed note on Universal Credit, however it was acknowledged that it was unlikely that this Committee would take the lead in scrutinising this topic as this was an area that the Family and People Services Policy and Scrutiny Committee would look at. Members queried whether there would be a net profit of £90 million in respect of the Ebury Bridge regeneration scheme. With regard to medium term financial plans, he asked whether there was any information on the funding formula and any changes in revenue forecast for this year or next. Information was also sought on progress in delivering affordable homes. Members asked whether the target of 100 affordable homes for Ebury Bridge would be met. It was also asked what percentage of new homes would be created through the Infill Scheme.
- 4.3 In reply to the issues raised, Councillor Robathan advised that the Council was well on track to deliver the target of 1,850 affordable homes, whilst there was a risk across all areas of revenue in future, and this needed to be taken into account. The implementation of the Wholly Owned Company (WOC) would give the Council more flexibility in delivering new homes and Westminster's unique location meant it benefitted from revenue streams. Councillor Robathan advised that the Council was on track to deliver 100 affordable homes for the first phase of the Ebury Bridge regeneration scheme. In respect of the Infill Scheme, approximately 10% would be allocated for new homes which equated to around 200 homes, although it was possible that this target could be exceeded.
- 4.4 In respect of the Ebury Bridge regeneration scheme, Stephen Muldoon (Assistant City Treasurer – Commercial and Financial Management) advised that it would not generate a £90 million profit as the figures in the report did not include historical spend. He agreed to provide the accurate figures for the Ebury Bridge business plan and to provide modelling on the effects of underspend on the Capital Programme.
- 4.5 **ACTION:**
1. To provide an update on Universal Credit in the Cabinet Member report.  
**(Action for: Councillor Robathan, Cabinet Member for Finance, Property and Regeneration.)**
  2. Accurate figures for the Ebury Bridge business plan to be provided.  
**(Action for: Stephen Muldoon, Assistant City Treasurer – Commercial and Financial Management.)**

## **5 CABINET MEMBER FOR HOUSING AND CUSTOMER SERVICES UPDATE**

- 5.1 Councillor Andrew Smith (Cabinet Member for Housing and Customer Services) presented the report and confirmed that the CityWest Homes (CWH) Board had agreed the termination of the Management Agreement with the Council for 31 March 2019, following the Council's decision to bring the housing management function back in-house. Agilysis had taken over responsibility for all new repairs requests from 1 November until March 2019, and overall the repairs performance had improved. Councillor Smith advised that developing the Local Officer, CWH's commitment to work with residents to identify and resolve local priorities, continued and efforts were being made to ensure that staff were visible on estates. Members heard that the implementation of Traffic Management Orders (TMOs) on Housing Revenue Account (HRA) land was ongoing.
- 5.2 Turning to resident engagement, Councillor Smith advised that five resident engagement events were due to take place over the period from November 2018 to February 2019 and additional events were also planned. In respect of the Government's announcement that the use of combustible materials, including cladding, would be banned on any residential building over 18 metres high, the Council is not considering alternative insulation solutions and a final decision was due in December 2018. Councillor Smith advised that a meeting was due to take place on 3 December in respect of 'Survivors UK', a Council initiative that was the first local authority to commission a specialist service to support rough sleepers who are survivors of sexual abuse. Trailblazer, a scheme involving prevention activities on homelessness, had undertaken action with 145 households between the period March to October 2018, whilst the Housing Options Service continued to transform delivery of its service. Efforts were also being made to improving dialogue with landlords in order to address homelessness.
- 5.3 Turning to the digital transformation, Councillor Smith advised that there had been improvements to the 'Report It' function and there were also a number of initiatives underway for children's IT programmes, such as Familystory. A major programme to upgrade over 3,000 officer laptops and desktops to Windows 10 was underway, including replacing existing hardware. Councillor Smith informed the Committee that a review of the Council's website continued to be in progress, with an external agency, Rainmaker, commissioned to undertake this.
- 5.4 During discussions, the Chairman noted the comparatively poor performance for the Contact Centre in September regarding percentage of calls answered within 30 seconds and asked if there was any more recent data. In respect of the CWH task group's recommendations, he asked whether these were on track for implementation in January 2019. Another Member commented that he hoped the Contact Centre's performance for December was around the levels achieved during July. He expressed some disappointment that the timescales for implementing the TMOs had slipped and asked when it was anticipated that these would be completed. In respect of the lack of enforcement, he asked if there would be any compensation in view of the fact

that residents were charged for parking permits. Another Member enquired why Agilysis were not included as part of the tender to operate the Contact Centre. In respect of the improvements to the 'Report It' function, a Member asked what steps were being taken to promote this service and would social media be used to undertake this. He welcomed the initiatives to tackle homelessness and asked to what extent they were preventing it. Another Member commented that local authorities could not tackle homelessness alone and he asked what dialogue was taking place with Central Government on this matter. It was remarked that the Family Centre in Bruckner Street was quite difficult to locate and could benefit from better signage. Comments were sought as to whether a satisfaction rate of 53% for dealing with housing complaints was normal and what steps were being taken to address the length of time to address these. Clarification was also sought as to whether the Government had scrapped plans to phase out local authority housing tenancies for life.

- 5.5 In reply to the issues raised, Tom McGregor (Director of Housing and Regeneration) advised that calls answered by the Contact Centre within 30 seconds had improved to 50% and calls abandoned down to 10% for November. Joint action was being taken by CWH and the Council to implement all recommendations of the CWH's task group and an update would be provided at the January 2019 meeting. Tom McGregor acknowledged there had been some slippage in respect of implementation of TMOs and an update on timescales would be provided to Members in December.
- 5.6 Councillor Smith acknowledged the concerns raised by Members in respect of slippage of implementing the TMOs but added that they were complex and required the appropriate consultation with residents. He informed the Committee that he was working closely with Councillor Tim Mitchell (Cabinet Member for Environment and City Management) on this matter and efforts were being made to ensure that the Traffic Management Team had the appropriate support, although certain matters were beyond the Council's control. In respect of Agilysis, Councillor Smith advised that they were not included as part of the tender to operate the CHW Contact Centre as it was to be brought in to come under the Council's Contact Centre.
- 5.7 Councillor Smith stated that action would be taken to ensure that there was clear information regarding the Family Centre in Bruckner Street and most people visiting would have booked an appointment. He acknowledged that the time taken to resolve housing complaints was too long and this issue was being addressed. Councillor Smith informed Members that there was positive engagement with both the central Government and the Greater London Authority to tackle homelessness and rough sleeping and there was also a focus on looking at healthcare for rough sleepers, especially in light of the rise in use of the drug 'spice' and the Council was lobbying the NHS to ensure easy access to healthcare support for rough sleepers. Councillor Smith advised that Government policy had changed in respect of housing tenancies and he emphasised the importance of ensuring that residents had homes appropriate for their needs.



5.8 The Chairman requested that the health of rough sleepers be added to the Work Programme.

5.9 **ACTION:**

The health of rough sleepers to be added to the Work Programme. **(Action for: Aaron Hardy, Policy and Scrutiny Manager.)**

**6 CAPITAL PROGRAMME DELIVERY**

6.1 The Chairman introduced the item and welcomed the Committee's input into providing ideas how to deliver the Capital Programme and to gain a greater degree of certainty into the process and prevent 'optimism bias'.

6.2 Stephen Muldoon (Assistant City Treasurer – Commercial and Financial Management) then presented the report and stated that the Capital Programme continued to grow, which brought along with it challenges. A number of development schemes were now coming forward which placed pressure on the programme and impacted upon treasury management. Large cash reserves were available to use in the short term, however borrowing would need to be considered in the mid to long term in order to deliver schemes within the programme. There was now a greater focus on how to manage the budget process and directorates were required to provide greater details of their schemes. Stephen Muldoon also advised that the Capital Programme was reviewed by the Capital Review Group.

6.3 James Green (Director of Development) advised that a new Development Team had been created to provide a single service for schemes funded through either the General Fund or the Housing Revenue Account (HRA) and there was a rigorous reporting structure. A Project Management Office had been set up and the overall structure for development was now much more organised and aligned. Project management procedures were also in place to address project slippages and delays.

6.4 Councillor Robathan stated that the Capital Programme was an ambitious one and she acknowledged that there was a need to deliver more projects. Every effort also needed to be undertaken to ensure that both the budget and the targets were realistic. There was a number of actions being undertaken to ensure there were sufficient resources in place, including staff.

6.5 During Members' discussions, the Chairman recognised the significant improvement in spending from the General Fund which was now at 80%, however he noted that the HRA spend still lagged behind on 66%. He asked what resources were currently in place and what assessments would take place to ensure that there were sufficient resources to deliver the programme. In noting the diverse range of projects, the Chairman commented whether consideration should be given to appointing a project manager with the appropriate skills and experience for a specific project. In respect of 'optimism bias', he enquired what steps were in place to recognise when a project could not be delivered within the proposed timeframe. In noting the top 15 spending projects, the Chairman asked if there were sufficient resources to deliver all of

them. He also noted that a number of projects were due to start in 2020 and asked if there were sufficient financial resources in place to undertake this.

- 6.6 Members asked whether delivery of the WOC would be managed by the Development Team and what efforts were being made to increase delivery from projects that would be funded through the HRA Capital Programme. It was remarked that residents had expressed concerns about the viability of the Huguenot House scheme. A Member asked what steps were in place to vet the performance delivery of contractors. Another Member acknowledged the ambitious nature of the Capital Programme and its history of under delivering. She expressed concern that capital may be being raised too early before projects could go forward. Members sought more information on staff training to ensure officers could work on a variety of projects with the sufficient skills and knowledge.
- 6.7 In reply to the issues raised by Members, James Green advised that the Project Management Office within the Development Team would assess each project and look at issues like capacity. Should additional resources be required for a specific skill set, then external sources would be sought to help deliver a project. James Green advised that staff underwent a talent assessment process and where there were gaps in skills, appropriate training would be provided. It was recognised that there had been optimism bias in some cases and a consistent programme approach to all projects would address this. James Green confirmed that the Development Team would support the delivery of the WOC and advised that contractors were subject to a rigorous vetting procedure.
- 6.8 Natalie Roberts (Strategic Finance Manager – Commercial Lead) advised that there were contingencies in place in respect of funding of projects due to start in 2020.
- 6.9 Councillor Robathan advised that there was a lot of work being undertaken to increase delivery within the HRA Capital Programme, although there was not as much financial headroom compared to the General Fund Capital Programme. She emphasised that there was a huge focus in ensuring that raising of any capital was undertaken as prudently as possible. In respect of the top 15 spending projects, the need for sufficient physical capacity was acknowledged and Councillor Robathan advised that the detail of the schemes were in the process of being worked up. Members noted that there were two experts on the Property Investment Panel. Councillor Robathan advised that there would also be a degree of borrowing to ensure that there were sufficient financial resources to deliver schemes. Borrowing would be staggered and every effort would be made to obtain lower interest rates.
- 6.10 Stephen Muldoon advised that slippage was usually due to issues in respect of planning and the design stages and re-negotiations did not entail projects having to start again from scratch.
- 6.11 The Chairman welcomed the new processes in place that provided more rigour. He asked that future reports provide more details on borrowing. The Chairman expressed concern on relying solely on the Project Management

Office to ensure the right people were recruited on specific projects. Further consideration needed to be given as to what happens when a project is unable to commence within the specified timeframe and it was important to have a process in place to prioritise projects, as well as ensuring there were sufficient resources in place. The Chairman commented that it also needed to be recognised that there will be some situations where contractors may not wish to go ahead with a project at a particular time. He requested an update on Capital Programme Delivery in 6 to 12 months' time.

**ACTION:**

Analysis of the effects of underspend on the Capital Programme and borrowing decisions to be provided. **(Action for: Stephen Muldoon, Assistant City Treasurer – Commercial and Financial Management.)**

**7 TREASURY MANAGEMENT STRATEGY MID-YEAR REVIEW 2018-19**

7.1 Stephen Muldoon presented the report and advised that it covered the following:

- A 6 monthly review of the Council's investment portfolio, including the treasury position as at 30 September
- A review of the Council's borrowing strategy
- A review of compliance with Treasury and Prudential limits for the first 6 months of 2018/19
- An economic update for the first part of the 2018/19 financial year.

7.2 Stephen Muldoon advised that the Council had complied with all elements of the Treasury Management Strategy Statement, apart from two instances where large National Non-Domestic Rates receipts were received too late in the day to be moved from the main current account into a deposit or investment account until the next business banking day.

7.3 Members noted that the Council had given loans to other local authorities and asked whether this was still seen as a safe activity to undertake. Members also requested the most up to date figures in respect of capital expenditure for this year be provided

7.4 In reply to issues raised by Members, Stephen Muldoon advised that each local authority was assessed individually and the media reviewed daily to identify authorities under financial stress updates to ensure the Council did not provide loans that could be at risk.

7.5 **ACTION:**

Most up to date figures in respect of capital expenditure for the year be provided. **(Action for: Stephen Muldoon, Assistant City Treasurer – Commercial and Financial Management.)**

**8 WORK PROGRAMME AND ACTION TRACKER**

8.1 The Committee noted the Work Programme and Action Tracker. The Chairman added that any requests for additional items be sent to Aaron Hardy (Policy and Scrutiny Manager) for consideration at the January 2019 meeting.

**9 ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

9.1 There was no other business.

The Meeting ended at 9.18 pm.

**CHAIRMAN:** \_\_\_\_\_

**DATE** \_\_\_\_\_



City of Westminster

## Housing, Finance and Customer Services Policy and Scrutiny Committee

**Committee date:** 14<sup>th</sup> January 2019

**Author:** Councillor Rachael Robathan

**Portfolio:** Cabinet Member For Finance, Property and  
Regeneration

**Please contact:** Gemma Jones  
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## **Finance and Resources**

### **1. 2019/20 Provisional Settlement**

**1.1** The 2019/20 provisional settlement, announced on 13 December 2018, is the last of the four-year multi-year settlement from the Ministry of Housing, Communities and Local Government (MHCLG) which set out Settlement Funding Assessments from 2016/17 to 2019/20. For the Council, the settlement was broadly as expected.

**1.2** The key points announced in the provisional settlement included:

- Confirmation of the New Homes Bonus grant for 2019/20 which will total £8.370m;
- Estimated Business Rates growth of around £2.4bn in 2018/19 and due to this growth, a surplus in the Business Rate's Levy account will be shared out across authorities. The Council is set to receive a one-off non-ring fenced £1.364m grant;
- A reduction which had already been anticipated in the 2019/20 MTP of £8.500m for core funding;
- Confirmation that in 2019/20, the Business Rates Pool will continue at 75% Retention for London;
- Continuation of the 2018/19 Council Tax referendum limit of 2.99% in 2019/20, as well as continuation in 2019/20 of the Adult Social Care precept. MHCLG also confirmed that that the Greater London Authority will be able to increase their precept on Council Tax from £12 to £24 to fund police services and increase their precept for non-police services by up to 2.99% without a referendum.

**1.3** The settlement also included the release of consultations for the next stage of the Fair Funding review and Business Rates Retention Reform. These will be reviewed in due course. The Adult Social Care green paper is due to be released shortly but no specific timescales were give. This was previously delayed from Summer 2018. MHCLG also announced that a joint review would take place with HM Treasury on borrowing for commercial investments

### **2. Two Year Business Rates Pool pilot**

**2.1** 2019/20 will be the second year of the business rates pool pilot with some changes to the 2018/19 scheme. The pool will move from a 100% retention scheme to a 75% scheme with reduced protection compared to last year's pool. This means that the Council is likely to benefit to a lesser degree than in the previous year but the pool is still likely to be financially advantageous. The reduced protection relates to the fact that the guarantee from government protecting the council from being worse off in the pool than out of it has been removed. However, it is considered relatively unlikely that this protection would be needed. Provisional assumptions indicate that the pool will gain approx. £200m, because it will not have to pay the government any "levy" on

growth, and the Council's share of that gain will be £3.5m, in the second year of operating the pool.

### **3 Revenues and Benefits: Benefits Service**

**3.1** Council Tax and national non-domestic rates collection is on target to meet our year end collection targets, which would match the highest collection rates previously achieved by the 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.

### **4 The Transition from Housing Benefit to Universal Credit.**

**4.1** The transition of new claims for Universal Credit has been implemented to schedule, with the last of the borough's job centres going live in December. Some residents will still need to make new applications for Housing Benefits (rather than Universal Credit), including:

- Pensioners;
- Residents in temporary accommodation;
- Residents in supported accommodation; and
- Families with three or more children (this will change in February 2019).

**4.2** The City Council continues to meet with the Department for Work and Pensions 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.

**4.3** The transition of existing Housing Benefit claimants is not due to start until 2020, although a potential test phase could commence in the summer of 2019.

### **5 Community Contribution**

**5.1** The Community Contribution has raised £500k so far. A further letter was recently sent to all Band H residents who have not yet made a contribution.

**5.2** 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.

**5.3** The Community Contribution fund will be open for applications shortly and the funding will be spent on helping young people (investing in youth support) and

providing extra support for people who find themselves sleeping on Westminster's streets.

## **6 SAP Implementation (Integrated Business Centre)**

- 6.1** The programme to replace the BT Managed Services with the IBC Solution from Hampshire County Council successfully launched on 3 December 2018. This followed successful Confidence testing on 1 December 2018 and supplementary payroll quality assurance work on 2 December 2018. The project Board took the decision to go-live at 5pm on 2 December 2018 on the basis that all data was loaded into the system, confidence checking had been completed, no critical issues were open, payroll quality assurance was completed, and all elements of the project timetable were complete.
- 6.2** The go-live was supported by a broad business deployment programme which included the development of training materials, regular communications, focus sessions with staff on particular elements of the system, around 100 floorwalkers across council sites put in place to support staff and a range of other activities. This has contributed to a successful go-live which has seen relatively few issues raised and a successful payroll run on 14 December 2018. Contingency arrangements had been put in place to make exceptional payments to staff in the event of payroll underpayments but these were not required.
- 6.3** Now the launch is complete further work will be progressed to ensure new ways of working are embedded and benefits are realised in full.

## **7 Reorganisation and Key Staff Changes**

- 7.1** Appointment of the new Executive Director for Finance and Resources: Gerald Almeroth has accepted and been appointed to the role of Executive Director of Finance and Resources with effect from March 2019. He has been the Strategic Director of Resources at Sutton Council for the past 8 years.

## **Property**

### **8 Corporate Property Projects**

- 8.1** Corporate Property manage various capital projects across the Council's estate. The portfolio includes, the Council's maintained schools, libraries and operational and municipal property. There are currently 61 projects at various stages e.g. feasibility, design, construction phases.
- 8.2** The key projects include: The Coroners Court, Marylebone Library at Seymour Leisure Centre, Portman Children's Centre, Lisson Grove Improvements and Elgin Avenue (Kerbside management services). Our business as usual currently in hand includes the planned improvements to the Schools, Libraries and the Operational Properties



e.g. new boilers at the WCC Mortuary, refurbishment of 66 Lupus Street (Adults Services) and various minor capital works to improve the efficiency of WCC's estate for the benefits of the Council's staff, its residents and the general public.

- 8.3** Global economic uncertainty, as well as Brexit, is a significant macro risk and the key concern is the impact on our capital projects. The trade press in the construction industry has highlighted the potential shortage of skilled labour, the unpredictability concerning availability of raw materials and the inevitable price increases. In practice, this is likely to mean longer procurement and build periods and more expensive projects. The Corporate Property Projects Team will continue to work closely with colleagues in Finance and Procurement departments including our external design teams and contractors to monitor and mitigate as far as possible key risks to the delivery of capital projects.

## **9 Operational Property**

- 9.1** Business as usual for the Operational Property Team (OPT) is to administer the Council's operational estate, working collaboratively with internal and external stakeholders to support service delivery. OPT is also responsible for the Council's asset management database with a dedicated team of administrators who are implementing new modules for project management and facilities management to support wider corporate property team functions.

- 9.2** OPT is currently leading on several key projects, including:

**9.2.1 Mandela Way Depot** – The relocation of street cleaning vehicles depot to a new 1.25-acre site at Landmann Way, SE1. Negotiations are well advanced and Corporate Property expects to complete early in the new year. The deal will effectively be cost neutral to the Council because the vacated Mandela site is expected to produce an income equivalent to the rent agreed for the new Landmann Way site.

**9.2.2 Facilities Management Transition** – The Council has agreed terms with its Tri-Borough partners to exit the Total Facilities Management contract with Amey. Amey will continue to provide a service during the transition period while procurement of new services and mobilisation of a new in-house Facilities Management team takes place. There will be a phased process of withdrawal from Amey with final exit programmed for 31 May 2019. A new Head of Facilities Management has been appointed and joins the Council on 2 January. An interim facilities consultant is in post to lead scoping the service specification and tendering a contract for services.

**9.2.3 Portman/Lilestone** – The Portman Children's Centre is one of three Council family hubs. The building requires a full refurbishment to include boiler and lift replacement which is being managed by the Projects team. In order to facilitate the works project we have utilised the recently vacated Lilestone Street Nursery (due to be demolished as part of the Church Street redevelopment) to decant Portman. The works programme is expected to last around eighteen months and upon completion the Portman will reopen. This project is another example of collaborative working, this time with the

development team, capital projects and children's services to be able to deliver the project.

## **10 City Hall Refurbishment**

- 10.1** Practical completion of the extensive refurbishment of City Hall is expected on 21 December 2018. The Council's own fit out of floors 11-19 will commence on 2 January 2019.
- 10.2** The Lord Mayor, Leader, Members, Executive and their support will move from 5 Strand over the weekend of the 2/3 February and City Hall will open Monday 4 February 2019. The remaining staff from Strand and Portland House will move in phases over the remaining weekends in February and March. The leases on Portland House will expire on 24 March 2019 and the lease on 5 Strand will expire on 23 June 2019.
- 10.3** Marketing and presentations have been made to letting agents in the run up to practical completion aimed at securing a tenant(s) for the lower half of the building. There has been interest from a variety of parties in lettings of individual floors (1-10) and from a few parties in taking all ten floors. Over the past few months there has been 10-15 enquiries and five to six viewings a month and a number of first and second viewings are planned in the new year after practical completion. Over 200 agents have been invited to view the completed property on 30 January 2019 and a post completion brochure will be produced and distributed in February/March if the property is not let before then.
- 10.4** The project is on programme, within budget and expected to achieve an Excellent rating for Building Research Establishment Environmental Assessment Method (BREEAM), an Energy Performance Certificate (EPC) rating of B, and a Platinum Wired Score target which will reduce energy consumption and CO2 emissions. This will also reduce running costs, generate additional income from subletting and improve the staff and visitor experience.

## **11 Investment**

- 11.1** Re-procurement of the Council's Commercial Property Manager is being finalised. It is expected that GVA, the incumbent, will be appointed for a three-year term with the option of a one-year extension. The appointment will provide a fuller service from a larger team than the previous contract allowed and will deliver a saving of circa £120,000 per annum.
- 11.2** Contracts have exchanged to grant a head lease of the underground car park at Cavendish Square to enable re-development. The head lease will allow the Council to assume economic benefits of the development without the risks associated with such a complex and expensive project. The head lessee will also improve the garden square

and environment surrounding the car park for the benefit of residents, businesses and visitors.

- 11.2.1** The initial two-year head lease will safeguard the Council's current income in line with the current budget, circa £2m per annum. Planning permission will trigger a new lease from which point the Council will receive and increase in income from £2.5m per annum. The Council's current tenant, Q Park, are unable to maintain a viable facility at Cavendish Square as a result of falling demand for parking in central London. They will pay a premium of £1m to the Council to surrender their lease.
- 11.3** Dudley House will be complete in March 2019. Having already delivered the Marylebone Boys School, completion of the scheme will provide 198 flats for intermediate rent. The flats have been let to an operator under a management lease which will provide an average income to the Council over its seven-year term of £3.1m per annum.
- 11.4** 21-23 Farm Street will also complete in March 2019. The scheme will deliver a new street cleaning depot and 14 flats for intermediate rent in the heart of Mayfair.

## **Regeneration**

### **12. Regeneration**

- 12.1** The Growth, Planning and Housing team is responsible for delivering the Council's target of 1,850 affordable homes by 2023. 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.

### **13 Church Street**

- 13.1** 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.
- 13.2** The Stage 1 work on Church Street sites A/B/C, which has included initial design feasibility, financial modelling and engagement with directly affected residents and the wider community, has now been completed. Further work and engagement on options for the sites, which will inform the stage 2 proposals, is now underway.
- 13.3** The engagement process was undertaken in November and December 2018 to talk to people about how options for the sites will be assessed and how they can be involved in that process. There was a good response from the community, including an increase in the number of people directly engaged on sites A/B/C, which are the first tranche of

proposed sites in the masterplan. A further round of engagement on the options for sites A/B/C and Lilestone Street will take place in early 2019.

- 13.31** Commercial Strategy consultants (Hatch Regeneris /PRD /Urban Space Management) have provided comments on the emerging design proposals and provided early advice on the commercial, retail and market offer within the project.
- 13.32** Engagement with Development Management, Markets and Regeneration Teams, Commercial Strategy consultants is ongoing.
- 13.4** The Church Street team, working in partnership with the ward councillors and CityWest Homes, ran this year's Church Street Christmas lights switch on and community event, which was well attended and offered a range of activities for families. A debrief session has been held to ensure that next year's event is even better.
- 13.5** A contractor has been appointed to deliver the Cosway/Ashbridge/Ashmill schemes and they are now carrying out all of the approval processes with utility companies, completing design checks and starting site mobilisation. Enabling works will begin in Spring 2019, with the new build in Summer/Autumn 2019.

## **14 Ebury Bridge**

- 14.1** In October, the Cabinet approved the overall route to the housing development market, pending the findings of the discussions with the market. The council has established a Wholly Owned Company which will ensure that Ebury can secure the widest possible range of partnership and funding opportunities and support the council in retaining the long-term ownership of the land.
- 14.2** The plans for the comprehensive renewal of the Ebury Bridge estate are continuing to progress. There has been extensive collection and detailed analysis of the housing needs of existing residents. This work has informed the likely phasing/sequencing of the redevelopment work and the tenure mix. Early in 2019 we will be talking to all households about the phasing for the project and the timings for house moves and support.
- 14.3** Following consideration of the market feedback the detailed planning application for Phase 1 homes will commence in early 2019 and will entail continuing, detailed consultation with residents on Ebury and the surrounding neighbourhoods.
- 14.4** The work to remove the empty Edgson House has commenced and signals the start of preparing the wider Ebury Phase 1 site. This enabling work is to create the space for the construction of 100 new affordable homes (of which half will be new council homes). The new Phase 1 homes will start on site in 2020 and will allow the households that have been temporarily rehoused off site to return to Ebury Bridge. Included in this initial phase are a number of other blocks, namely Hillersdon House, Wainwright House and Wellersley House. All the secure tenant and leaseholder

households that live in the extended areas for the creation of new homes have been visited and their rehousing preferences carefully recorded.

- 14.5** The Ebury Phase 1 site will also allow some temporary or meanwhile uses of the land for several years ahead allowing a flexible use community building as well as other creative meanwhile uses that will benefit the wider neighbourhood.
- 14.6** In early December we invited companies working across the housing sector to talk to us about how best the renewal project could be delivered and their interest in working with us. Over 40 companies and 80+ representatives attended an initial market sounding presentation hosted by the project team and follow up discussions were held with specialists in construction, funding, management and build to rent.
- 14.7** On Tuesday 18 December 2018 the Westminster Planning Committee gave permission for enabling works and demolition as well as Meanwhile uses as part of the initial phases of the renewal work at Ebury Bridge. The planning permission gave approval for a range of community uses delivered from a temporary community facility.
- 14.8** The Ebury Bridge Community Futures Group have continued to influence key decisions as part of the project. The Council will now enter in to a new phase of consultation with residents with the new year seeing a range of new involvement opportunities. The council is committed to involving residents in detailed designs (of blocks and homes), the procurement of contractors/architects/specialists. Specific Task and Finish groups will be established and supported by the project team and our design team.

## **15 Paddington Green (Parsons North)**

- 15.1** Establishment of the site set up will complete by 21 December 2018, with the Council graphics and messages to be applied in January 2019. Tree works will commence in January 2019, with demolition following-on. Building work will last just over two years and is expected to be completed in early 2021.

## **16 Tollgate Gardens**

- 16.1** The renewal of Tollgate Gardens will deliver 86 new affordable homes (78 social rented and 8 intermediate) when it completes in late Summer 2019; this is a net gain of 27 affordable homes. The scheme, being delivered by Clarion, will also see improvement works to Tollgate House - retained as part of the plans - a new community centre redesigned estate landscaping, in addition to 109 private for sale homes. First priority for the new social homes will be given to those residents who have temporarily moved off the estate to enable the redevelopment to take place.
- 16.2** On site construction of the new homes, community centre and landscaping continue. The developer, Clarion, is proposing a phased handover of the Council blocks, with

the first blocks in May 2019 and the remaining blocks in August 2019. Residents of Tollgate House are demanding an independent structural report regarding the integrity of the existing building - Housing and Construction are working with Communications regarding this.

## **17 Tenant Policy for Housing Renewal Areas**

- 17.1** The Council is consulting on this updated policy until 8 February 2019. It sets out the rehousing rights and options, financial compensation and general support for council tenants where the council wants to acquire their homes to enable housing renewal to go ahead. There are a range of options for council tenants, including a right to remain or return to the housing renewal area in one of the new homes. The policy proposes that those needing to move due to regeneration have the highest priority in the Allocations Scheme, as currently those under occupying have the highest priority.
- 17.2** The policy also sets out the help and support for other tenants in housing renewal areas, i.e. homeless households in temporary accommodation and private rented tenants.
- 17.3** Letters have been sent to affected tenants about the consultation and drop in sessions to explain it further are planned for the early 2019. It is also being discussed with the CityWest Homes Residents' Council.

## **18 Strategic Housing Options for Older People (SHSOP)**

- 18.1** 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.

## **19 Carlton Dene, Peebles House and Westmead**

- 19.1** The consultation with residents at Carlton Dene, Westmead and Peebles House is now complete.
- 19.2** A Cabinet Member Report summarising the outcome of the consultation and recommending a preferred way forward is in the final stages of drafting. It is envisaged that this will be ready for submission in late January 2019.
- 19.3** An outline business case (OBC) is being drafted for the delivery of all three sites which will be submitted in February 2019.

## **20 Beachcroft**

- 20.1** 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.
- 20.2** Planning permission for the redevelopment was granted in March 2017 and following a competitive tender, Durkan Ltd, were appointed as the contractor.
- 20.3** The Contractor took possession of the site in November 2017, with the completion of the construction of the care home set for December 2019. This led onto the planned occupation of the development by Spring 2020.
- 20.4** The construction works have been delayed as a result of extended time required to decommission the existing substation, which sits on the footprint of the care home and commission a new substation elsewhere on the site. This has caused a fifteen-week delay to the construction programme. As a result of this issue, the construction of the care home will now be complete at the beginning of April 2020 and ready for occupation by the end of June 2020.

## **21 The Infill Scheme**

- 21.1** The programme continues to progress new opportunities as part of an evolving pipeline of sites. Following the successful completion of the first ten new homes delivered under the programme, start on site works has commenced on a set of additional schemes which will deliver a further fifteen new homes. The outcome of planning submissions comprising six new homes is due in early 2019. Public consultation events are taking place in January and February 2019 on multiple further schemes which, if approved, will deliver 21 three-bed homes. All these homes will be retained by the Council and let at social rent levels.
- 21.2** Phase 2 of the Small Sites (Infill) programme was recently approved 'in principle' at Capital Review Group with a CMR due to be issued for review in January 2019. It is envisaged that Phase 2 will deliver circa 80 affordable homes in the Borough.
- 21.3** A planning application for the conversion of four estate offices into six residential homes has been submitted in the period, pre-application consultation is due for six further sites throughout January and early February 2019.

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## Housing, Finance and Customer Services Committee Policy and Scrutiny Committee

**Committee date:** 14<sup>th</sup> January 2019

**Author:** Councillor Andrew Smith

**Portfolio:** Cabinet Member for Housing Services

### Priorities for 2019

- Focused on a smooth transition of CityWest Homes (CWH) back to in-house management
- To continually ensure improvements in performance, particularly on repairs and customer services with our housing stock are maintained whilst CityWest Homes is brought back in-house
- Ensure fire safety programmes are implemented to the Council's housing stock
- To Improve and expand on services around homelessness prevention
- To ensure our strategic policy goals reflect our commitment to affordable, safe and attainable housing provision and standards for our residents

## **CWH Transition Programme Update**

### **1. Background**

Following the decision on 15th October to proceed with bringing City West Homes back to the Council's direct control by 1st April 2019, a programme of work has been set up to manage the transition. The aim of the programme is to return the management of housing services to the Council, whilst maintaining service delivery. In order to achieve this, a number of working groups have been set up to address key areas of work required to transfer and integrate CWH staff into the Council.

### **2. Overview of key areas of focus**

**2.1** The termination agreement has been drafted and approved by CWH, with a termination date of 31 March 2019. A Termination Agreement Committee has been set up with full powers of the Board delegated to it to manage the transition and work is underway to develop a governance and scrutiny model from 1st April.

**2.2** A review of processes across CWH's services is underway to inform proposals for new structures and service improvement plans, as required. Joint consultation meetings are taking place with unions on the transfer of staff to WCC by 1st April 2019. Proposals for the integration of staff in corporate services into WCC are being drafted and staff will be consulted on these in the new year.

**2.3** Strategies are being developed to address the technological and cultural requirements for the integration of staff and systems into WCC.

**2.4** A Listening Programme has commenced for residents with the first Open Door event taking place in Pimlico. Twelve other events for resident engagement in January/February have been scheduled with the purpose of consulting on how the service can improve going forward.

## **CityWest Homes**

### **3. Resident Services**

#### **3.1 City West Connect**

After a challenging few months the investment made in this team is starting to deliver an improved service in almost all parts of the service including the speed of call answering, responding to emails and stage 1 complaints.

The training program has now been completed which means that we now have a higher number of call handlers available to take calls. In addition, Agilysis are in place, until March 2019, to manage the calls relating to new repair issues.

This double prong approach has led to a dramatic fall in the average waiting time from 7 minutes in September to 2 minutes in November and less than a minute at the start of December. This is by far the best performance so far this year. Another success is the number of calls now answered within 30 seconds. This has gone from 22% in September to 58% in November and 76% at the start of December.

	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec (so far)</b>
Calls offered	19210	22986	23555	9650
Calls % answered	74%	68%	87%	94%
Average wait time	7:19	6:29	2:35	1:00
% calls answered in 30 seconds	22%	13%	58%	74%
% calls abandoned	26%	25%	13%	6%

It should be noted that as of November there is now a survey which asks callers about their experience with the call they made. Early results have been very positive with overall satisfaction levels of 82% in the first 6 weeks. This is however based on a small sample. Of the 518 residents invited to take part just over half of them actually did.

Email traffic continues at steady rate of c.200 per day. During November 3,881 emails were received and 100% of them responded to within 2 days as set out in the SLA. Currently there are around 300 awaiting attention. This is a significant change from the c.1000 emails a few months ago.

### **3.2 Parking - Use of Traffic Management Orders (TMO)**

A proposal to provide a payment 'holiday' to parking permit holders on the Churchill Gardens Estate, prior to moving to the new enforcement arrangements, has been agreed and the residents notified. This will stay in place until the TMOs are implemented by WCCs Parking Team.

At the moment, a very small number of claims have been made for compensation from individuals in other areas, but a distinction can be drawn between Churchill Gardens and other locations for the following reasons:

Churchill Gardens is one of only two estates where parking is by permit only, and there are no allocated spaces. This makes it susceptible to unauthorised parking, as drivers do not need to be concerned about parking in another person's space. (27 spaces at Queens Park Court are also structured this way but there are no reports of problems in this location)

In addition, Churchill Gardens is openly accessible to third parties as there are no barrier gates which make it even more susceptible to unauthorised parking.

WCC's Parking Team are currently reviewing the project to implement TMOs (subject to statutory consultation) which will include a new revised timeline. The project remains a priority but the Cabinet Member has been advised that this is now unlikely to be before March 2019.

### **3.3 Estate Services**

The team's main function is to ensure that our estates are clean, safe, free from graffiti and generally well maintained. These officers play a major role in keeping communal areas clear of anything that may be combustible or a trip hazard. The policy and process for this issue is being developed with a role out programmed to start in April 2019.

CityWest Homes provides estate services (cleaning, grounds maintenance and concierge services) through three contracts which have been extended to 31 March 2019. Tenders have now been evaluated and recommended awards have been identified. The new contract prices vary from area

to area with increases and reductions against current costs, but the overall contract sums fall within current budgetary provision. The majority of costs are recoverable from leaseholders and tenants through service charges. The new contracts will be let in the name of the Council, rather than CityWest Homes (as they currently are).

Section 20 'Notices of Proposal' are scheduled to be issued to all leaseholders on 4 January 2019 with a closing date of 8 February 2019. These will set out the recommended awards for each service and will invite observations during this period. Leaseholders will be able to inspect the contract documentation in each of the four area offices. Details will also be published on the website and tenants will also be able to inspect the documentation. Although the new contracts include the absorption of the in-house gardening team at Lillington and Longmoore Gardens, this is currently being reviewed following a petition received from residents.

### **3.4 Income Recovery**

The Income team continue to perform well even with the increasing number of Universal Credit (UC) claimants. The current performance stands at 98.46% which is an improvement on this time last year. However, the team is conscious that due to the holiday period performance may have dipped as tenants may have diverted their funds to pay for presents and events during the holiday period.

As a result the team held an away day to develop an action plan. This plan includes such initiatives as engaging with tenants with low arrear balances and increasing the number of visits by working some evenings and weekends.

As mentioned above, UC is having a negative impact on performance. There are now in excess of 400 households in receipt of UC. Of these, almost 75% are in arrears with a total arrears balance of c. £200k. In an effort to tackle this growing issue, additional staff have been employed to perform outreach work. This team will work closely with these residents and where need deal with the application of Alternative Payment Arrangements.

### **3.5 Anti-Social Behaviour (ASB)**

The performance of the team (74% satisfaction against a target of 83%) is not where we would like it to be. The team have been impacted by a high level of vacancies and the long term absence of the head of the department. A recruitment program is underway but the team will not be fully staffed until mid-way through January.

In advance of the start date for the new recruits an action plan has been developed which includes increased face to face contact with those suffering from ASB and a redrafting of the ASB action plan.

### **3.6 Resident engagement**

The main issue for this team is the delivery of the five Open Door events. The first two events have successfully taken place with a further three planned for early next year. In total, in excess of 250 residents attended and were able to access services, complete the WCC survey and raise any issues they had.

Other issues include the cost of running the community halls and managing the Tenant Management Organisations.

A proposal to increase the charges for using the community halls has been presented to the Cabinet Minister for Housing. At the current rates it is not financially viable to maintain the halls to a fit standard.

Westminster City Council (WCC) currently has eight TMOs who manage 1,446 properties.

Seven of the TMOs have had performance audits carried out by the bi-borough audit team. After the audits were undertaken, an action plan for each TMO was put together with a variety of high, medium and low recommendations for improvement.

All the TMOs have actions still outstanding and for some the actions have been outstanding however most are attempting to tackle the long outstanding ones.

WCC has recently issued a Warning Notice to Torridon Residents Co-op as its outstanding actions were seriously overdue. Since the receipt of the warning the TMO have greatly reduced the number of outstanding actions.

### **3.7 Complaints**

48 complaints were received during November with 45 closed during the month. Of these most of them, 28 (58%) were due to repairs with the rest a mixture of customer care and housing management issues. The longest outstanding complaint goes back to the middle of November. We currently have 34 complaints outstanding.

### **3.8 Tenancy Reviews**

We are now up to 238 tenancy reviews at which we either review or put in place the support a resident may need. This is especially important during the winter months and this issue is currently being highlighted on the web site.

In addition, the housing teams are reviewing our approach to illegal subletting. Contact has been made with other social landlords to ascertain good practice and their use of 3<sup>rd</sup> party data providers. In particular there is development underway of a piece of software that will help to identify properties that are let on sites such as Airbnb. To date there have been 9 properties recovered and costs of £20k recovered from one case that went to court.

The training for flexible tenancy reviews has now been completed so that staff can start the reviews in January. There are 9 tenancies up for review in January.

## **4.Repairs**

Following the last report to Policy & Scrutiny Committee in November, the repairs service is making encouraging progress as we implement the Repairs Improvement Plan across the directorate. This together with the improvements being made within the Call Centre and joint working with Housing and Estate management are all feeding into a much improved repairs service.

#### **4.1 Planned Preventative Maintenance**

One of the main reasons contributing to the high volume of repairs being raised, was the lack of a planned preventative maintenance programme being in place, which addresses, leaks, water ingress etc.

This has been addressed and a planned preventative maintenance (PPM) programme of works has commenced and is being rolled out across the borough. The programme involves inspecting, rodding and clearing drains, gutters and downpipes. A detailed analysis was completed of the repairs being raised across the borough, relating to water ingress, roof leaks, blocked drains etc.

These 'heat maps' identified those areas we need to concentrate on in the first instance.

The initial estates identified where PPM's have commenced are and programmed to be completed by February 2019.

These programmed works involve inspecting and clearing out all debris from stacks and waste pipes. Specialist CCTV / camera surveys are being completed which identify any fractured/broken stacks or failures in the drainage system. This will then form part of our 2019/20 capital asset strategy investment plan to carry out the replacement or major repairs to the drainage system which will turn off or reduce repair demand for these types of repairs across the City of Westminster.

As a result of the PPMs (particularly on Churchill Gardens) CWH have only recorded 2 call outs for leaks potentially associated with a roof over the last two months, which is a positive indication that the clearances are progressing well and resulting in reduced blockages.

#### **4.2 Operational Management**

The operational areas of the contract are monitored via 4 area operational management meetings who meet on a weekly basis. These are chaired by the relevant Area Property Manager.

The agenda will include the KPI's and Work in Progress (WIP) relating to area performance at a local level.

In addition, Morgan Sindall's surveyors have been decentralised and relocated to work alongside CWH staff area repairs teams.

Each area team member has been allocated a village (or multiple estates) to maintain and carry out all pre / post and block inspections. This allows direct accountability and responsibility for repair issues on blocks and provides continuity of delivery across all Term contracts.

The full benefit of this change will be seen in February / March 2019 as the changes are embedded, however, already, there are indications of reduced follow on jobs and complaints in November and into December 2018.

The area team managers focus on the following at the weekly operation meetings,

- Orchard and service delivery issues
- Live delivery review of Emergencies and Urgent repairs
- Work in progress

- Service provider’s resource reviews and sub-contractor reviews
- Weekly commercial meetings
- Customer satisfaction reviews

### 4.3 Annual Contract Review

The annual review of the contract is currently being concluded, with both parties agreeing to several contractual changes and amendments which will put measures in place to improve contract delivery, financial management and more focus on customer satisfaction.

Some of the improvements to the management of the contract include:

- The core group membership, terms of reference and agenda have been amended to reflect the strategic priorities of the contract, i.e. to achieve acceptable performance standards in line with KPIs and to oversee far tighter spending controls
- Management Information being reviewed weekly and focused review on works in progress
- Post inspections and % of service delivered against KPI’s
- Financial forecasts produced every month with quarterly actuals signed off against budgets and providing spend profiles against Revenue and Capital.
- Customer satisfaction reviews
- Improved financial regulations are in place for payments including weekly commercial meetings and quarterly final account reviews.

### 4.4 KPIs for November 2018

Service delivery for November 2018 has confirmed the highest achievement and delivery levels across both the Repairs and M&E contracts since the contract commenced in August 2017.

The KPI’s below illustrate the steady level of improved performance beginning to come through the service, as we start to embed the Repairs Improvement Plan and other changes including, the area delivery model and operational management of the contract, introduction of the PPM’s, impact of co-location of Morgan Sindall and CWH Surveyors, Morgan Sindall’s structural change and data reviews and training of the Call Centre staff.

Property Services KPIs	Target	Nov
Repairs first time fixes	85%	87%
Overall satisfaction with repairs service	90%	83%
Satisfaction with quality of repair	88%	85%
% of repairs completed within timescale [Immediate]	1 day	95%
% of repairs completed within timescale [Appointed]	20 working days	85%

In addition, the total number of repairs orders currently with Morgan Sindall is under 2,500 and the total number of repairs outside of SLA is 176 representing 6%. (Morgan Sindall receives an estimated 4,000 repairs per month).

#### **4.5 Statutory Services November 2018**

Statutory Services and Compliance is an area of the business that continues to sustain and improve month on month with 100% recorded and verified across gas, water and electrics in November with an increase of in dwelling electrical testing within the month.

#### **4.6 Strategic Options Appraisal – Supported Living**

Morgan Sindall and City West Homes in conjunction with Westminster Adult Services, are reviewing tailoring a repairs services directly for the Sheltered schemes that will encompass a direct and dedicate repairs service into Morgan Sindall for all M&E and repairs across the city so as to improve the experience of our scheme managers and our residents that live in the supported housing blocks.

The focus of the delivery will focus on

The health and wellbeing of residents, including statutory requirements.

Ensure that all properties meet all minimum requirements for the occupants with full in dwelling surveys for the sheltered homes commencing in January 2019:

- Environmental efficiency to make the buildings easier to heat for residents, and to reduce energy costs and emissions.
- Involve residents in meaningful liaison with a dedicated RLO and weekly scheme manager meetings, targeting realistic agreements on service delivery based upon available resources and scheme manager aspirations.
- Ensure that all CWH and WCC properties are managed in an efficient, effective and affordable manner with the support of the Scheme managers
- To create and maintain long term investment programmes based on comprehensive stock condition data.

The objective of the new repairs function based on initial discussions in relation to the servicing of CWH's 23 Supported Living Schemes (circa 1,200 units) will be focused on opportunities to enhance the customer experience through the development and delivery of a bespoke model.

Our proposals also include for the delivery of discretionary decoration and regular planned preventative maintenance works to Supported Living Schemes.

CWH and Morgan Sindall propose to hold 'Meet the Contractor' events at all 23 Supported Living Schemes in order to introduce our team and proposals to residents in January 2019.



## **5. Fire Safety**

### **5.1 Fire doors**

In March 2018 the council organised proactive and independent inspections of fire doors in blocks of six storeys and above, which has now been completed. While doors were fully compliant at the time of installation, many have deteriorated over time. As a result, more than 10,000 doors need to be replaced or upgraded because they no longer meet current building regulation standards (FD30 self-closing fire door). Some doors need minor upgrades to comply with standards and others need to be fully replaced. A programme of remedial works is being developed and residents will be kept fully advised of progress. Residents remain safe in their homes as up to date fire risk assessments are in place and work is being prioritised.

As a result of this work so far, doors across Warwick and Brindley estate towers have been identified as requiring action first and work is expected to start in spring 2019.

All other buildings will be addressed as required and in most cases, in conjunction with planned major works.

Leaseholders are responsible for ensuring that their own fire doorsets are to standard. We will be writing to them individually to ensure we have confirmation that doors meet current performance requirements.

We can offer leaseholders the opportunity to opt-in, via written agreement, to have their fire doorset replaced by the same manufacturer, in buildings where we are also replacing tenanted doors as part of planned major works.

In cases where we cannot offer opt-in, we will suggest leaseholders contact the manufacturer directly, or make their own arrangement as long as the doorset is compliant.

### **5.2 Cladding (General)**

There is no significant update on cladding systems since the last update and following the governments review.

We are now considering alternative cladding solutions, including non-panel based systems such as insulated render systems, as alternatives.

A final decision will be made on the future systems, once outstanding test reports are received and residents are consulted.

### **5.3 Warwick and Brindley estate towers**

Residents and councillors were invited to a progress meeting 6 December 2018. The purpose of the meeting was to provide information on planned balcony resurfacing and fire doorset replacement work, how it may affect residents and approximate timescales. These two large scale projects have taken longer than expected to coordinate, as there has been a change in contractors, from Wates to Axis, and the proposed cladding design. At this stage, balcony work is due to start in January and the

doorset replacement and the insulation work is now anticipated to start in spring 2019, subject to the outcome of resident consultation.

#### **5.4 Torridon House**

Planning permission has now be received. Work is expected to start on site at the end of February 2019.

#### **5.5 Glastonbury House and Glarus Court**

The precautionary cladding replacement work at Glastonbury House remains on hold for whilst alternative insulation options are considered. In the meantime, we are moving forward with the other important fire safety work, including the retrofit of sprinklers to flats and the provision of mobility scooter storage facilities. This work remains on track for completion by December 2019.

In addition, Glarus Court (low rise, extra care scheme) will also have sprinklers retrofitted to its 20 flats, within the next 12 months. Works are likely to start in the spring following resident consultation and complete by the end of 2019.

#### **5.6 Fire Safety Improvement Plans**

The Fire Safety Improvement Plan (FSIP) pilot continues with 17 of the 24 pilot high-rise blocks FSIP packs posted and emailed to date.

Once we complete this pilot in December, we will evaluate and review feedback from residents and councillors on the content of the plans; the amount of detail and format of the plan and supporting documents, before FSIPs become part of our business as usual operations.

#### **5.7 Sprinklers**

The response to Policy and Scrutiny Committee's recommendations on sprinklers is dealt with elsewhere on the agenda.

### **6. Homelessness Prevention**

**6.1** The new Housing Solutions Service (formerly Housing Options) on Bruckner St was successfully launched in November with guests from across the Prevention and Homelessness Partnership. The new office is designed to be a psychologically environment which is more welcoming to residents and partners. We have numerous services embedded in the building; these include prevention services, debt and benefit advice, landlord negotiation, employment support, legal advice, repairs enforcement, family mediation, access to floating support and Trailblazer programmes and on the day emergency homeless services.

## **7. Housing and Policy**

### **7.1 Implementing flexible tenancies**

In line with the Tenancy Policy, the council has been offering flexible or fixed term tenancies for new tenants since 2013 and the first of these tenancies will expire in summer 2019, meaning that the process of reviewing them will start in January 2019 (eight months beforehand). The review will decide if a further tenancy should be offered at the same or another address and if the tenant and their household needs any additional support. The aim of flexible tenancies is to make better use of the housing stock for those in need, as household circumstances can change over time. Households that are under occupying are likely to be offered smaller homes. Only in limited circumstances will no further tenancy at all be offered at any address and circumstances include where there have been serious or persistent breaches of the tenancy agreement, or where the tenant has not participated in the review and it is reasonable for them to do so. The associate processes have been developed to help ensure flexible tenants are not worried about the process and the message is being communicated that in most cases tenancies will be renewed.

### **7.2 Policy for tenants in housing renewal areas**

The council is consulting on this updated Policy until 8th February 2019. It sets out the rehousing rights and options, financial compensation and general support for council tenants where the council wants to acquire their homes to enable housing renewal to go ahead. There are a range of options for council tenants, including a right to remain or return to the housing renewal area in one of the new homes. The Policy proposes that those needing to move due to regeneration have the highest priority in the Allocations Scheme, as currently those under occupying have the highest priority. The Policy also sets out the help and support for other tenants in housing renewal areas, i.e. homeless households in Temporary Accommodation and private rented tenants. Letters have been sent to affected tenants about the consultation, drop in sessions to explain it further are planned for the new year and it is also being discussed with the CityWest Homes Residents' Council.

### **7.3 Homelessness Strategy**

In line with requirements in the Homelessness Reduction Act, a new strategy, with a focus on preventing homelessness, is being developed and will be consulted on in the new year.

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## Housing, Finance and Customer Services Policy and Scrutiny Committee

<b>Date:</b>	14 <sup>th</sup> January 2019
<b>Classification:</b>	General Release
<b>Title:</b>	Response by the Cabinet Member for Housing Services to the recommendations following the Task Group review of sprinklers
<b>Report of:</b>	Barbara Brownlee, Executive Director of Growth, Planning and Housing.
<b>Cabinet Member Portfolio</b>	Portfolio Housing Services (as listed at <a href="http://www.westminster.gov.uk/cabinet">www.westminster.gov.uk/cabinet</a> )
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City For All
<b>Report Author and Contact Details:</b>	<b>Fergus Coleman x2129</b> <b>fcoleman@westminster.gov.uk</b>

### 1. Executive Summary

The report contains a detailed response to the 17 recommendations of the task group following their review of the approach to sprinklers within housing. 16 of the recommendations have been agreed and 1 partially agreed.

### 2. Key Matters for the Committee's Consideration

The Housing, Finance and Customer Services Policy and Scrutiny Committee are asked to:

- consider the responses to the 17 recommendations and provide further comment.
- consider any requirements for updates on individual recommendations and the timescale for the updates.
- consider any further recommendations relating to the delivery of the housing services.

### 3. Background

On the 27<sup>th</sup> September 2018 the Housing, Finance and Customer Services Policy and Scrutiny Committee received a report from the Task Group relating to the Council's approach to the providing sprinklers in tower blocks following the tragic events at Grenfell Tower. The link to the task group report is in the list of appendices.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Fergus Coleman on x2129  
[fcoleman@westminster.gov.uk](mailto:fcoleman@westminster.gov.uk)**

#### **APPENDICES:**

Appendix 1 – Responses to the individual Task Group recommendations.

#### **BACKGROUND PAPERS**

Task Group Report – 27<sup>th</sup> September 2018. This can be found by clicking on the following link:

<https://committees.westminster.gov.uk/documents/g4665/Public%20reports%20pack%2027th-Sep-2018%2019.00%20Housing%20Finance%20and%20Customer%20Services%20Policy%20and%20Scrutiny.pdf?T=10>



**To:** The Chairman of Housing, Finance and Customer Services Policy and Scrutiny Committee

**From:** Cabinet Member for Housing Services

**Date:** 14<sup>th</sup> January 2019

**Subject:** Response to recommendations of the CityWest Homes and Sprinklers Task Group

**Recommendation 1**

Issue a front door regulation.

**Cabinet Member comments:**

An addendum paper to support the primary briefing paper has now been drafted, which outlines the authority's options in regards to a "lessee offer" to support leaseholders in remediating their doors. Work has been completed on drafting appropriate wording for the proposed regulation and counsel will be instructed early in the new year to progress this matter.

Recommendation is **AGREED**

**Recommendation 2**

Ensure a system is developed to record the inspection of all front entrance doors in tall buildings

**Cabinet Member comments:**

Inspections have already been carried out of all tall building (over 6 floors) with fire doors by an independent fire door inspection company. Records of inspections are held in the CWH database. Future inspections will also be stored in the same location. A strategic project has been initiated to scope a future door inspection and maintenance programme.

Recommendation is **AGREED**

**Recommendation 3**

Build into major works on blocks that inspections are done of all front entrance fire doors (both tenants and leaseholders)

**Cabinet Member comments:**



Where available fire inspection reports are included within the scope of works (client brief) for the major works projects. In every circumstance, contractors carry out validation surveys of the works including the requirements for fire doors for both tenants and leaseholders.

Recommendation is **AGREED**

#### Recommendation 4

Data on fire safety matters should be presented to the relevant cabinet member and included in reports to Audit and Performance committee at least on a quarterly basis

#### Cabinet Member comments:

Fire safety updates are provided to all councillors on a monthly basis and to the cabinet member quarterly. This will be extended to include quarterly reporting to Audit and Performance committee

Recommendation is **AGREED**

#### Recommendation 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

#### Cabinet Member comments:

Staff engaged in the inspection and specification of fire doors will be trained as fire door inspectors. To date all CWH quality managers have been trained who are responsible for managing contractor works on-site. The programme of training a further c20 staff is expected to be completed by March 2019. Fire door inspections have been completed to all blocks over 6 stores where fire doors are required. The programme has identified that more than 10,000 doors need to be replaced or upgraded. A programme of this scale will need to be delivered over three years. The inspection of fire doors in blocks of 5 storeys and below will follow the completion of this programme. It is anticipated that inspections will commence in 2020 and work commence in 2021.

Recommendation is **AGREED**

#### Recommendation 6

Lobby for appropriate bodies to dedicate resources to support local authority building owners to train the staff and carry out inspections in accordance with London Fire Brigade's expectations.

#### Cabinet Member comments:





We have engaged with a number of sector bodies to support us in delivering a range of building safety events, as part of our (internal) training and engagement strategy.

Recommendation is **AGREED**

#### Recommendation 7

Install sprinklers in all properties regardless of tenure, seeking to recover costs from post-1987 lessees only.

#### Cabinet Member comments:

Glastonbury House has been approved as the first sprinkler installation. Glarus Court, an extra care scheme, will also be recommended for approval early in 2019. Work is expected to complete by the end of 2019 for both projects. It is recommended that any lessons learnt from these installations are incorporated into the wider roll-out across WCC stock. It is proposed to prioritise the remaining sheltered housing (community housing schemes) ahead of the tall buildings. The full costs of installation to the remaining sheltered and tall buildings is £28m. This is made up of £6m to complete the sheltered housing schemes and £20m for tall buildings. Funding will need to be considered as part of the HRA business plan from the 2020/2021 financial year. The £2m for Glastonbury House and Glarus Court sprinklers is already included in the business plan for 2019/2020.

Recommendation is **AGREED**

#### Recommendation 8

Work to establish a legal agreement for the right of access in to lessee properties and for charging post-1987 lessees only.

#### Cabinet Member comments:

Further legal advice is required on the type of agreement that can be put in place that is legally binding. This may include seeking to vary lessees and seeking a pre-emptive judgement at the First Tier Tribunal.

Recommendation is **AGREED**

#### Recommendation 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.

#### Cabinet Member comments:

The absolute intention is to fully engage leaseholders and encourage full participation and cooperation throughout the process. It is therefore recommended that this approach is piloted in a general needs tall building to understand issues and lessons before it is rolled out across our stock.



Recommendation is **AGREED**

**Recommendation 10**

Installation of 'boxed in' plastic pipework with concealed sprinkler heads.

**Cabinet Member comments:**

Boxed in pipework with concealed sprinkler heads is the established design standard for all future sprinkler systems.

Recommendation is **AGREED**

**Recommendation 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.

**Cabinet Member comments:**

This approach is in place and forms part of the lessee improvement plan.

Recommendation is **AGREED**

**Recommendation 12**

Prioritise sheltered housing over tall buildings and establish budget for doing so within the HRA business plan.

**Cabinet Member comments:**

This is consistent with the approach to date. Glastonbury House is a sheltered housing scheme and it proposed to add Glarus Court, an extra care scheme. The programme will continue to prioritise the remaining sheltered housing schemes before moving on to general needs tall buildings, once lessons have been learned from these installations.

Recommendation is **AGREED**

**Recommendation 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.

**Cabinet Member comments:**

The process of collecting and collating comprehensive records of not only fire safety works but all building related information has been underway for some time. Building information (safety) plans for all high-rise buildings are expected to be in place by the end of 2019.

Recommendation is **AGREED**



**Recommendation 14**

Communicate advantages of sprinklers to private freeholders of tall buildings and to maintain a record of all such communications.

**Cabinet Member comments:**

Communications will go out by March 2019 to all known private freeholders of tall buildings and housing associations including advice from the LFB on advantages of sprinkler systems. The in-house expertise within Housing will be drawn on to inform the communications. Other media, such as the website, will be updated to provide advice to private landlords.

Recommendation is **AGREED**

**Recommendation 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.

**Cabinet Member comments:**

This is agreed and will commence. In addition it will be important to understand the full impact of the removal of the HRA borrowing cap and the options available for investment.

Recommendation is **AGREED**

**Recommendation 16**

Lobby the Government to amend regulations to ensure retrofitting sprinklers is easier for social landlords.

**Cabinet Member comments:**

We will continue to lobby government for changes to the regulations to make installation of sprinklers across our tall buildings and sheltered housing the priority.

Recommendation is **AGREED**

**Recommendation 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 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

**Cabinet Member comments:**

We will continue to lobby the Mayor so that the LFEPA provide guidance on mixed tenure blocks. Lobbying government for changes to the regulations to make access easier to leaseholder properties for works will also continue.



Recommendation is **AGREED**



## Housing, Finance and Customer Services Policy and Scrutiny Committee

<b>Date:</b>	14 <sup>th</sup> January 2019
<b>Classification:</b>	General Release
<b>Title:</b>	Response by the Cabinet Member for Housing Services to the recommendations following the Task Group review of CityWest Homes
<b>Report of:</b>	Barbara Brownlee, Executive Director of Growth, Planning and Housing.
<b>Cabinet Member Portfolio</b>	Portfolio Housing Services (as listed at <a href="http://www.westminster.gov.uk/cabinet">www.westminster.gov.uk/cabinet</a> )
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City For All
<b>Report Author and Contact Details:</b>	<b>Justin Hunt x7851</b> <b><a href="mailto:jhunt@westminster.gov.uk">jhunt@westminster.gov.uk</a></b>

### 1. Executive Summary

The report contains a detailed response to the 36 recommendations of the task group following their review of CityWest Homes (CWH). All 36 recommendations have been agreed. Following the publishing of this report, the Council has taken the decision to bring the CWH housing management service back in house. This means that some of the responses to some recommendations have been adapted to the new approach to service delivery. Other recommendations have been implemented by CWH as part of their ongoing service improvement plans. These improvements will continue once the Council becomes responsible for the delivery of the services.

### 2. Key Matters for the Committee's Consideration

The Housing, Finance and Customer Services Policy and Scrutiny Committee are asked to:

- consider the responses to the 36 recommendations and provide further comment.

- consider any requirements for updates on individual recommendations and the timescale for the updates.
- consider any further recommendations relating to the delivery of the housing services.

### 3. Background

On the 27<sup>th</sup> September 2018 the Housing, Finance and Customer Services Policy and Scrutiny Committee received a report from the Task Group relating to three aspects of CWH set by the committee for the Task Group on 20<sup>th</sup> June 2018.

The three aspects were:

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

### 4. Consultation Programme

The Housing, Finance and Customer Services Policy and Scrutiny Committee are asked to note that CWH and WCC are currently engaged in an extensive resident consultation and engagement programme, which is due to be completed in March. The resident engagement events are asking a range of questions of residents across all wards where the Council owns stock to understand their key concerns and suggestions for areas of improvement. The responses to the task group recommendations will evolve as the learning from those events feeds into the priorities and solutions.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Justin Hunt x7851**  
[jhunt@westminster.gov.uk](mailto:jhunt@westminster.gov.uk)

#### APPENDICES:

Appendix 1 – Responses to the individual Task Group recommendations.

#### BACKGROUND PAPERS

Task Group Report – 27<sup>th</sup> September 2018. This can be found by clicking on the following link:

<https://committees.westminster.gov.uk/documents/g4665/Public%20reports%20pack%2027th-Sep-2018%2019.00%20Housing%20Finance%20and%20Customer%20Services%20Policy%20and%20Scrutiny.pdf?T=10>



**To:** Chairman of the Housing, Finance and Customer Services Policy and Scrutiny Committee

**From:** Cabinet Member for Housing Services

**Date:** 14<sup>th</sup> January 2019

**Subject:** Response to recommendations of the CityWest Homes Task Group

**Context:** The responses to the 36 task group recommendations mainly focus on service improvements to increase tenant satisfaction from 71% in September 2018 to 86% in 2019/20 and leasehold satisfaction from 37% in March 2018 to 65% in 2019/20. Progress against these targets will be monitored through the quarterly Resident Tracker Surveys which are due to commence in January. Improving performance against these measures represents the primary outcomes when the improvements are implemented. There are specific recommendations below where there are indicators for those activities which can be used to measure the outcome.

#### Recommendation 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.

#### Cabinet Member comments:

The culture change programme has been accelerated by the decision to move the services in house. CWH and WCC have agreed a programme of activities on the Westminster Way. This started with the WCC people conference on 3rd December with the majority of activities taking place in April and May once the transfer has taken place. The contact centre structure has been reviewed and improvements are ongoing. The review of resident engagement has opened up many more opportunities to residents to participate in decision making so that housing services are more resident focussed, transparent and increase trust.

The service will measure its success through an annual Councillor survey on their experience of communicating with the Housing Service. This can be achieved through a simple one question email with a response button at the top.

Recommendation is **AGREED**

#### Recommendation 2

Ensure that all CWH employees understand and accept ownership of issues in all resident engagements.

#### Cabinet Member comments:

The contact centre have been trained in customer care using the Gober Method, which is an established model of customer care, to improve empathy and quality in call answering rather than speed. The responsibilities of frontline services have been clarified to ensure they take forwards all reports from residents and own problems and can establish links with wider Council and public sector services to improve outcomes for residents. The current Local Offer is seeking to increase the level of resident engagement. This is an ongoing process that will be kept under review.



The service will measure its success through an annual Councillor survey on their experience of communicating with the Housing Service.

Recommendation is **AGREED**

### Recommendation 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.

#### **Cabinet Member comments:**

Central Members Enquiry team is performing well and reports to Cabinet Member regularly. The most recent performance shows 95% response against the 3 day target and 72% of calls answered in less than 30 seconds. Further work is being carried out to improve the categorisation and quality of responses to Members from queries going directly to staff. KPIs are set and monitored by the Executive Team and Cabinet Member for Housing on a weekly basis for resident call answering and responding to emails. This is also supported by the reduction in options on the IVR.

The service will measure its success through an annual Councillor survey on their experience of communicating with the Housing Service as well as:

70% of calls answered in 30 secs.

90% of emails responded to in 3 days.

Recommendation is **AGREED**

### Recommendation 4

Provide clear points of contact for councillors that is not just the Chief Executive or Managing Director or their office.

#### **Cabinet Member comments:**

Councillors have been provided with the mobile contact details of the Area Housing Managers. The AHMs will act as a triage and ensure the correct officer within the organisation deals with the query until both staff and members are familiar with the new arrangements and they are working effectively. The Councillor enquiry line is working well with queries from a range of stakeholders with Councillor queries making use of this channel.

The service will measure its success through an annual Councillor survey on their experience of communicating with the Housing Service.

Recommendation is **AGREED**

### Recommendation 5

Ensure data on long-term plans is routinely shared with councillors.

#### **Cabinet Member comments:**

An executive report is going to be produced on long term plans for housing services on a quarterly basis for the Residents Council. This will be circulated to all Councillors and other key stakeholders to ensure they are clear on the ongoing changes to the service going forward.





The service will measure its success through an annual Councillor survey on their experience of communicating with the Housing Service.

Recommendation is **AGREED**

#### Recommendation 6

Adopt an approach of reviewing all mass resident communications with councillors prior to its issue.

**Cabinet Member comments:**

All City wide communications relating to policy changes are now discussed with the Cabinet Member for Housing ahead of distribution. Local operational updates are emailed at least 24 hours ahead of distribution to ward Councillors. This includes information relating to meetings with contractors enabling the local Councillors to voice concerns ahead of the correspondence being issued or to attend any meetings arranged. The exception is emergency correspondence which is copied to councillors as it is distributed to residents.

This work will be successful if no complaints are received from Councillors relating to communication on major works or material operational changes.

Recommendation is **AGREED**

#### Recommendation 7

Review clienting relationship between WCC and CWH.

**Cabinet Member comments:**

The functions of client and contractor will end on 1st April to be replaced by a small performance and quality assurance function monitoring standards delivered by the in house housing teams.

Recommendation is **AGREED**

#### Recommendation 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).

**Cabinet Member comments:**

The new Local Offer sets out CWH approach to delivering local services and the Estate Inspection regime that is now in place. On a monthly basis all estates are inspected for cleaning, H&S and communal repairs. Work with Communications to agree a clear and simple format for publishing inspections is nearing completion and the results will be published for estates in Q4. In addition, on a quarterly basis Councillors and residents are invited to accompany staff on walkabouts. The location of these walkabouts are set by the Councillors and residents and they can access all areas of the block during those walkabouts, subject to safety requirements. The actions from these walkabouts will be published on the website and followed up by staff.



The initiative will be successful if all blocks are inspected monthly and there are quarterly walkabouts attended in each Area by one or more Councillors and two resident representatives.

Recommendation is **AGREED**

#### Recommendation 9

Reform CWH board. This needs to consider the purpose of the board and the skill mix that is required to meet that purpose.

**Cabinet Member comments:**

The CWH Board will effectively cease from 1st April when the functions it is responsible for are taken back in house. This will be replaced by the WCC cabinet and the Policy and Scrutiny Committee and that the final details of this are yet to be agreed. A detailed consultation process is underway to understand more about resident views on the approach to formal resident consultation and engagement. A report on the consultation and options will be submitted to the Cabinet Member for Housing in March.

Recommendation is **AGREED**

#### Recommendation 10

Review CityWest Homes staff organisational structure to make clearer who is responsible for repairs and major works.

**Cabinet Member comments:**

Arrangements have been reviewed and the CWH repairs surveyors, major works resident liaison officers, Morgan Sindall repairs managers and repairs teams are all aligned to the area offices. This ensures that they work together as one team, are accessible to residents when queries aren't resolved by the contact centre and they are familiar with the specific challenges of individual blocks and estates. This is improving the service, and further work is in progress to ensure the service meets resident expectations. The first point of contact on repairs and major works after the contact centre, is the CWH surveyor and then the Area Repairs Manager.

Recommendation is **AGREED**

#### Recommendation 11

The relevant Policy and Scrutiny Committee should review CityWest Homes at least annually.

**Cabinet Member comments:**

The Housing, Finance and Customer Services Policy and Scrutiny Committee will continue to be the lead group for scrutinising performance in housing and will agree the frequency of meetings. The current board meets quarterly. Consultation is being carried with the Area Panels, Residents Council and wider residents to understand how they would like to contribute to the ongoing policy consultation and scrutiny of the housing service. The results of the consultation and options are due to be reported to the Cabinet Member for Housing in March.

Recommendation is **AGREED**



#### Recommendation 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.

**Cabinet Member comments:**

Tenants are encouraged to use the contact centre to report any estate issues. However, Tenant Association Chairs and Councillors have been provided with the contact details of their Housing Service Assistants. The Area Housing Managers will pick up on important issues.

Recommendation is **AGREED**

#### Recommendation 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.

**Cabinet Member comments:**

Implemented. There are now only clear 4 options, where previously 26 existed, plus an option to speak to an adviser. There is work being completed to implement further improvements to the IVR.

Recommendation is **AGREED**

#### Recommendation 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.

**Cabinet Member comments:**

Implemented. There are now only clear 4 options, plus an option to speak to an adviser. There is work being completed to implement further improvements to the IVR.

Recommendation is **AGREED**

#### Recommendation 15

Ensure all locations where residents have contact with CityWest Homes staff have areas private areas for where personal information can be discussed.

**Cabinet Member comments:**

All the area offices have interview rooms where private discussions can take place. Staff have been briefed about recognising the instances where issues cannot be discussed in the reception area. As for surgery locations, it may not be possible where the surgeries take place in locations off the estate. However, in such instances an appointment will be arranged for either a home visit or for the resident to attend the area office. Staff have been provided with additional training and guidance on dealing with sensitive issues.



The service is aiming to receive no complaints regarding a lack of privacy received in 2019.

Recommendation is **AGREED**

### Recommendation 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 centre and repairs contractor.

#### **Cabinet Member comments:**

Several short-term service improvement IT projects are already underway within CWH. Where appropriate these will continue to be progressed, whilst aligning increasingly with Council systems and data. As part of the transition, the Council will develop a longer term strategic roadmap for Housing IT including the potential to implement a Customer Relationship Management (CRM) solution.

**Short Term:** A range of existing initiatives are being progressed as below. These will continue, except where solutions risk divergence from longer-term strategy and Council integration :-

1. **Contact Centre Telephony:** The contact centre has requested a facility to have a single conversation with customers where all issues relevant to that customer will be on view to the customer services officer. This would mean the staff can see an email a resident has sent and any replies at the same time as they call in. This would enable them to deal with more issues at a single contact to understand a customer's contacts. An improved contact centre telephony solution will be implemented following the current evaluation of solutions.
2. Some current CWH Digital projects will deliver better customer services like self-appointing repairs, online complaints, digital payments and knowledgebase.
3. The repairs contractor (MorganSindall) is in the process of switching over from their old CRM to Microsoft Dynamics. Whilst this offers no immediate benefit to the contact centre, it creates the base to integrate to them better as the Council adopts a full CRM in the future.
4. **Contact Centre transition:** Options are being explored to transition some of contact centre operations to Agilisys which handles Westminster's contact centre function to streamline and make systematic improvements.

**Long Term:** On the strategic view various options are being evaluated to identify a best fit CRM solution for housing. The intention is to deliver CRM capabilities to Housing at the earliest possible time to bring much desired service improvements.

1. The Orchard housing management system's CRM functionality is being evaluated to improve customer services, whilst considering the benefits of a generic CRM. This could offer a wider set of services to help residents seen as an individual regardless of whether or not they are contacting the council for housing or other Council services.
2. Extending the Council's existing MS Dynamics CRM solution is being considered, which can provide a global view of the customer, allows the customer portals to manage cases, offers self service capabilities, call centre integration and integration to the field force



management. Opportunities to extend WCCs new mobile solution for field force management into on-site repairs are also being reviewed.

3. There is close working with Kensington and Chelsea to determine whether synergies can be derived from combining the technical provisions. Kensington and Chelsea have an Microsoft CRM which has been increasingly developed over the past two years and is well integrated with their housing management system (HMS) as well as their front-line services. Whilst that HMS is not the same as CWH's, consideration is being given by Kensington and Chelsea to move onto the same platform as CWH. If such a hook-up materialises this could potentially give each organisation a jump start in the areas where they are currently lacking.

The service is aiming to have an operational CRM by June 2020.

Recommendation is **AGREED**

#### Recommendation 17

Monitor as a KPI repeat calls and put in place an action plan to avoid repeat calls.

**Cabinet Member comments:**

A draft KPI has provided to the CWH executive team on repeat calls. This KPI has shown a reduction in the number of repeat calls but further analysis of the data is needed. The repairs operatives have been given a higher threshold for completing works without seeking client approval. This has reduced administration, delays and the need for repeat visits. This greater freedom has been balanced with an increase in the auditing of reactive repairs to ensure effective controls are in place on spend.

This initiative will be successful if repeat calls are reduced to 15% of all calls received.

Recommendation is **AGREED**

#### Recommendation 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.

**Cabinet Member comments:**

Implemented. Weekly data is provided to the Cabinet Member and the executive team. This indicator is showing improvement.

The service is aiming to achieve 70% of calls answered in less than 30secs and the longest wait time to less than 4 minutes.

Recommendation is **AGREED**

#### Recommendation 19

Review the arrangements for surgeries, including location and current usage, to ensure they meet the needs of residents.

**Cabinet Member comments:**

As part of the Local Offer, the surgery service will be publicised during December to increase the footfall of residents. In January a review of the take-up will be carried out to



see if there has been an increase. The review will cover the location, frequency and services on offer. Residents attending the surgeries will be asked to provide their views on the future of the housing service and the surgeries. In addition to the surgeries the service is seeking to increase the time staff are spending visiting residents and understanding the challenges of individual blocks and estates to proactively address issues before they require increased resources to address them.

**Measures of success:**

Report on use of surgeries with recommendations on next steps presented to Cabinet Member for Housing in March.

Recommendation is **AGREED**

**Recommendation 20**

Establish, outside of the complaints procedure, clear communications channels for residents to discuss works not being carried out or other 'questions'.

**Cabinet Member comments:**

A detailed review of resident engagement is currently underway with recommendations on the proposed approach due in March. One proposal is that from the 1st April, the Cabinet Member for Housing could hold quarterly Open Forum events before the Residents Council. Residents would be able to submit questions to the Cabinet Member in advance of the meeting. This would provide a direct link between the decision makers for the service and the residents receiving the service. Residents can also attend the surgeries and area offices to receive support in addressing their concerns.

Recommendation is **AGREED**

**Recommendation 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.

**Cabinet Member comments:**

This exercise has commenced with some information starting to inform decisions on the allocation of resources. Further work is being completed and the learning from this will be fed through to decisions in January and February and progress will be reported through to this committee.

Recommendation is **AGREED**

**Recommendation 22**

Ensure a higher proportion of repairs are inspected upon completion to rebuild residents' confidence that repairs are done correctly. Special attention should be given to leaks.

**Cabinet Member comments:**

There has been an increase in the level of post inspections since the Task Group report resulting in the following predicted output for the year:

These figures are pro rata to March 2019.



- 13% of 35,000 in-flat repairs will have been post inspected
- 30% of 6,200 communal repairs are post inspected, and these communal and in-flat repairs include 100% of all repairs more than £500.
- 100% of all voids will have been post inspected – forecast 550 voids for 2018/19
- 10% of the work arising from electrical in-flat testing is post inspected – approx. 250 from 2,500 tests
- 100% of major Aids & Adaptations are post inspected currently 205 projected to be 290 year end.
- Gas servicing, 100% is checked for valid certification remotely to confirm the operative has serviced the boiler – 7,000 per annum.

A review of the surveyors' role and function was completed in September. Surveyors have been allocated responsibility for specific geographic areas and set targets for post inspection.

This along with the decentralisation of Morgan Sindall's surveyors, who now work alongside them, has improved the speed of addressing issues identified and better joint working.

From the volume of repairs CWH complete annually, the resources required to post inspect all repairs would be prohibitive. The post-inspection regime in place does provide reassurance that repairs are completed and is consistent with industry norms, which provide acceptable confidence levels of workmanship and quality of repair.

2,147 postal surveys April – November (inclusive) have been returned from tenants who have received an in-flat repair from Morgan Sindall. This is approximately 10% of the total sent to residents. Where residents record dissatisfaction with the service, these are followed up individually.

Where we have a current mobile telephone number on the Orchard system, Morgan Sindall have an automatic texting facility. They send a text immediately after the repair has been completed, asking the tenant to record the satisfaction levels of the repair, as well as the functionality to add some text to explain the experience received from Morgan Sindall. From April – November 9,595 texts were sent with 2,584 responses (27%).

A Work Group are working on before and after photos of completed work in communal areas, maximising the use of smartphones to create a record of the work completed. This will facilitate a 100% immediate desktop post inspection regime and provide a record for any service charge queries. This work should reduce follow up customer satisfaction phone calls, repeat calls and complaints.

The success of these initiatives will be measured by an increase in tenant satisfaction with the repairs service from 82% in September 2018 to 90%.

Recommendation is **AGREED**

### Recommendation 23

Produce clear information for all residents on what is allowed with regards to short term letting (e.g. through Airbnb).

**Cabinet Member comments:**





Information and guidance for residents has been published on CWH website to increase understanding of subletting rules for tenants and leaseholders. CWH and WCC IT are developing software to assist with identifying potential sublet properties being advertised via the internet. There is closer cooperation with planning in relation to enforcement action for breach of the 90 day short-let rule. This is the key method of enforcement where there are minimal levels of anti-social behaviour to justify action under the tenancy or lease.

The success of this initiative will be measured by maintaining the number of reported unauthorised AirBnB type properties to less than 10 per annum.

Recommendation is **AGREED**

#### Recommendation 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.

#### Cabinet Member comments:

Implemented. There is a process for responsive repairs and a separate one for leaks. This is one of the changes implemented by the leaks team, which has resulted in a reduction in reported leaks.

The success of this work will be measured by having no situations where damage to property from leaks has been exacerbated by no access issues.

Recommendation is **AGREED**

#### Recommendation 25

Review engagement activity and produce a strategy that ensures residents can be empowered to scrutinise CityWest Homes' activity and performance.

#### Cabinet Member comments:

The Housing, Finance and Customer Services Policy and Scrutiny Committee will be the lead group for scrutinising performance in housing after 1st April. Consultation is being carried with the Area Panels, Residents Council and wider residents to understand how they would like to contribute to the ongoing policy consultation and scrutiny of the housing service. The results of the consultation and options are due to be reported to the Cabinet Member for Housing in March.

Recommendation is **AGREED**

#### Recommendation 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.

#### Cabinet Member comments:

The major works issues will be addressed by implementing the revised consultation plan, as outlined below in Recommendation 28.





With regard to repairs, Morgan Sindall surveyors have been relocated directly to the area offices working alongside CWH staff, which assists in resolving issues efficiently and can be picked up at the weekly operational meetings with Area Repairs Managers. In addition, there are now 12 Morgan Sindall staff located at the Contact Centre, working closely with the team in resolving follow-on works, the correct categorisation of repairs and any technical matters. The operatives are also based in area teams and working as one team with the MS managers and CWH area surveyors to flag up emerging issues for proactive intervention and communication with the resident without the need for further calls to the contact centre. This structure has been designed to support the established feedback systems of the contract centre, complaints system, Councillors and post inspections.

Recommendation is **AGREED**

### Recommendation 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.

#### **Cabinet Member comments:**

When major works schemes complete, tenants and lessees are now surveyed by e-mail and telephone call by Kwest, an independent market research company. Previously postal and e-mail surveys were carried out. We require a minimum response rate for each scheme of 25% and the change in approach and introduction of telephone surveys has resulted in the response rate doubling to around 35%. The survey includes questions on the consultation process and the quality of works. Going forwards, for all new schemes, satisfaction with consultation will be measured when the consultation is complete. Work to agree further appropriate milestones for satisfaction measurement is underway and will be in place for new schemes delivered under the new term contracts.

The survey are aiming achieve a minimum response rate of 25% and satisfaction on leaseholder consultation to increase from 45% in September 2018 to 64%.

Recommendation is **AGREED**

### Recommendation 28

Commence consultation with lessees in advance of issuing s20 notices on all major works projects.

#### **Cabinet Member comments:**

CWH has implemented a revised consultation plan consisting of an introductory meeting of all new major works projects ahead of the formal s20 process. This meeting is held with all residents (within a particular project) and attended by CWH representatives from Asset Strategy, resident communications and lessee services teams. The purpose of this meeting is to talk through the new way of working under the term partnering contracts.

The meeting also provides details on how the overall programme and the actual detail of the specific projects are developed. This is then carried out well in advance of any billing taking place and enables residents to contribute towards the 'planning' stages of a project, as well as escalating any issues they have in relation to the works being carried out, at an early stage.



The service is aiming to achieve consultation on all schemes before issuing section 20.

Recommendation is **AGREED**

### Recommendation 29

Investigate the possibility of appointing a quantity surveyor who would act for residents to assist them with evaluating major works schemes.

#### **Cabinet Member comments:**

CWH acts on behalf of the 'Client' – WCC, as the custodian of the budget and needs to ensure that any money spent from the housing revenue account is both justified and scrutinised from a value for money perspective. The suggestion to appoint a Quantity Surveyor to work on behalf of residents has been taken on board and a process is being developed which will be piloted with one of the first schemes under the new term contracts. The pilot will give residents the opportunity to feedback so that effective arrangements can be offered more widely.

The teams managing this work are qualified surveyors and will be assessing cost returns for value for money against both industry recognised costing standards e.g. Building Costs Information Service (BCIS) and against similar projects that have been delivered within the City of Westminster. This process is further discussed at item 35.

Recommendation is **AGREED**

### Recommendation 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.

#### **Cabinet Member comments:**

Legal advice has been obtained on the options for a sinking fund, but further advice is being obtained on the regulations relating to the Housing Revenue Account's ability to hold sinking funds. A consultation paper is going to be considered by the leaseholders in the Area Resident Panels in January and February. The options and the feedback from the Panels will be provided to the Cabinet Member for Housing in March with a recommended approach.

Recommendation is **AGREED**

### Recommendation 31

Produce a coordinated plan dealing with leaks that identifies necessary repairs and major works that are needed to address the issue.

#### **Cabinet Member comments:**

Following an in-depth analysis, a number of Planned Preventative Maintenance programmes have been created which prioritises which roofs, drains and gullies require regular inspection and clearance.

6 blocks/estates have been cleared including Churchill Gardens, John Aird Court and Hallfield. Early feedback is confirming this is reducing repairs volumes.

Additional exploratory work is being undertaken in repairing downpipes, using inner sleeves or applying a waterproofing sealant and surface coating to drainage pipes which are encased with concrete floor slabs and walls. Once the backlog across estates has



been cleared an intelligence based approach to prevention will be adopted combining annual audits for some blocks with programmed periodic works for others to limit cost and maximise prevention.

Improved linkages between asset strategy and repairs have been created, with prioritisation of roof renewals being programmed in future years major works programmes.

Recommendation is **AGREED**

### Recommendation 32

Set a KPI for CWH that prioritises bringing management and professional fees in line with industry to give value for money.

#### **Cabinet Member comments:**

Housemark will be commissioned to manage a benchmarking project for Major Works 'on-cost'. The intention of the benchmarking project is to compare CWH costs to other similar organisations who provide Major Works to council property. The new term contracts will reduce the operational management resource needed to administer Major Works which cost approximately 16% under traditionally procured contracts. CWH's strategy has targeted 12% for Major Works project management costs and we are confident that this target can be achieved and improved as the contracts mature.

This initiative will be successful when the fee percentage is reduced below 12% by the end of 2019.

Recommendation is **AGREED**

### Recommendation 33

Review the information provided to leaseholders to ensure that there is complete transparency on how costs for major works are calculated.

#### **Cabinet Member comments:**

The information was reviewed with the leaseholders from the Area Resident Panels 12 months ago, but further changes have been implemented in the autumn following the task group recommendation. Consultation on the changes is taking place with the leaseholders from the Area Resident Panels and is due to end in January. The revised format subject to any further changes will be issued in February and March 2019.

Recommendation is **AGREED**

### Recommendation 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.

#### **Cabinet Member comments:**

CWH have introduced two governance boards for Major Works being Project Board (operational) and Programme Board (strategic) who are responsible for ensuring any



proposed projects deliver value for money.  
Client Briefs are prepared by the Asset Strategy team and define the scope of works which is informed by independent condition surveys and site walkabouts where they consult with interested stakeholders.

Detailed surveys are conducted by both the Service Providers and the Major Works team and at least three competitive prices obtained for business cases where these are relevant. Proposals received from Service Providers detailing strategies, pricing, designs and the like are scrutinised by the Major Works team before notices are prepared and issued to leaseholders and works commence on site.

The new contracts are very specific about the scrutiny process and ensuring value for money for both the HRA and Leaseholders.  
The Major Works team have introduced an Operational Excellence framework that identifies the activities and best practice necessary to ensure projects within the Investment Programme provide value for money and meet the expectations of all and any stakeholders affected by any works. It's the team's aspiration to consistently deliver 5 Star Operational Excellence on all its projects and in doing so improve performance and satisfy the objectives set out in the CityWest Homes Strategy to improve satisfaction and reduce the cost of delivering our service.

Leaseholder satisfaction with major works schemes to increase from 53% in September 2018 to above 64%.

Recommendation is **AGREED**

**Recommendation 35**

Produce a plan for reducing costs on major works projects.

**Cabinet Member comments:**

Following the procurement of the Major Works term contracts, the only remaining variable components of costs are as follows:

- Project duration (Preliminaries).
- Business cases for second tier supply chain.

All other pricing components are fixed except net profit which both Service Providers priced at 2% but is subject to variation based on performance against four KPI's.

A working group has been mobilised to maximise value from the second tier supply chain by driving down cost and improving life cycles of products employed in the works. The agreed plan of action will be agreed early in 2019.

Leaseholder satisfaction with major works schemes to increase from 53% in September 2018 to above 64%.

Recommendation is **AGREED**

**Recommendation 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.

**Cabinet Member comments:**



The strategic approach to stock investment is set out in the council's Asset Management Strategy. It is currently being refreshed and a new strategy will be in place in spring 2019.

The starting point for investment decisions is the stock condition survey. CWH commission surveys to all blocks and houses on a 3 yearly cycle. This consists of an inspection by an independent and qualified surveyor to assess the broad condition of a block this is then input to a centralised asset management system named Keystone. The information on all stock is then assessed to produce the programmes for both 5 and 30 years.

A new internal referral system has recently been implemented whereby component replacement or small projects can be referred to the asset team for review. A review of the works is then undertaken to understand if works packages should be brought forward, completed as a standalone project or if there are other works that could also be prioritised at the same time. Not all blocks are on the 5 year programme as they don't require works beyond day to day maintenance. Seeking to identify works beyond 5 years can cause unnecessary anxiety for some leaseholders or raise expectations that works will be completed in a certain year, when they don't prove necessary when a more detailed survey is carried out.

Recommendation is **AGREED**

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## Housing Finance and Customer Services Policy and Scrutiny Committee

<b>Date:</b>	14 <sup>th</sup> January 2019
<b>Classification:</b>	General Release
<b>Title:</b>	Update on Wholly Owned Housing Company
<b>Report of:</b>	Councillor Robert Rigby, Chair of Westminster Housing Investments Ltd
<b>Cabinet Member Portfolio:</b>	Cabinet Member for Finance, Property and Regeneration
<b>Wards Affected:</b>	All
<b>Policy Context</b>	City for All

### 1. Introduction

- 1.1 On 4<sup>th</sup> December 2017, Cabinet considered a report to establish a wholly owned housing company (WOC) to help deliver the Council's ambition to increase the supply of housing affordable to those living and/or working in Westminster and approved the formation of two companies to help ensure tax efficient operations. Following that approval, Westminster Housing Investments Limited (WHIL) was formed as a profit making company wholly owned by the Council, together with its subsidiary, Westminster Housing Developments Limited (WHDL). WHDL will undertake construction/development, and WHIL will hold intermediate and market homes for letting to achieve a rental return. In this report, except where otherwise stated, WHIL will be used to represent both companies.
- 1.2 This report updates Policy and Scrutiny Committee on progress.

### 2. Key Matters for the Committee's Consideration

- 2.1 The Committee is asked to:
- 1) Note progress so far in relation to the establishment of WHIL and WHDL as set out in this report,
  - 2) Consider any issues/topics for further review,
  - 3) Comment on the format and content of future Scrutiny reports.

### **3. Purpose and Aims of WHIL**

#### **Council Ambitions and Constraints**

- 3.1 The lack of sufficient housing across the City, that is affordable by Westminster residents, is one of the Council's principle concerns. The key mitigation is to increase housing delivery through Council-led projects and the Council has made a commitment to provide at least 1,850 affordable homes by 2023. In addition Westminster has set a target of 1,495 homes per year in its recently launched City Plan. The Council is clear that from the most vulnerable and low income households to those middle income households, all should have access to the type and quality of accommodation to meet their needs and remain living in the Borough.
- 3.2 Although the recent government announcement regarding lifting of the HRA borrowing cap will assist in extending HRA activity, the HRA is limited in the tenures and rent levels it can offer. Moreover, social housing requires significant subsidy and the Affordable Housing Fund is projected to be fully utilised by the existing pipeline of development schemes. The Council must look to other delivery vehicles which can access alternative funding sources and deliver more and varied new housing provision. The WOC has been set up to help deliver these Council ambitions.

#### **Aims and Objectives of WHIL**

- 3.3 The overall aim of WHIL is to extend the resources of the Council by working with the Council (where the Council's view is that other delivery partners are neither available nor appropriate) to deliver the regeneration, and new build or acquisition opportunities being identified by the Council. It will develop and/or acquire housing, and the assets, unlike with other housing partners, rental housing not retained by the HRA (that is Intermediate and market and sub market rental housing – see Appendix 1 for definitions) will be retained within the Company (and, as this is a subsidiary of the Council, in effect, within the Council). Should the Company be wound up the assets will revert to the Council. This would not be the case with other organisations including Westminster Community Homes.
- 3.4 Specific business objectives are:
- 1) to provide more affordable - Intermediate (see Appendix 1 for definition) and market housing in the city,
  - 2) to offer new tenures and, in particular, sub market tenures (see Appendix 1 for definitions) to extend the range of provision available for those living and working in Westminster,
  - 3) to increase housing delivery at a scale, pace and quality set by the Council and with control and ownership of the assets retained by the Council,
  - 4) to offer a flexible partner for the Council in delivering housing.
- 3.5 WHIL will not preclude the Council from working with other providers: it is there to step in when the market cannot deliver or where an options appraisal shows this to be best delivery route for a particular development opportunity.



This might be, for example, because a range of tenures and rents beyond those which the HRA can offer are required and these are not readily available or need to be pump primed in the market.

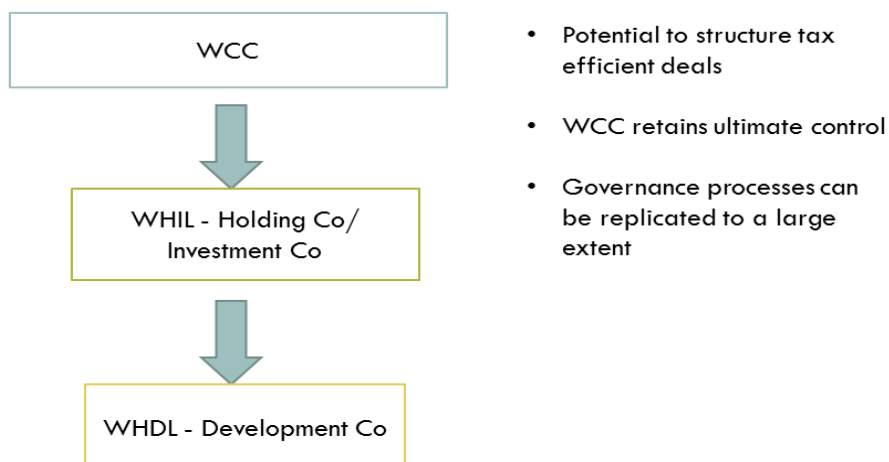
3.6 Equally, however, the scheme might simply be one which the Council would like to deliver itself. WHIL is not intended to duplicate the work of Westminster Community Homes (WCH), the Council's housing charity and Registered (housing) Provider (RP). WHIL will be a regeneration partner delivering a mix of tenures, as set out in Appendix 1, and although some lower cost Intermediate rental housing will be provided (which could be provided by WCH), this will be part of providing a mix of rental and sale housing at a range of price points within a ladder of housing provision determined by the Company (see Appendix 1) without the need to comply with either charity or RP regulations. In short, WHIL will offer a flexible yet commercially focused approach.

#### 4. Structure of the WOC, Governance and Operational Arrangements

4.1 WHIL and WHDL are companies limited by shares with the ability to deliver a profit and return back to the council. The Council holds 100% of the shares in WHIL and, in turn, WHIL owns 100% of WHDL. The intention behind the structure is that WHIL will hold properties as investments for Intermediate and market renting and WHDL will undertake construction/development. The Articles of Association are substantially the same for both companies.

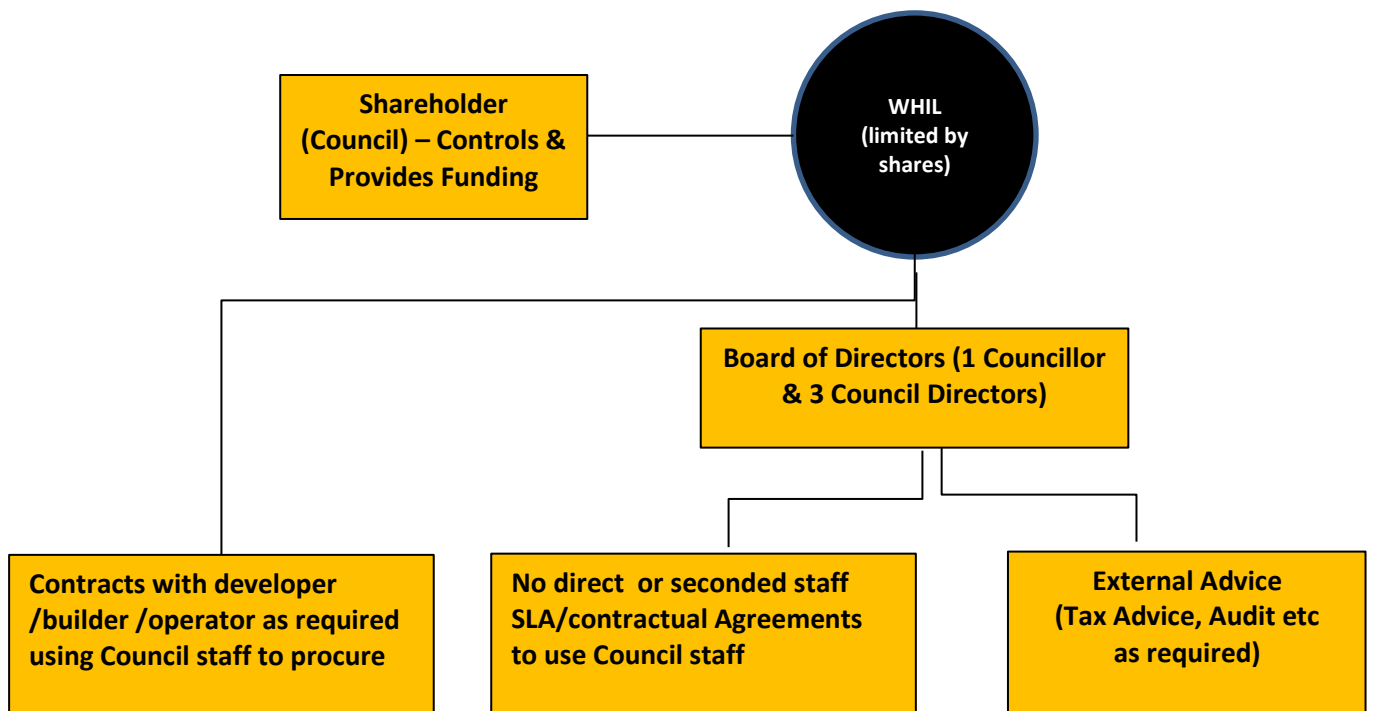
4.2 Structures/processes are in place to ensure the activities of the Company are adequately controlled. These have included approval of the Articles of Association by the Council as shareholder. The Council's nominated representative shareholder is currently the Cabinet Member for Finance, Property and Regeneration. In addition, as set out below, all funding will be provided through, and following approval by, the Council and individual schemes will also require Council approval.

#### WHIL and WHDL Consolidated Structure and Ownership





4.3 Within the above overall structure the operational structure is as follows.



4.4 As can be seen from the above, it is not proposed that WHIL will employ staff directly. The Board currently comprises:

- Cllr Robert Rigby – Council Member representation on the Board and Chair
- Tom McGregor – Director of Housing, WCC
- Steve Muldoon – Assistant City Treasurer, Commercial & Financial Management, WCC
- James Green – Development Director, WCC.

The Board currently meets on a monthly basis with the first Board meeting having taken place in June 2018.

4.5 Below Board level, the Company will operate using Council staff under Service Level Agreements (SLA)/contractual arrangements (to provide, inter alia, consistent quality standards) and, as required, external advisers and developers/builders.

4.6 WHDL has the same structure but its shareholder is WHIL.

## 5. Current Progress, Business Plan and Funding

### Types of Scheme

5.1 In order to meet the objectives set for the Company, work has been underway to translate the aims and objectives into specific proposals. At this stage, and in line with the December 2017 Cabinet report, work has focused on schemes within Westminster only and scheme types as follows have been the starting point.

<b>Scheme Type</b>
<b>Mixed Tenure schemes on HRA land</b> involving market, Intermediate and social housing which could be delivered by the Company or delivered in partnership between the Council and the Company. These may include some of the HRA's potential pipeline schemes.
<b>Schemes on the Council's General Fund (GF)</b> or other public sector land
<b>Acquisitions from Developers</b> of both S.106 housing and market housing within Westminster to provide Intermediate, sub-market and market rental housing.

### **Tenures to be offered**

- 5.2 WHIL will offer assured shorthold tenancies, as this is the general form of tenancy agreement in the private sector. Rents will be set to meet housing need and ensure viability of WHIL and where the housing is part of a scheme's S.106 planning obligations then rents must meet those obligations. For housing which is market rent/sale in planning terms WHIL will seek to provide on sub-market rental terms where viability permits. Work is also progressing on the development of a sub-market sale product which will enable tenants of WHIL to become home owners. Also, WHIL will be able to register under the government's Help to Buy scheme.
- 5.3 WHIL is not a Registered Provider and therefore will not be able to access government grants but could receive subsidy from the Affordable Housing Fund. As it is not a Registered Provider, the controls on Registered Providers with regard to the Right to Acquire and Local Authority influence would not apply.

### **Business Plan Proposals**

- 5.4 WHIL has prepared its Business Plan which has been approved by the Council as shareholder. This has been based on provision of a mix of housing in scheme types as set out above. Initial proposals include two mixed tenure schemes on HRA land and a partial redevelopment of an existing but under-used school site to provide much needed teacher accommodation as well as intermediate rental housing and market housing to subsidise the scheme. In addition the Plan allows for acquiring c 75 units from developers to be let at Intermediate rents.
- 5.5 The Council's development team is currently assessing feasibility of these schemes through the Council's normal CRG process. When a scheme reaches OBC stage a final decision is made regarding the delivery route, including whether it should be progressed as a WHIL/WHDL scheme. It is expected that all the proposals in the current WHIL Business Plan will come forward for approval as WHIL/WHDL schemes in FY 2019/20, providing homes as follows by FY 2023/24.

<b>Units</b>	<b>Tenure</b>
139	Market sale
134	Social rent (HRA)
35	Market rent
74	Sub-market rent / sale
82	Intermediate rent (S.106)
<b>464</b>	<b>Total</b>

- 5.6 Appendix 2 shows current progress for these schemes against the Council's CRG approval process and indicates the review stages by the WHIL Board.

### **Funding**

- 5.7 Funding for the above will be made available to WHIL by the Council in a mix of loan and equity investment. The loan will be at a commercial but competitive rate given the PWLB rates available the Council. WHDL will undertake construction/ development and dispose of newly developed housing either into the market or to the Council (for social rented housing held in the HRA) or to WHIL for market and Intermediate rental housing. The receipts generated will enable WHDL to return all funding to WHIL which in turn may repay the Council, subject to other pipeline schemes coming forward in need of investment. WHIL, the investment company, will retain the rental properties for letting and will use the net rental income after operational costs to service and repay the debt and make dividend payments.
- 5.8 Detailed estimates and modelling have been undertaken in relation to the above proposals. These show how payment of interest on, and repayment of, loan finance can be made from income earned from the Company's development and housing activities, either sales receipts or rental income. Dividends to the Council (on its equity investment) are then paid from profits earned after all other costs, including corporation tax, have been paid. Thus the Company can operate on a commercial basis like any private sector company and offer a return to the Council on its investment.

### **Approval of the Business Plan**

- 5.9 Following development and approval by the Board the Business Plan was presented to CRG in September 2018 and subsequently approved by the CM on behalf of the Council.
- 5.10 Funding will be allocated following the Council's normal budget setting approval process in February/March 2019. In addition, all schemes proposed will require specific approval at CRG and by the Cabinet Member for Finance, Property and Regeneration before any funding can be drawn down. Regular update reports to the Board will be provided on:
- scheme proposals and progress,
  - performance against the overall Business Plan,

- forecast spending against budget.

These will follow the Council's normal reporting cycle and will enable overall monitoring of funding allocations to WHIL.

## 6. Risks and Success Factors

6.1 The key set up and organisational risks identified are set out in the table below together with the proposed mitigation for each and the residual risk rating assessment. Individual scheme related risks, for example, planning risks, site conditions and securing vacant possession, design and construction, utilities provision, will be addressed as part of the scheme governance process set by the Council.

### 6.2 Set Up & Organisational Risks

Risk	Mitigation	Risk rating
Political risk/Government intervention	It is important that the rationale for the Company is communicated continually and at every opportunity to ensure it is understood, not just currently, but in future. This will minimise the possibility and/or impact of any future political or government change at any level which could lead to a change in policy or intervention which could de-stabilise the proposals. Future government policies which might impact adversely on the Company will be kept under review and any change considered at that time.	Yellow
Failure of the Company	A slim, low cost structure is proposed using Council expertise and skills. The Company could be wound up relatively easily if necessary.	Yellow
Need to assure compliance with all legal and regulatory requirements, including state aid	Legal advice has been sought to ensure all requirements are met and was set out in detail in the Business Case approved by the Council's Cabinet in December 2017. The key issue mentioned is that all dealings between the Council and the Company are on a full commercial basis. This is to comply with state aid requirements. If subsidy is provided to meet Intermediate rent levels then there is a state aid exemption for affordable rental housing. Care will need to be taken to comply with the terms of this exemption – for example, ensuring no cross subsidy transfers to other parts of the business.	Green
Suitable sites cannot be identified.	Three potential sites have been identified, together with developer acquisitions on two sites, and work is underway to identify more potential schemes	Yellow

Risk	Mitigation	Risk rating
Business plan is not viable or scheme/ development risks are not well managed	This business plan is supported by detailed modelling and sensitivity analysis around key assumptions, which has been developed with external expertise and tested in-house. Scheme proposals within the business plan will be subject to further scrutiny through the Board as well as the Council's capital review and approval processes. Council staff and processes will be used to procure and manage external contractors.	
Homes prove difficult to rent or sell	Research is already underway within the Council to identify the demand for Intermediate rental housing and a robust marketing plan will be developed. Subject to S.106 requirements, tenure proposals will be kept under review.	
Minimising tax implications will not be possible	Expert advice will be procured to identify the potential leakage to tax and how best to minimise this risk.	
Setting up and running the Company will prove too costly to be met from estimated receipts and rental income.	Sensitivities around key assumptions have been undertaken and base assumptions are considered to be prudent (see below). These will be kept under regular review. A number of scheme development risks will be dealt with through the design and pre-contract process.	
Reputational risk – capacity and skills to engage in new activity,	The Company role as a developer of market and Intermediate housing will require consideration of an appropriate marketing strategy and branding and consideration of the skills required of its Directors to engage in commercial activities. Mitigation could involve recruitment of suitable advisers and service suppliers albeit at a cost.	

### Sensitivity Testing

6.3 In relation to the Business Plan, sensitivities have been undertaken to test the base case position. The critical factors impacting the success or otherwise of the base case financial plan are (in order of magnitude):

- development and acquisition cost increases,
- adverse outturn market sale values or demand, and
- long term rental income inflation falling below 3.00% per annum.

In summary, the sensitivity analysis shows that the base case business plan is relatively robust in relation to a single sensitivity downside movement for most of the variables tested.

6.4 Mitigation will include:

- extensive due diligence to firm up costs,
- appropriate contingencies,
- transfer of risk wherever possible to a development contractor,
- external advice, benchmarking and prudence in relation to sales income and focus on relatively short development timescales,
- reviewing rent levels frequently and following void periods,
- flexibility re retention of sale assets and re selling rental assets.

## **Exit Strategies**

- 6.5 Should it become necessary, the lean structure of the Company, the retention of the assets within the ambit of Council control and the ability, subject to S.106 requirements, to be flexible around tenure, means that homes can be sold at any time. This could be into the market, to housing associations, existing residents or, possibly, simply returned to the Council. In extreme circumstances this would permit a relatively fast winding-down of the Company and a clean exit strategy.
- 6.6 A second exit strategy which could be considered would be to sell the Company; the Council would simply transfer its shares and the new owner would take over the operation of the Company and its assets and outstanding debt.
- 6.7 Furthermore, the decision to not recruit permanent staff into either of the new entities and instead to draw upon support from council staff in the development team and other functions means that there would be fewer complications in closing the entities down should this be required. Any decision to actively recruit staff into WHIL will need to be based on robust justification.

## **7. Progress to Date & Future Work Plan**

- 7.1 Work has been progressing to establish the first live schemes for the Company within a sound framework for project governance. Parameters set for this are first that, so far as possible, existing Council governance processes should be used so as not to duplicate effort and secondly, that the process should be timely yet robust.
- 7.2 Appendix 2 shows the current Council governance process and indicates how the WHIL project team and Board will interface with this to ensure schemes passing through WCC CRG process are, where they are proposed for development by WHDL, reviewed in that context. The Appendix indicates where current WHIL proposals are within the process.
- 7.3 In order to simplify identification of appropriate schemes, key project appraisal hurdles are under discussion with the Council. These include matters such as the minimum number of units and capital outlay, the tenure (to include a mix of tenures rather than all affordable which would duplicate either the capability of the HRA or Westminster Community Homes) and financial hurdles (in relation to equity returns, debt repayment etc).



7.4 The future work plan focusses on continuing to progress the current identified schemes, bringing forward new proposals and developing the operational arrangements.

## **8. Conclusion**

8.1 It is considered that good progress has been made in establishing WHIL and the Business Plan developed should provide a solid and robust basis for development activities to commence in FY 2019/20. These will support the Council's drive to provide more homes for working people on middle and lower incomes.

8.2 It is proposed that a further report is brought to Policy & Scrutiny Committee in a year's time.

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

Mohammed Parekh, WHIL Company Secretary  
mparekh@westminster.gov.uk

### **Appendix 1 – Company Tenures**

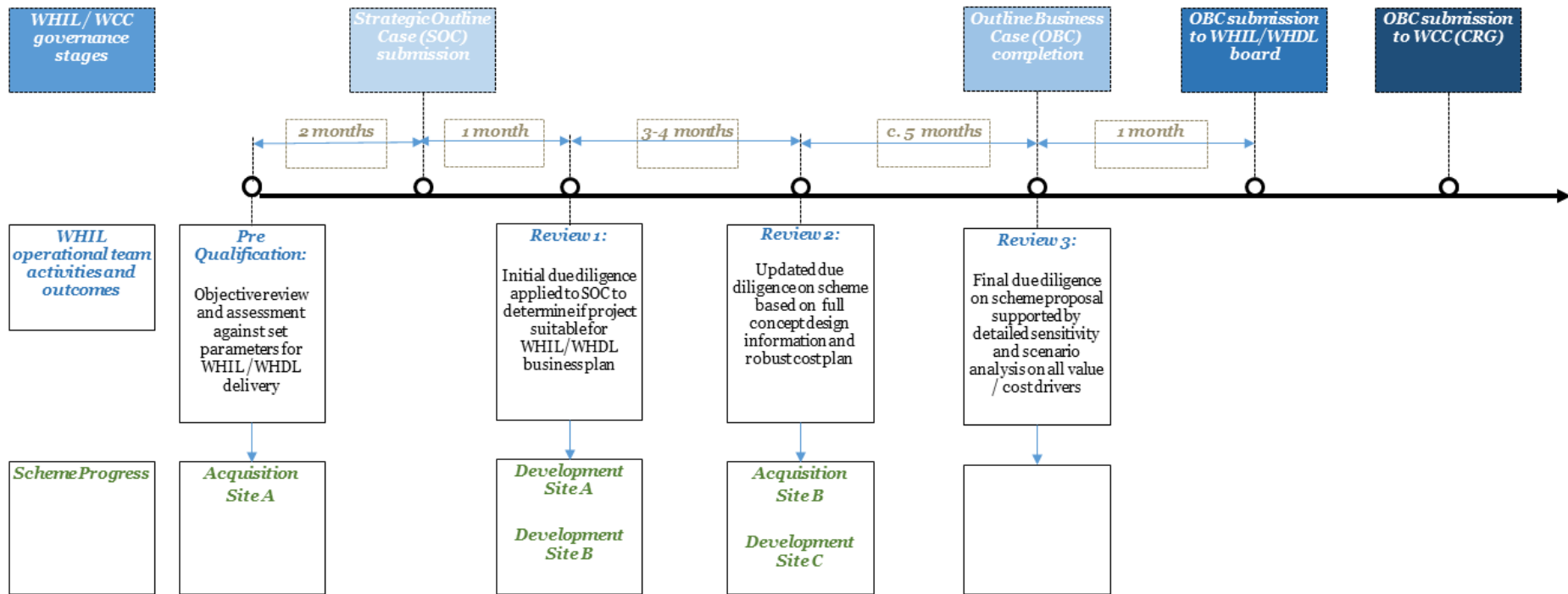
### **Appendix 2 - Scheme Progress**

### **Background Papers**

Cabinet Report 4<sup>th</sup> December 2017 – Establishment of a Wholly Owned Housing Company

**Company Tenures**

<p>Assured shorthold tenancies at Intermediate rents</p>	<p>The Company will offer assured shorthold tenancies, as this is the general form of tenancy agreement in the private sector.</p> <p>Intermediate rental housing will be provided at rent levels at a cost at least 20% below market rents under S.106 planning requirements for affordable housing as set out by WCC in its City Plan and confirmed within the planning approval for each scheme.</p> <p>The Company will not be a Registered Provider and therefore will not be able to access government grants but could receive subsidy from the Affordable Housing Fund.</p>
<p>Assured Shorthold tenancies at Market and Sub Market rents</p>	<p>In addition to Intermediate rental housing, assured shorthold tenancies can be offered by the Company at market and sub-market rents. This housing will not be S.106 planning constrained as, in planning terms, it is market housing. However, to help grow a more balanced mix of tenures and housing options in Westminster, the Company will seek to flex the rents for the market housing it provides and set them at any level from market rent downwards to meet housing need and ensure viability of the Company.</p>
<p>Sale housing with or without Help to Buy</p>	<p>The Company can build sale housing and sell it using the Help to Buy scheme in the same way as any other developer, provided it is able to register under the scheme and the properties are within the value limit (currently £600,000 in London).</p>
<p>Other tenures and products – as part of a “Ladder of Housing Opportunities”</p>	<p>Further work is being undertaken to assess new tenures that could be offered within the Council’s emerging policy to create a “ladder of housing opportunities” in Westminster. These include options for discounted sale housing and rent to buy.</p>



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## Housing, Finance and Customer Services Policy & Scrutiny Committee

<b>Date:</b>	14 <sup>th</sup> January 2019
<b>Classification:</b>	General Release
<b>Title:</b>	<b>2018/19 Work Programme and Action Tracker</b>
<b>Report of:</b>	Director of Policy, Performance & Communications
<b>Cabinet Member Portfolio</b>	Cabinet Member for Finance Property and Regeneration Cabinet Member for Housing Services
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Scrutiny Officer x 2894</b> <b>Ahardy1@westminster.gov.uk</b>

### 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 work programme has been produced taking into account the committee's comments at previous meetings.

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

[ahardy1@westminster.gov.uk](mailto: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:
<b>Cabinet Member Q&amp;A</b>	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
<b>Cabinet Member Q&amp;A</b>	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:
<b>Cabinet Member Q&amp;A</b>	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
<b>Cabinet Member Q&amp;A</b>	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services
<b>CityWest Homes Task Group</b>	To receive the report of the CityWest Homes Task group and comment on the proposed recommendations.	CityWest Homes Task Group
<b>Sprinklers Task Group</b>	To receive the report of the Sprinklers Task group and comment on the proposed recommendations.	Sprinklers Task Group
<b>Digital Transformation Strategy</b>	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:
<b>Cabinet Member Q&amp;A</b>	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
<b>Cabinet Member Q&amp;A</b>	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing and Customer Services

<b>Capital Programme Strategy</b>	To review the corporate programme strategy.	Steve Muldoon, Assistant City Treasurer (Commercial and Financial Management)
<b>Treasury Management Strategy Mid-Year Review 2018-19</b>	To review the implementation of the strategy to date.	Phil Triggs, TriBorough Director of Treasury and Pensions

<b>ROUND FOUR 14 JANUARY 2019</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>Cabinet Member Q&amp;A</b>	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
<b>Cabinet Member Q&amp;A</b>	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing Services
<b>Response to the recommendations of the Sprinklers Task group</b>	To receive the Cabinet Member’s response to the recommendations of the Sprinklers Task Group	Councillor Andrew Smith – Cabinet Member for Housing Services
<b>Response to the recommendations of the CityWest Homes Task group</b>	To receive the Cabinet Member’s response to the recommendations of the CityWest Homes Task Group	Councillor Andrew Smith – Cabinet Member for Housing Services
<b>Wholly Owned Housing Company (WOC)</b>	To review the progress of the wholly owned housing company	Steve Muldoon, Assistant City Treasurer (Commercial and Financial Management)

<b>ROUND FIVE 18 MARCH 2019</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
<b>Cabinet Member Q&amp;A</b>	To receive an update	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
<b>Cabinet Member Q&amp;A</b>	To receive an update	Councillor Andrew Smith – Cabinet Member for Housing Services
<b>Westco</b>		Ian Farrow, Managing Director of Westco Trading Ltd



<b>CityWest Homes Update</b>		
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<b>UNALLOCATED ITEMS</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by:</b>
Regeneration	To review the council's regeneration programmes	Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration
Corporate Property		Councillor Rachel Robathan – Cabinet Member for Finance, Property and Regeneration

<b>TASK GROUPS AND STUDIES</b>		
<b>Subject</b>	<b>Reasons &amp; objective</b>	<b>Type</b>
2019/20 Budget	Standing task Group to consider the budget of Council	Task Group September 2018 Completed
CityWest Homes	To review the experience of CityWest Homes' customers	Task Group July – September 2018 Completed
Sprinklers	To examine the legal and practical issues surrounding retrofitting sprinklers in buildings	Task Group July 2018 Completed

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Housing, Finance and Customer Services Policy and Scrutiny Committee Action Tracker

ROUND THREE 28 <sup>th</sup> NOVEMBER 2018		
Agenda Item	Action	Update
Item 4: Policy and Scrutiny Portfolio: Cabinet Member for Finance, Property and Regeneration	Provide update on Universal Credit in Cabinet Member report	In progress
	Provide correct figures for Ebury Bridge business plan capital expenditure	Completed
Item 6: Capital Programme Delivery	Provide modelling on effects of underspend of capital programme	In progress, expected January 2019
	Provide the capital figure for year to date expenditure	Completed
	What is the proposed general fund capital spend in relation to the non-housing elements of the Church Street and other regeneration schemes	Completed

ROUND TWO 27 <sup>th</sup> SEPTEMBER 2018		
Agenda Item	Action	Update
Item 4: Policy and Scrutiny Portfolio: Cabinet Member for Finance, Property and Regeneration	Circulate costs associated with the community contribution	In progress
Item 5: Policy and Scrutiny Portfolio: Cabinet Member for Housing and Customer Services	Circulate schedule for traffic management order rollout	In progress.
Item 6: Digital Transformation Strategy	Circulate details of the plans for photo upload ability on report it	Completed
	Circulate details to the committee of who Councilors should contact with suggestions for the website	Completed
	Update the committee on the digital strategy via Cabinet Member Update	In progress

	Add Councilors as an option on report it	Completed
Item 8: Sprinklers Task Group Report	Circulate a briefing note on lessons learnt from installing sprinklers in Glastonbury House	In progress. Work expected to be completed summer 2019.

ROUND ONE 20 <sup>th</sup> JUNE 2018		
Agenda Item	Action	Update
Item 4: Policy and Scrutiny Portfolio: Cabinet Member for Finance, Property and Regeneration	Update on City Hall be included in the next Cabinet Member for Finance, Property and Regeneration update.	Completed
	Next update to also include financial details and figures for the Budget and the Capital Programme	Completed
	Information to be circulated to Members in respect of disabled parking spaces in regeneration areas and included in the next update	Completed
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.	Completed
	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.	Completed
	Chairman to be advised as to when Business Rates can be considered by the Committee.	Completed
	Briefing note on the implementation of Universal Credit, including timescales, be provided.	Completed