



City of Westminster

Committee Agenda

Title:

Housing, Finance and Regeneration Policy and Scrutiny Committee

Meeting Date:

Thursday 12th September, 2019

Time:

7.00 pm

Venue:

Rooms 18.01 and 18.03, 18th Floor, City Hall, 64 Victoria Street, London, SW1E 6QP

Members:

Councillors:

Melvyn Caplan (Chairman)	Pancho Lewis
Richard Elcho	Matt Noble
Elizabeth Hitchcock	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.

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

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

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To approve the minutes of the Housing, Finance and Regeneration Policy and Scrutiny Committee meeting held on 5 June 2019.

(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 - 22)

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 23 - 32)

6. PROGRESS ON HOUSING AND REGENERATION

The report is attached.

(Pages 33 - 56)

7. WORK PROGRAMME AND ACTION TRACKER

The Work Programme for 2019-2020 and the Action Tracker are attached.

(Pages 57 - 64)

8. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

To consider any other business which the Chairman considers urgent.

**Charlie Parker
Chief Executive
4 September 2019**

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CITY OF WESTMINSTER

MINUTES

Housing, Finance and Regeneration Policy and Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Housing, Finance and Regeneration Policy and Scrutiny Committee** held on **Wednesday 5th June, 2019**, Rooms 18.01 & 18.03, 18th Floor, 64 Victoria Street, London, SW1E 6QP.

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

Also Present: Councillor Rachael Robathan (Cabinet Member for Finance, Property and Regeneration), Councillor Andrew Smith (Cabinet Member for Housing Services), Councillor Murad Gassanly (Deputy Cabinet Member for Housing Services), Gerald Almeroth (Executive Director – Finance and Resources), Barbara Brownlee (Executive Director – Growth, Planning and Housing), Greg Roberts (Head of Supply), Jennifer Travassos (Head of Prevention), Aaron Hardy (Policy and Scrutiny Manager) and Toby Howes (Senior Committee and Governance Officer).

1 MEMBERSHIP

- 1.1 It was noted that Councillors Guthrie McKie and Tim Roca were replacing Councillors Adam Hug and Pancho Lewis respectively.

2 DECLARATIONS OF INTEREST

- 2.1 There were no declarations of interest.

3 MINUTES

- 3.1 The Chairman asked if Members would be circulated details of staff names for the new Housing Management that had replaced CityWest Homes (CWH). In reply, Councillor Andrew Smith (Cabinet Member for Housing Services) advised that he would liaise with officers and make sure this was circulated.

3.2 RESOLVED:

That the minutes of the meeting held on 18 March 2019 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 advised that the Property function had been transferred from Growth, Planning and Housing to Finance. The change made a logical fit and help ensure that the appropriate financial controls were in place. The position of Director of Property Investments and Estates had been vacated and David Hodgkinson was now leading in his role as Director of Corporate Finance and Property and a more strategic approach was being taken. Councillor Robathan also informed the Committee that the Economic Development function previously covered by the vacant Cabinet Member for Economic Development, Education and Skills would come under her portfolio for now and this would fit in well with the regeneration aspects of her portfolio.
- 4.2 During Members' discussions, the refurbishment of City Hall and the progress in the letting of floors was welcomed and it was asked whether the new Facilities Management contract was going well. Members queried the reasons for the net underspend of £44.571m in the General Fund and was this partly attributable to delays to projects. It was remarked that the Council received comparatively high revenue levels compared to other local authorities, and in addition to setting low Council Tax rates, it was asked whether this could affect the Council's chance in respect of the Fair Funding Review. Members also asked whether the underspend for 2019-20 was more likely to be in the region of 10%. A Member referred to comments in the report stating that there were concerns about the level of support provided by the Department of Work and Pensions regarding Universal Credit applications and asked in what ways could the Council help. Another Member asked who benefitted from the Community Contribution and why was a separate contract pursued for demolition works in respect of the Ebury Bridge renewal project. He also asked for an update on progress in respect of Beachcroft.
- 4.3 Members sought further details regarding timescales for construction in respect of the Infill Programme and whether recent market trends would help the Council acquire land for less. Further information was also requested in respect of the Council's Apprenticeship Scheme. A Member asked why there was not a service contract in place in respect of public conveniences. He also enquired on the number of new homes built to date. Another Member asked if there were appropriate benchmarks in place with regard to local authority reserves and emphasised the importance in maintaining careful management of this.
- 4.4 In reply to issues raised by the Committee, Councillor Robathan advised that she was not aware of any particular issues with regard to the new Facilities Management contract. The underspend in the General Fund was due to delays to some projects, such as Beechcroft and Ebury Bridge and there was also an underspend on temporary accommodation, although a lot of work was being undertaken to address this. Councillor Robathan felt that the objectives of the Capital Programme were ambitious but realistic and there would inevitably be some delays. She anticipated that the underspend for 2019-20

may be more in the region of 10%, however there were still challenges to be surmounted. Councillor Robathan was comfortable with the reserves available and steps were being taken to obtain a prudent position. The Government encouraged local authorities to set low Council Taxes, In respect of the Fair Funding Review, there had been a lot of discussion with central Government and the Council was emphasising the Westminster specific challenges it faced and it was possible that the outcome of the review would be delayed.

- 4.5 Councillor Robathan commented that she had concerns with regard to the level of support the Government was providing in respect of Universal Credit applications and there was a full time officer at the Marylebone office to provide support and advice on this. She added that there needed to be more focus on this issue in job centres. With regard to the Community Contribution scheme, the Committee was advised that £70,000 had been allocated to the Riverside Centre and £33,000 to homelessness services. The Ebury Bridge renewal project was anticipated to be completed between April to June 2020 and there was a lot of interest in the flats that were to be built. Beechcroft Care Home was now on track and Adult Social Care had led on the consultation. Councillor Robathan advised that Infill schemes typically took half the time to complete compared to larger schemes, although it was important that proper engagement with residents was undertaken. It was hoped that the current market conditions may give the Council opportunities to acquire land for less.
- 4.6 Councillor Robathan advised that a review of public conveniences was being undertaken to identify where there was most need. There were two types of public conveniences provided, the more traditional W/Cs and automated facilities. City Management were also involved in the review. With regard to the target of providing 1,850 new affordable homes, Councillor Robathan advised that this was on track.
- 4.7 Barbara Brownlee (Executive Director – Growth, Planning and Housing) added that in respect of Ebury Bridge, the Council was seeking a straightforward contract in respect of completion of the scheme and it would retain complete control over development.
- 4.8 Gerald Almeroth (Executive Director – Finance and Resources) advised that there was no published thresholds and benchmarks in respect of local authority reserves and it was dependent on the individual circumstances for each council. He added that it was important that local authorities understood the potential risks that they could be exposed to.
- 4.9 **ACTION:**
1. Details of which officers are responsible for which services were in the new Housing Management Team be provided (**Action for: Councillor Robathan and Barbara Brownlee**).
 2. A briefing on the Council's Apprenticeship Scheme to be provided (**Action for: Councillor Robathan**).

3. Provide a note on the number of homes the Council had started and completed, as well as a list of schemes on site (**Action for: Councillor Robathan and Barbara Brownlee**).

5 CABINET MEMBER FOR HOUSING SERVICES UPDATE

- 5.1 Councillor Andrew Smith (Cabinet Member for Housing Services) presented the report and provided updates on areas including the performance of the Contact Centre, an update on anti-social behaviour services, parking and resident engagement. In respect of the Contact Centre, 84% of calls had been answered within 30 seconds, above the target of 70%, and 96% of all calls were answered in quarter 4 of 2018-19. Satisfaction with regard to the handling of anti-social behaviour was recorded at 74% for 2018-19, against a target of 83%. The main three complaints on anti-social behaviour related to noise, drug dealing/misuse and verbal abuse and harassment.
- 5.2 The Chairman suggested that a task group on anti-social behaviour may be set up at a future date. With regard to major works, he sought details with regard to consultation timescales. He noted that spend on repairs was greater than major works and enquired whether a more joined up approach should be taken.
- 5.3 Members commented that the number of complaints in respect of repairs was still quite high and asked what steps were being taken to reduce this. With regard to fire safety assessments, Members asked if these were undertaken promptly and what would happen in the event of leaseholders not agreeing on fire door works. Members asked if there was an update on online reporting of anti-social behaviour and did the Police have sight of this. It was suggested that residents' associations be encouraged to provide a list of repairs that they wanted undertaken.
- 5.4 A Member expressed concern regarding tenancy reviews where this involved vulnerable residents which may involve delicate matters and he asked whether the appropriate people were undertaking the assessments. A Member asked whether drop keys were being used in respect of Allsort Terrace in Bayswater. Another Member commented that there needed to be a reinvigoration of residents' engagement and asked whether the Council was being ambitious enough in respect of initiatives concerning sprinklers and whether progress on this could be accelerated. The Chairman added that there would be an update on the sprinklers programme at a future meeting.
- 5.5 In reply to issues raised by Members, Councillor Smith acknowledged that residents may face financial difficulties and financial planning issues in respect of major works and steps were being taken to provide more information and consultation prior to these works. He accepted that that there needed to be a more joined-up approach in respect of repairs and major works. Councillor Smith also acknowledged that complaints concerning repairs was still relatively high, however this had to be taken in context as the number of repairs carried out was very large. There had been an increase in the number of repair inspections and there were key performance indicators to monitor this. There was also a better working relationship between the

Contact Centre and the Repairs Team. Councillor Smith advised that fire door safety checks had been carried out promptly and issues identified were followed up. Additional resources were in place to ensure the checks would be completed before year end. Action would also be taken if leaseholders refused to agree to fire door works.

- 5.6 Councillor Smith advised that there would be an update on online reporting of anti-social behaviour shortly and he welcomed the suggestion of encouraging residents' associations to list what repairs they wanted prioritised. He felt the tenancy reviews were carried out appropriately, including where this involved vulnerable people and every effort was made to ensure that all the relevant information had been factored in. Councillor Smith agreed to look into the use of drop keys at Allsort Terrace. With regard to installation of sprinklers, Councillor Smith advised that every effort was being made to ensure that this was being undertaken at pace, however it was also important that a thorough approach was taken. There was also a high number of leaseholders involved in the exercise.

ACTION:

1. Next report to include details of the fire door inspections, including figures. **(Action for: Councillor Smith and Barbara Brownlee).**
2. A response to be provided to Councillor Elcho in respect of use of drop keys at Allsort Terrace in Bayswater **(Action for: Councillor Smith and Barbara Brownlee).**

6 WESTMINSTER HOMELESSNESS STRATEGY

- 6.1 Jennifer Travassos (Head of Prevention) gave a presentation on the Homelessness Strategy. Members noted the unique challenges Westminster faced in tackling homelessness and welcomed the efforts the Council made in approaching the Government in addressing this issue. It was also noted that the focus was on early prevention to stop people facing a situation where they faced homelessness.
- 6.2 Members acknowledged the efforts made by officers in tackling homelessness and asked what steps councillors could take to assist officers. In reply, Jennifer Travassos suggested that officers could attend Members' surgeries.
- 6.3 The Committee requested that progress with regard to the strategy be revisited at a future meeting.

7 PROVISION OF TEMPORARY ACCOMMODATION FOR HOMELESS HOUSEHOLDS

- 7.1 Greg Roberts (Head of Supply) introduced the report and advised that there were around 2,740 households in temporary accommodation, of which just under a half were located within Westminster. The Council was seeking to make more use of the private rented sector in order to prevent homelessness and in reducing the number of people in temporary accommodation.

- 7.2 Members then discussed the report and welcomed the efforts made to tackle homelessness in Westminster, underpinned by the Homelessness Strategy. It was acknowledged that the number of homeless people had increased. Members asked if there were ways they could help to ensure that there was earlier intervention in tackling this issue. It was also queried what steps were taken to stop people falling through gaps in services when they had initially been seen by the wrong service and was the linking up of services improving. Members expressed an interest in receiving training on tackling homelessness. A Member stated that there was currently a 10 year wait for a 2 bed property and the situation was worsening. He felt that policy supported private landlords and he asked if the Council could make an arrangement with central Government to purchase private accommodation so that tenants would become Council tenants, thus making providing support easier.
- 7.3 A Member commented that rough sleeping was a global issue and asked whether the Government was providing the support that the Council needed. He stated that the build to rent market was now huge and asked if there was a strategy to encourage long leases for such properties. He also asked whether those seeking accommodation wished to remain in Westminster or would be content to move out of borough. Another Member commented that use of private sector properties was not a long term solution to tackle homelessness as this was a less secure form of accommodation and rents were higher than social housing, which would lead to repeat customers seeking another home. Another Member commented that some people seeking accommodation had made a choice to accept offers of accommodation outside of Westminster and this was a realistic approach to take. One Member remarked that the number of homelessness had doubled in the last 9 years, despite economic growth throughout this period. A radical approach was needed to influence Government Policy on matters such as welfare reform to reduce homelessness. He added that some local authorities were looking at introducing a licensing system to prevent rogue landlords
- 7.4 In reply to the issues raised. Jennifer Travassos suggested that there might be some worth in officers attending councillor surgeries to assist in homelessness matters. There were some data gaps that needed plugging and there also existed the 'hidden homelessness'. It was a cross Council priority for services to work together in a more joined-up way, including between Adult Social Care and Children's Services. Jennifer Travassos stated that she could discuss with Janis Best (Member Services Manager) about training for Members on homelessness. Jennifer Travassos stated that there were regular meetings with central Government on rough sleeping in Westminster and substantial lobbying took place.
- 7.5 Greg Roberts advised that most needing accommodation wanted to remain in Westminster, however they were more likely to outside of the borough if they viewed the property first before making their decision. He stated that there was a range of options in finding homeless people accommodation, and not just through the private sector.

7.6 Barbara Brownlee advised that there would need to be a change in national policy to support councils to purchase private accommodation. With regard to build to rent, she informed Members that it was difficult to secure such accommodation for those on housing benefit or on low income levels. Barbara Brownlee advised that options had been discussed on how to tackle rogue landlords and further information could be provided on this. There was not a licensing scheme in place for landlords, however this could be considered further. Barbara Brownlee added that big efforts were being made in getting people into employment and this was an essential component in tackling homelessness.

7.7 The Chairman concluded discussions on this item by stating that the private rented sector in Westminster differed quite markedly to that of other local authorities. He stated that an update on progress on tackling homelessness would be presented at a future meeting.

8 WORKSHOP PROGRAMME AND ACTION TRACKER

8.1 Members had before them the Committee's Work Programme and Action Tracker. Aaron Hardy (Policy and Scrutiny Manager) advised that Resident Engagement was to be added to the Work Programme.

9 ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

9.1 There was no other business.

The Meeting ended at 9.24 pm.

CHAIRMAN: _____

DATE _____

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Housing, Finance and Regeneration Policy and Scrutiny Committee

Committee date:	12 th September 2019
Author:	Councillor Rachael Robathan
Portfolio:	Finance, Property and Regeneration
Please contact:	Gemma Stanton gstanton@westminster.gov.uk 020 7641 3411

Finance and Resources

1. Fair Funding Review and Spending Review

As previously mentioned, the Government's Fair Funding Review and Spending Review may have an adverse impact on the Council's resources. The Chancellor has recently announced a one-year settlement for 2020/21 – as opposed to a multi-year settlement that was originally planned. However, there is still uncertainty over what the impact of the spending review will be for local government, as well as uncertainty over the Fair Funding Review. We are proactively working with Government to ensure that the needs of Westminster and London are considered as part of this review and we have joined calls for a delay to the Fair Funding Review, until there is stability and certainty over the Spending Review.

2. Revenues (Council Tax and NNDR (Business Rates))

Council Tax collection is marginally below last year's collection at the same point in time. It is anticipated that this position will improve as the recovery processes progress and that we should be close to last year's highest ever Westminster collection rate (96.7%) by year end.

The current year collection rate for NNDR is progressing well and is ahead on the same point last year, which should mean that we are likely to exceed last year's collection rate of 98.0%.

The Council also collects Business Improvement District (BID) levies for the borough's twelve BIDs. Collection is progressing well with eight of the twelve BIDS showing improved collection rates on last year.

3. The Transition from Housing Benefit to Universal Credit

The requirement to provide personal budgetary support and digital assistance has, from 1 April 2019, transferred from a local authority responsibility to a national DWP contract with the Citizens Advice Bureau (CAB). The Council and DWP initially had concerns with the level of support being offered to Universal Credit clients by the CAB. However, following intervention

by the Council and DWP, the position has been rectified. In addition, the DWP's work coaches and the Council's Benefit reception sites will continue to assist with support as required.

4. Treasury

Investment balances as of 16 August 2019 stood at £1,051.1m. The weighted average return to 16 August 2019 was 0.91%. This compared with an average investment balance of £982.0m in May 2019, which generated an average return of 0.92%.

Treasury investments as of 16 August 2019 consisted of bonds, cash notice accounts, money market funds and fixed term investments (cash lent to banks and local authorities for a fixed duration). All Prudential indicators at 16 August 2019 have all been complied with and all investments are within the limits as set out in the 2019/20 Treasury Management Strategy Statement (TMSS) approved by Full Council.

5. Pensions

The valuation of the Westminster City Council Pension Fund as of 16 August 2019 was £1.504bn, an increase of £0.096bn from 31 March 2019. This was largely as a result of positive returns within the equity markets and an additional £20m investment placed with the Insight Buy and Maintain bond portfolio. The estimated funding level for the Westminster City Council Fund as assessed by the actuary at 31 December 2018 was 94.5% (95.8% at 30 September 2018) a decrease of 1.3%, this was mainly due to a fall in equity markets during this period. An up-to-date funding level will be provided by the actuary once they have completed the triennial review as the actuarial assumptions and membership data are likely to change.

The value of pension fund investments managed by the Local Government Pension Scheme (LGPS) pool, London Collective Investment Vehicle (LCIV), at 16 August 2019 was £709m. The LCIV holdings represents 47% of the pension fund investments of £1.504bn at 16 August 2019. A further £341m continues to benefit from reduced management fees, Legal and General having reduced their fees to match those available through the LCIV.

6. London Living Wage Adoption

Since July Procurement Services have been working with the Executive Director of Finance and Resources to plan implementation of the London Living Wage (LLW) accreditation. A cross-directorate Implementation Group has been formed and will be tasked with ensuring that the key requirements for Living Wage Foundation Accreditation are met against an ambitious timescale. The key requirements are that:

- All Council staff are being paid LLW (including an agreement that the Council will also extend this to all Apprentices where it became effective from the start of August 2019).
- We have a plan to incorporate the LLW into contracts with suppliers as these come up for renewal. To do this will need to identify all suppliers whose contracts that fall within the scope set by the Living Wage Organisation (essentially those which have labour content that falls above a certain threshold). Accreditation requires us to provide this information along with a pipeline of dates for contract renewals.

7. Major Procurement Tenders

Procurement Services have delivered several procurements over the last quarter and two of the larger schemes, Oxford Street Regeneration and Ebury Bridge Housing Regeneration Scheme, are progressing.

The Oxford Street Procurement is concluding as the negotiation phase has been completed. The award recommendation is currently being prepared and will be subject to approval to proceed to award the contract, in September 2019.

There have been several strands of activity on the Ebury Bridge Programme with the construction contract and the Meanwhile Use contract currently out to tender and the demolition contract will be presented for approval in September 2019 to award the contract.

8. SAP Implementation (Integrated Business Centre (IBC))

Since the implementation of SAP in December 2018, the Council has continued to move towards a self-service model for finance. The Council has fully implemented a 'no PO no Pay' process with 98% of invoices being paid with a PO – in line with expectations. Furthermore, there has been a steady increase in the number of budget managers using the self-service model to forecast their expenditure for the year. Moving forward, the Finance team are continuing to work with the rest of the Council to ensure that all the features of the SAP system are being utilised and the self-service model is fully embedded to create more efficient working practices and greater productivity, allowing our officers to focus more on front line services.

Officers continue to make positive progress in embedding IBC HR transactional processes in the Council. Whilst we have seen a reduction in the percentage of HR transactions completed by self-service in June 2019, this has been due to annual HR processes (such as the "Step up" process) that we have required the IBC to undertake manually. We remain clear that our trajectory is on track on maintaining our percentage of self -service transactions at 80%.

In response to feedback, we are working with the IBC to review the recruitment process and will be delivering recruitment training workshops for line managers from September. So far, we have a good take up on the training that we have offered and remain optimistic that our interventions will improve the end to end process further.

9. Supplier Financial Resilience

As part of our work to strengthen the assessment of supplier financial resilience, Finance and Procurement Services have worked with RBKC colleagues and agreed a program of work to standardise our approach to financial assessment at the tendering stage and after contracts have been awarded. Going forward this will involve raising awareness with all of those who have touchpoints with our suppliers and providing them with guidance and support so that we are able to assess and prepare for any emerging issues. This work will also form part of the implementation of the new Contract Management Framework. An initial round of training for Procurement and Finance colleagues is underway now.

Corporate Property

10. Facilities Management Transition

Since the departure of the council's former Facilities Management provider Amey, the Council has appointed both an in-house facilities team and a new FM provider which is Bouygues Energies and Services.

We are currently in the mobilisation phase working closely with Bouygues to ensure the service transition is as seamless as possible and a systematic approach to service delivery is undertaken under the new contract.

An analysis of service improvements has been identified and a number of workstreams are in place to ensure that these are implemented over the next 12 months. Where appropriate, working groups and cross – directorate teams have been put in place to ensure appropriate officer governance and input is in place.

11. Coroner's Court

Since the last report, all four consortium partners have agreed to contribute funding for the project. The design is at feasibility stage and the estimated total project cost is £2.8m. The target date for completion of the project is March 2022.

12. Portman Early Childhood Centre

Since the Portman Early Childhood Centre has been identified as one of three sites to become a Family Hub, Service Users at Portman have been temporarily decanted to 4 Lilestone Street and the Portman Early Childhood centre is currently fully functioning in its temporary location. The estimated construction projects cost for scheme is circa £2.6m and the capital works have gone to market with tenders returned in August. Consultation with the Portman Service End Users is ongoing. Designs for the proposed remodelling and redevelopment work have been agreed. Subject to no delays, it is expected the capital works will commence in November and will be complete by November 2020 with occupation is expected to be in December 2020.

13. Public Conveniences

A review is nearing completion of the future service provision in respect of Public Conveniences. Officers are considering value for money in coming to a view as to the best way forward. Further progress is expected to be made by Autumn 2019.

Officers are aware of recent service issues and are addressing these with the Council's contractor to improve the service.

Regeneration and Development

14. Church Street

14.1. Sites, A, B, C and Lisson Grove

A programme of engagement was held during July comprising of exhibitions and workshops held in a dedicated space on Church Street. The exhibition showed the updated designs for Sites A, B and C and the Lisson Grove Programme. The workshops addressed design issues for

Site A, which will be the first site to come forward. Following the consultation, we continue to work with the community on where to locate the library and the need for sufficient leisure facilities and community safety.

Following the decision to progress with Option Three as the preferred way forward, the design development, financial viability, decanting and phasing work continue. Residents of Church Street have been contacted to advise them of the approach to finding them suitable alternative accommodation ensuring in particular, that residents in the community housing block are dealt with sensitively.

To facilitate the decant, tenants from this block will be offered the first opportunity to move to the newly built offsite redevelopment, Lyons Place (with 37 Affordable housing units), which is currently scheduled to complete in October 2019. As the location of Lyons Place is in such close proximity to the Council's Church Street Renewal Programme, the Council intends to take advantage of this as a means of providing applicable Church Street renewal residents with the opportunity to achieve a local move to a brand-new home.

14.2. Cosway Street

Enabling works are due to start on site in October. This will involve hoarding erection, the soft strip of the internals of the existing buildings. All ahead of the demolition of buildings in January 2020. The main works are due to start in March 2020.

14.3. Luton Street

Following negotiations, the scheme is now going ahead as a partnership between the Council and Bouygues and is on site. This is a fantastic milestone for the Church Street regeneration and will deliver high-quality affordable and open market homes across two sites – Luton Street and Fisherton Street. Combined, sites will comprise 171 new homes of which 62 are brand new affordable homes for the area, amenity space, cycle parking and car parking. The scheme also provides an integrated new sports hall and community centre.

In the last month, there has been significant progress in relation to the ongoing negotiations between the Council, its wholly owned housing company Westminster Housing Investments Limited (WHIL) and Bouygues Development UK (BYUK).

An early works licence was agreed and commenced on 5 August, allowing the building contractor to make an early start on site.

14.4. Ashmill Ashbridge

Ahead of the demolition of buildings in January 2020, the enabling works on-site are due to start in October. This will involve hoarding erection, the soft strip of the internals of the existing buildings on Ashbridge. The main works are due to start in March 2020 with arrangements currently underway to close the car park at Ashmill Street for the duration of the works.

14.5. Church Street market

The Church Street Regeneration Team continue to distribute new gazebos to eligible traders on the market. To date we have issued forty-six gazebos and expect to conclude this phase of the project by the end of September 2019. The team have been preparing for the upcoming

new pitch demarcations and traffic management order. Market traders have been consulted on the proposed improvements and benefits for the market incorporated within the designs for the new development on Site A. Representation was good and attitudes to the changes were very positive.

14.6. District Heating Network

The Church Street District Heating Scheme will be developed in three phases. Phase One consists mainly of pipework and connections, and later phases will include network expansion and two dedicated energy centres.

Social value obligations and targets are being established as part of the Design, Build, Operate and Maintain contractor procurement. Officers are working on establishing the social value criteria for bidders, as social value will be an important element of the evaluation criteria for this scheme. Bidders will be advised that the social value offered to the Council will be in addition to the Section 106 commitments and will form part of the contract.

14.7. Neighbourhood Keepers Festival

This year's Neighbourhood Keepers Festival was held across Church Street Ward at Greenside Community Centre, Lisson Green Pitches and Fourth Feather Youth Club on Sunday 14 July. About 500 local residents attended the event and took part in a variety of activities organised by beneficiaries of the Neighbourhood Keeper Programme. Activities included an art class stall, group Zumba, Indian head massage, a choir, and the hugely popular planting stall where participants could plant their own herbs. It was the exhibitors who really made the event by helping to create a great sense of community spirit, showcasing our different Neighbourhood Keepers projects and letting people know about local services. Participants really enjoyed the event, brought together people from different backgrounds and advertised the wide variety of projects we fund, allowing people to take part in taster sessions.

14.8. The Antiques Anonymous Vintage Market

This year's event will be held on Sunday 22 September 2019 from 11am – 5pm. The Church Street Regeneration Programme is working with the Antiques Quarter traders and Alfies Antiques Market as well as other local businesses and charities to bring the next event to Church Street. This specialist market stretches the full length of Church Street from Lisson Grove to Edgware Road.

15. Ebury Bridge

The Ebury Bridge renewal project continues to progress at pace with a number of important workstreams underway or commencing in the coming months. The demolition of Edgson House is close to completion, with the work carried out sensitively in consideration for local neighbours. Once this enabling project is complete, work will begin on the creation of the Meanwhile Use facilities which will provide local residents with a new community café, work spaces, a new retail offer and events space. A planning application for the Meanwhile Space has been submitted and will be determined in September. An Invitation to Tender has also been issued to the construction market seeking a contractor partner to build the semi-permanent Meanwhile Use buildings.

In preparation for start of the Phase One works, the team have continued to find suitable alternative accommodation for the tenants and resident leaseholders in affected blocks. This

work has successfully re-housed all but a very small number of tenants and leaseholders. In order to facilitate vacant possession of all blocks situated in Phase One, we are continuing to identify suitable properties and make reasonable offers over the coming months.

Over the past two months a series of engagement activities have taken place with the Community Futures Group and estate residents. These sessions have focussed on developing the proposals for new public spaces, the interiors of homes and the distinct character options for different sections of the new estate. Further sessions will take place in September with the Community Futures Group.

In September the project team will commence formal pre-planning consultation with Ebury Bridge residents, neighbouring households, amenity societies and local constituted resident groups. This process will share emerging design proposals, seek feedback from residents and commence dialogue about the benefits of the renewal scheme. The period of pre-planning consultation will see two public exhibitions, detailed briefings and a dedicated consultation space for residents to access information about the project. Once this consultation has been completed a planning application will be submitted early in 2020. The single application is for Ebury Phase One detailed and Ebury Phase Two outline.

The Council have advertised a contract seeking a builder of the first phase of the renewal project. The contract value starts at £97m and will see 201 new affordable homes built on the estate. If successful at building Phase One, they could be asked to be the builder for a further £350m of work through building subsequent phases of the scheme. There has been significant interest from the construction market and residents will be involved in the process of selecting the chosen contractor.

16. Paddington Green (Parsons North)

The Parsons North construction works continue to progress well. The above ground demolition works, and the piling to the perimeter of the site is now complete, with the basement floor slab now being broken-up. The next stage of work will be to install the remaining piles, the piling rig returned to site the week commencing the 19 August and will commence work thereafter. We anticipate that the vibration-heavy works will be complete by October with our contractor continuing to engage positively with local residents and businesses.

The overall completion date for the scheme remains Spring 2021.

17. Tollgate Gardens

The developer of the scheme, Clarion, have undertaken a detailed programme review and are now advising a completion date of December 2019. We continue to engage with Senior Directors at Clarion regularly. However, our Development Team await a copy of the detailed construction programme to interrogate so that the revised dates can be validated.

The independent structural engineers have now completed their report in respect of the concerns raised by the residents of Tollgate House. The report was presented to the residents at a public meeting on Thursday 15 August; two residents attended the meeting and they were generally pleased with the findings albeit that they had not had time to read the report in detail before the meeting. The report concluded that the building is structurally safe, and that the structure has not been adversely affected by the works. The engineers provided

recommendations in respect of the new glass balustrade (which were non-critical) and these recommendations have been implemented on site.

18. Beachcroft

We are remaining on track for completion of the development and occupation in Summer 2020. Recently, the site team won an internal award within their company (Durkan) for health and safety. As well regular monitoring our professional team members have visited the site to review progress. On Wednesday 17 July, Durkan hosted the topping out ceremony marking a milestone for the scheme.

The 84-bed care home is currently going through an interior design review in order that we achieve a high standard throughout and adhere to dementia design principles. A benchmark flat will be provided by the contractor, allowing for the professional team to review and approve the agreed standard of a finished care bedroom, this agreed standard will then be delivered to the other 83 rooms.

Interest in the 31 flats for sale continues to be good with a sales and marketing strategy in place. The apartments will be available from October this year through instructed agents Jones Lang LaSalle (JLL).

The market continues to be a risk however regular assessments of value are obtained from an impartial agent, Knight Frank, who have supported JLL's view that values have held steadily throughout the last 12 months. An updated Red Book valuation is currently in progress which is due to be provided in September.

Bevan Brittan have been instructed as conveyancing solicitors for the site and are currently working with Legal Services to draft the legal packs for the scheme.

Work continues to be in progress on negotiating the care contract with Sanctuary and establishing effective estate management processes. The team is working with Housing and Property colleagues to establish an ongoing management strategy of schemes across the Development portfolio.

19. Carlton Dene, the Lodge, Peebles House, and Westmead

A decision has been made to separate the schemes to reduce planning risk and speed up delivery of both projects. For this to be achievable the Council have budgeted an increase in grant to fund the construction of Carlton Dene. It is anticipated that Carlton Dene will be 100% affordable. At present, the grant required for the redevelopment of Westmead should be minimal given its anticipated tenure mix of private, intermediate and social. However, officers seek to explore other tenure options.

We have now procured architects to take the schemes to planning; Levitt Bernstein for Carlton Dene, and Child Graddon Lewis for Westmead.

We have issued an Initial Demolition Notice on Peebles House, the adjacent HRA block, to suspend the tenants 'right to buy'. Tenants are still able to submit a right to buy application, but the Council is not required to process these for the next 5 years. A Relocation Officer has been assigned and is working with residents on their rehousing options.

We have now separated the Lodge from Carlton Dene and with the Lodge now being recognised as a separate scheme. Calford Seaden has been appointed as the architects to

progress the scheme to planning. The flats will provide accommodation for people with Autism Spectrum Disorder.

20. Pimlico (Balmoral/Darwin)

On 18 July and 30 July 2019, we ran the drop-in events for the Balmoral and Darwin House proposal. These were the first part of our early engagement phase, which aims to understand residents' feelings about development on the estate, and attitudes towards the Council.

The events were held at Darwin House on the Churchill Gardens Estate. Cllr Rigby and Cllr Mann attended the first event, and Cllr Gassanly attended both drop-in sessions. This first round of engagement has shown that there are mixed feelings on the estate. Residents of Darwin House are broadly in favour of upgrading the community supported housing, while other residents have concerns about the impact of the proposal on the surrounding estate.

Further drop-in sessions are to be held throughout August and September. The feedback received from the consultation sessions will be summarised and incorporated into the designs where possible as they begin to progress.

21. Farm Street

Caudwell Properties, the developer of Farm Street, have suspended works as they are in dispute with their main contractor. Caudwell are currently in the final stages of negotiation with a new main contractor and expect to resume works in September. There is regular, positive engagement between Caudwell Properties and the Council. The programme that Caudwell have presented to the Council now shows a completion date of April 2020.

22. The Infill Programme

Public consultation events on two larger sized infill schemes has recently completed. The redevelopment of a hard-standing car park and row of sheds on the Queens Park Estate was broadly positively received locally. The scheme will deliver twenty-three social homes, a re-configured car park area, new landscaping, an upgrade to the external nurse wall on the estate and improvements to the boundary wall with the neighbouring Church. In Marylebone, a former kickabout area will be developed to provide fourteen intermediate homes and a new community space. In both schemes, a local lettings policy will apply, meaning that existing residents have the first opportunity to avail of the new homes.

Further consultations events have commenced, or are due to start, on additional infill schemes. In bringing forward these small-scale housing developments, the Council works hard to respond to the views of local residents and stakeholders in finalising the design.

In total the Council is targeting the delivery of 200 new homes by 2023 through the Infill Programme.

23. Wholly Owned Housing Company (WOC)

The WOC Board is currently undertaking a business plan review and considering the future pipeline of schemes. This is being done as part of the Council's consideration of the overall regeneration and development pipeline and the funding available within the HRA and from other sources to support that pipeline together with assessment of the most appropriate delivery options. It is expected that the WOC will play an increasing role as more mixed tenure

schemes come forward and especially in these times of economic uncertainty and a challenging housing market.

The WOC will utilise Council staff to carry out its activities under a Service Agreement to be drawn up between the Council and the WOC. This would provide for re-charge of costs for the services provided. This Agreement together with the basis for re-charging services provided is currently in the process of development in readiness for the commencement of the first scheme, Luton Street, following financial close at the end of September 2019.

24. Jubilee

After the opening of Moberly Sports Centre, EcoWorld confirmed the financial viability of Phase Two (a community sports centre and 56 brand-new homes) had reduced mainly as a consequence of higher construction costs and lower values being achieved in the residential sales market.

Under new proposals The Westminster Housing Investment Limited will acquire the 19 apartments being constructed above the new Jubilee Community Sports Centre. The remainder of the homes, which consist of 20 townhouses and a further 17 apartments in a separate residential block will continue to be disposed of in the private sales market.

25. Dudley House

The project achieved Practical Completion on Wednesday 28 August and will be handed over to the Council by Wilmotts in early September.



City of Westminster

Housing, Finance and Regeneration Policy and Scrutiny Committee

Committee date: 12 September 2019

Report Of: Councillor Andrew Smith

Portfolio: Cabinet Member for Housing Services

Report Author and Contact Details: Angela Bishop
abishop@westminster.gov.uk; Ph: 020 7641 5371

Westminster Housing Services

1 General Update

- 1.1 It has been five months since CityWest Homes transferred to Westminster Council, which has allowed us to see how the transfer has bedded in and the progress that has been made on Westminster's housing services.
- 1.2 Highlights within the portfolio include an improvement in repairs, which has seen some of the best performance in KPIs, void & maintenance and engineering compliance since 2017. Our Call Centre has performed well in the context of an overall an increase in complaints, with 83.1% of our residents satisfied by the service. Our Westminster on Wheels initiative has also been a success. Nearly 900 residents visited the bus, 95% of whom were very happy or happy with the bus being on the estate.
- 1.3 The new Housing Director took up post at the end of May and has set out the five key priorities for housing services, to:
- A. Improve the responsiveness and quality of the repairs service and major works
 - B. Provide a better service for leaseholders, particularly in relation to major works
 - C. Support vulnerable residents
 - D. Develop a local offer and increase resident involvement, and
 - E. Prevent Homelessness.

2 Customer services - Contact Centre

- 2.1 Since the housing service return to direct council-management in April, contact centre performance has been positive, with call handle performance remaining within target for the first quarter of 2019/20:
- We received a total of 52,161 calls.
 - 80% of calls handled were within the 30 second Service Level Agreement (SLA).
 - Following the transfer of CityWest Homes we had an increase in complaints from 193 in Quarter 4 to 227 in Quarter 1, with 102 received in April. Complaints have been encouraged at the Westminster on Wheels and local forums but have seen a reduction

month by month, with just 27 received in August. Of the complaints in Quarter 1, 90% were responded to within target.

- Only 12 (5%) were escalated to Stage 2.
- A total of 1,398 Customer Satisfaction Surveys were completed and overall 83.1% of residents were satisfied. 68.6% of residents believed their query to be resolved and both engagement and empathy levels were tracking above 85%.
- We received 306 Tweet requests and all were responded to within four hours of receipt.

3 Repairs

3.1 The repairs service is making progress:

- Repair work-in-progress levels and outstanding repairs are the lowest since the contract commenced.
- Based on 1,114 responses in a Repairs Survey, 93% of repair appointments have been kept since the beginning of 2019.
- Statutory services relating to electrical testing, gas safety checks and water tank monitoring all continue to perform very well, with compliance levels all at 100%.
- KPI's among the best the service has achieved since the contracts commenced in August 2017.

Property Services KPIs at 31 July 2019	Target	July
Satisfaction with quality of repair (independent telephone survey)	85%	83%
First Time Fix	85%	87%
% of repairs completed within timescale [Immediate]	1 day	99.5%
% of repairs completed within timescale [Appointed]	20 working days	88.1%

4 Major Works

4.1 Housing is undertaking a significant programme of major works, with 15 projects on site or to be on site in 2019/20. There have been challenges and we recognise that improvements need to be made in a number of areas.

5 Estimates and bills for leaseholders

5.1 Our billing process, particularly around timing, accuracy and frequency of bills needs improving and there is a plan being developed to ensure these are put right. We have already sent estimates for this year, so the first step is to improve the letters and information we send out. This will be done with a focus group of leaseholders.

5.2 Work is also underway to make sure our estimates better reflect the final bill. Work will be undertaken with the capital programme team to provide estimated major works charges based on Section 20 notices. This process will ensure our estimated service charges are more reflective of the costs to be incurred. The improved costings will also be used in our Section 125 offer notices for Right to Buy applicants.

5.3 Leasehold operations will also develop a closer working relationship with each of the budget holders to ensure the estimated service charges for the day to day management and maintenance charges are improved where possible. We plan to use the 2018/2019 actual service charges to focus on where the variances between the estimated and actual service charges are, to ensure the 2020/2021 estimated service charges are far more

reflective of the costs to be incurred during the year. A key area of focus will be the electricity costs, responsive repairs and known planned preventative maintenance.

- 5.4** Currently, Westminster Council issues half-yearly estimated service charges. We will need to serve the second estimated demand in October of this year, but this is the last time that we serve two estimated service charge demands for the same financial year. From April 2020, we will issue one annual service charge demand for the financial year 1 April 2020 to 31 March 2021. Our leaseholders will receive the letter in March 2020.
- 5.5** The annual service charge demand for 2020/2021 will include the day to day management and maintenance charges. It may also include any major works service charges where we have served consultation through the statutory Section 20 process.

6 Rent collection

- 6.1** At the end of July 2019, current tenancy rent arrears stood at £1,044,033 which represents just 1.29% of the debt. For the 2018/19 financial year, Westminster Council was in the top three of local authorities for rent collection.
- 6.2** There have only been three evictions in 2019/20 due to rent arrears. The income management team works in partnership with the Citizens Advice Bureau (CAB) to ensure tenants have access to money management advice, debt counselling and help with claiming benefits.

7 Estate Services

- In June, cleaning standards across the borough were recorded at 97.1% and grounds maintenance was 96.2%, based on 834 inspections undertaken.
 - In July, 408 communal repairs were raised by the compliance team across the borough compared to 305 repairs raised in June.
- 7.1** Working in partnership with the housing teams and Continental Landscapes, we have officially retained the Green Flag Award for Churchill Gardens, Lillington & Longmore and Lisson Green. These Green Flags signify that Westminster's housing teams and partners continue to provide some of the best green spaces in the heart of London.
- 7.2** As of August 1st, our in-house gardening team have now TUPE'd over to Continental Landscapes and we are looking forward to continuing to provide a very high standard of ground maintenance.

8 Estate Priorities

- 8.1** As part of our review of the service we will be engaging with residents about their priorities and formulating action plans for all our estates. This will form the agreement and accountability between Westminster and our tenants.
- 8.2** The Westminster on Wheels programme is continuing to run alongside this and continues to be well received by the local communities it is visiting. So far nearly 900 residents have visited the bus and we have found that:
- 95% were very happy or happy with the bus being on the estate
 - 95% found the bus accessible
 - Nearly 3/4 of issues resolved on the bus. Other queries contributed to ongoing repair, housing and ASB matters.

- 79% believed Westminster Housing services will improve
- 85% found the service met their expectations
- 25 referrals for employment

9 Parking

9.1 Consultation on and implementation of the Traffic Management Orders is underway. Orders have been made covering approximately fifty parking areas and statutory enforcement underway in six areas. The current estimated completion date for the project, with city-wide enforcement in place, is October 2019. There has been some slippage from the previous target date of September 2019, but this has been due to taking on board some local issues raised during the consultation process and amendments being made accordingly. There have also been some issues with access for installing road markings.

10 Resident Engagement

10.1 We continue to work with residents to set up new groups who wish to represent their estates. To help facilitate these groups, we have held resident training events such as 'Chairing Skills'. Since June, we helped set up new Residents' Associations on Grosvenor and Regency estate, with 30% of the 876 households signed up to membership.

10.2 Other residents' groups recently established include Martlett Court. West Streets set up Residents' Voices and Blandford Court estate reformed their Residents' Association.

10.3 On August 14th we held a Residents' Representatives meeting (residents' associations, panels, sounding boards) to seek their views on our current thinking on how the formal engagement structure can be improved and how they would like to be involved.

10.4 We will also seek their views on how we have improved the service through initiatives such as Westminster on Wheels.

10.5 We visited Lambeth to view their online engagement offer to residents and we are currently working to see how we can introduce an online offer to our residents.

10.6 My previous report to the Committee explained that four Tenant Management Organisations had Service Improvement Plans served on them in April. We are now considering whether to serve Breach Notices as the Tenant Management Organisations have not met all of the actions within the recommendations.

11 Fire Doors

11.1 A total of 212 blocks have been identified for fire door works, made up of blocks of six storeys and over with a small number of priority four and five storey blocks. Works to the 212 blocks have been compiled into a three-year programme. The inspection programme for all remaining blocks of five storeys and below will commence once works to the 212 blocks are complete. Affected residents will be advised in writing when the programme is agreed and the information will also be made available on the website.

11.2 As leaseholders are responsible for ensuring that their own fire doors are to standard, we have been writing to leaseholders individually to ensure we have confirmation that doors meet current performance requirements.

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

12 Warwick and Brindley estate towers

12.1 Following extensive consultation, the decision has been taken to change from external cladding panels to external wall insulation. Work is expected to start in October 2019 and to be completed in Summer 2020. Balcony work started in January and the door replacement programme is expected to start in October 2019.

13 Glastonbury House and Glarus Court

13.1 Work is progressing well at Glastonbury House, including important fire safety work which includes the retrofit of sprinklers to flats, new fire doors, fire stopping and the provision of mobility scooter storage facilities. This work remains on track for completion by December 2019.

13.2 In addition, Glarus Court (low rise, extra care scheme) will also have sprinklers retrofitted to its twenty flats within the next twelve months. Works are likely to start in the Autumn, following resident consultation.

14 Torridon House

14.1 A new non-combustible façade is being designed for the block following issues being identified during the installation at the pilot flat in the block.

14.2 Work is due to commence in October 2019 and be completed by Spring 2020. In the interim, individual fire alarm systems (LD2s) will fitted in each flat. Residents, the TMO and ward members have been updated on the position and the approach has been supported by the London Fire Brigade.

15 Sprinklers

15.1 It is a continued priority for the Council to ensure that the sprinkler programme is delivered to time. The costs of this programme will be considered and agreed as part of the HRA business plan for the 2020/2021 financial year. The funding for Glastonbury House and Glarus Court sprinklers is already included in the business plan for 2019/2020.

15.2 An information gathering exercise is proposed for leaseholders in tall buildings (over 30 meters) to establish their views on the sprinkler roll-out. This is important because as the law currently stands, we have no legal authority to install sprinklers without the leaseholder's agreement.

15.3 Our approach to sprinkler installation is consistent with other councils as the table below indicates.

Council	Approach
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WCC	Installing to community housing schemes then general needs blocks
Camden	Installing to high rise sheltered housing blocks only
Croydon	Installing to sheltered housing and general needs blocks. Started in Summer 2018
Hounslow	Waiting for the current reviews to be completed
Southwark	Fitted to all sheltered housing blocks and hostels
Southampton	Installing to sheltered housing and general needs blocks
Lewisham	Installing to sheltered housing blocks
Barnet Homes	Installing to blocks of 10 floors or more, sheltered blocks and hostels.
LBHF	Carrying out feasibility studies before decision is made
Lambeth	Installing to sheltered housing blocks and hostels
Wandsworth	Installing to sheltered housing blocks and hostels
Birmingham	Just started 3-year programme. Prioritising sheltered housing blocks

Anti-Social Behaviour (ASB) Service

16 Noise nuisance

- 16.1** Noise nuisance continues to be the main reported issue of anti-social behaviour. Cases are often related to everyday living noise, which tends to escalate in school holidays. To help reduce the impact of everyday noise, the team has been working closely with an early help practitioner who specialises in supporting families with young children who may be involved in low level nuisance. The early help practitioner recently attended a Westminster on Wheels event with the ASB team to speak to parents and listen to resident' concerns.

17 Rough sleeping on estates

- 17.1** Housing Services have been working with other departments to address serious nuisance and crime on the Lillington and Longmoore estate and the Hallfield estate, where there has been an increase in individuals bedding down on estate grounds. We are working with the rough sleeping outreach teams to provide support to those sleeping rough.

18 Drug misuse and dealing

- 18.1** During July and August, Housing Services have assisted police in identifying four properties linked to drug misuse, dealing and ASB, including a property that was occupied without permission. These properties were found to be causing serious detriment to their community, with the police making several arrests.

Homelessness Prevention

19 Solutions Service

- 19.1** Following a demanding year of the Homelessness Reduction Act being fully implemented, our frontline statutory homelessness services provided by the Housing Solutions Partnership of Places for People, their subsidiary RMG Ltd, Shelter & Passage have placed an emphasis on continuous improvement in delivering a high-quality service.
- 19.2** Overall, approaches for the first quarter of this year are higher than last year. In the first quarter of the 2018/19 financial year, there were 831 approaches in comparison to 1,201 approaches of the same period this year. Moreover, there was a further increase in the number of homeless applications which saw 573 homelessness applications in the first quarter of the 2018/19 financial year in comparison to 640 homelessness applications in the same period for this financial year.
- 19.3** Steps taken to meet this demand and provide continuous improvement include re-designing the service standards which the service are held accountable to. The standards have been redeveloped to give customers a clearer and better understanding of the processes, from first contact right through to the duty owed to prevent or relieve customer's homelessness.
- 19.4** As well as informing customers of the service they should expect, the re-designing of service standards will provide more transparency and clearer expectations for customers as well as Housing Solutions Service staff.
- 19.5** Additionally, Westminster City Council have begun quarterly quality checks of cases and annual letter audits. A major focus of the quality checks has been around Personalised Housing Plans (PHPs) and the service is reviewing how these can be developed in order to maintain the balance of conveying necessary statutory information in a customer-friendly way.
- 19.6** Furthermore, the desire for service users to be provided with information in a customer friendly way was expressed in a recently established Service Improvement Group. The group was established as part of the quality assurance framework with 'Customers' being one of the core Principles. This was created in order to understand the customer experience of contacting and interacting with the service whilst recognising that customers should always be at the core of service delivery.
- 19.7** The Service Improvement Group was a success, with attendees positively welcoming the opportunity to comment and be consulted on issues in relation to the service. As a result, the service will be conducting these improvement groups on a quarterly basis. The service will also use this as an opportunity to identify customers who could act as a point of contact and be a 'critical friend' when establishing changes with the service.

20 Commissioning

- 20.1** The mental health re-procurement referenced in my previous report to the Committee is progressing well and the team are now engaging with the transformation of the Community Mental Health Partnership delivered between Central London Clinical Commissioning Group, Central & North West London NHS and Westminster City Council.

- 20.2** Our aim is to ensure our pathway remains an aspirational place for people to improve their mental wellbeing and develop the skills to live as independently as they aspire to. Psychological interventions that focus on the trauma that individuals have suffered is being offered across our young adults accommodation and services for females, particularly those suffering from domestic abuse. There is growing evidence of the impact that a trauma-informed, psychological approach has with our client group and Westminster Services continue to be at the forefront of delivery.
- 20.3** Westminster's 'Move On and Resettlement' Service, designed for those with a rough sleeping history, managed to successfully move one person into permanent independent living every two weeks in the previous quarter. The hard work of the individual as well as the support teams around them continue to demonstrate what is possible with the right interventions at the right time.
- 20.4** Westminster's Housing First programme saw six of our original cohort of ten people offered fully assured tenancies. This achievement essentially guarantees a once highly service-dependent and vulnerable group of people a home for life – an approach that works and something that Westminster intends to build on over the coming years.

21 Serious Weather Emergency Protocol

- 21.1** The hot weather in July triggered the first Hot Weather Serious Weather Emergency Protocol for rough sleepers in Westminster. The Protocol ensured that our high support accommodation services were equipped with 'Hot Weather Packs' – essentials such as sun cream, water and hydration tablets - to ensure some of our most vulnerable residents were given advice alongside practical essentials to make sure that they were safe. The initiative was the first of its kind in the UK and garnered national media attention.

22 Trailblazer

- 22.1** The Trailblazers, our early intervention homelessness prevention service, continues to go from strength to strength. Since its inception, this hard-working team have engaged 280 separate households that have been identified from within the community who were at risk of potential homelessness. Not only have they successfully prevented homelessness in 99% of cases, they have also helped to reduce the demand on our housing solutions service with unnecessary presentations.
- 22.2** This service is integral to Westminster's response and delivery against our recently released homelessness strategy, currently out for consultation. We are excited by the results of this team to date but feel the service can develop further. We not only aspire to prevent further households from becoming homeless but begin to help change the culture on how partners view their roles in relation to homelessness prevention.

23 Temporary Accommodation: Meeting Demand from Households in Housing Need

- 23.1** Demand for housing has been in line with the projections set out in my previous report to the Committee, with current Temporary Accommodation at 2,740 and an average of approximately 200 applications per month being made under the new Homeless Reduction Act legislation.

23.2 The focus of work remains on homeless prevention and approximately 25 - 30 households per month are supported to move into the private rented sector to prevent homelessness or discharge the Council's housing duty.

24 Homelessness Strategy 2019 – 2024

24.1 The draft Strategy is being consulted on until September 11th. It does not cover rough sleeping as this is covered in a separate strategy. It sets out a ten-point plan to:

- **Prevent more people from becoming homeless in the first place** – for example, by reaching more people at risk of homelessness at an earlier stage by building a network of prevention and support, working with partners and communities. Proposals include holding events and training in the community to raise awareness about our services and making them more visible through campaigns.
- **Improve our services and response when people do become homeless** – by making our housing services more transparent, accountable and accessible, by setting up a new Partnership Boards to hold them to account and carrying out mystery-shopping exercises.
- **Meet the challenges ahead and have a homelessness system fit for the future** –by becoming a leader in the field of homelessness prevention. We want to use the learning from the Early Intervention Trailblazer Service and make the case to Government on how the welfare system could work better in central London.

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City of Westminster

Housing, Finance and Regeneration Policy and Scrutiny Committee

Date:	12 th September 2019
Classification:	General Release
Title:	Progress on Housing and Regeneration
Report of:	Barbara Brownlee, Executive Director of Growth, Planning and Housing bbrownlee@westminster.gov.uk
Cabinet Member Portfolio	Cllr Rachael Robathan, Cabinet Member for Finance, Property and Regeneration rrobathan@westminster.gov.uk
Wards Involved:	All
Policy Context:	City for All and the City Plan
Report Author and Contact Details:	Greg Ward, Director of Economic Development and Regeneration gward@westminster.gov.uk

1 Executive Summary

- 1.1 *City for All*, the Council's central policy document has set a target for the delivery of 1,850 affordable homes by 2023.
- 1.2 This paper sets out the definitions for affordable housing and then articulates the demand for such homes in Westminster. The Committee Paper then explores links to other Council priorities, reports on delivery progress and financial viability. The report goes on to explain the rationale for Westminster's new housing investment company. Finally, there is a summary on how the Council engages with the Community on these ambitious plans.
- 1.3 There are three appendices. Appendix I describes how the Council manages demand for its affordable stock. Appendix II details delivery progress against current live schemes. Finally, Appendix III is a projection of the pipeline from the years 23/24 to 29/30. As the projection in Appendix III is some way off, it

will be subject to change. All projects will also be dependent on the outcome of close consultation within the local communities.

Background Paper

1 Policy Context

- 1.1 *City for All*, the Council's central policy document, has set a target for the delivery of 1,850 affordable homes by 2023. The document states that:

“Building a City for All means just that - a place where every single person has the opportunity to realise their potential, where providing affordable housing gives the best possible prospects for people to thrive and where enabling businesses flourish to create economic prosperity that everyone can benefit from.”

- 1.2 The Westminster City Plan (2019-2040) reaffirms this commitment as one of its three key themes: *Housing and Communities*. The City Plan says

“An immediate need for affordable housing, brings with it opportunity. The opportunity to build not just houses, but communities. Safe communities that bring people together. Healthy communities with green open spaces. Communities that will transform the lives of the people who live here.”

2 Definitions

- 2.1 The definition of affordable Housing is taken from the National Planning Policy Framework 2018. It is essentially housing for sale or rent for those whose needs are not met by the market and which complies with one of the following definitions: (a) the rent is set in accordance with the Government's rent policy for Social Rent or Affordable Rent, or is at least 20% below local market rents (including service charges); (b) the landlord is a registered provider, except where it is included as part of a Build to Rent scheme; and (c) it includes provisions to remain at an affordable price for future eligible households, or for the subsidy to be recycled for alternative affordable housing provision.
- 2.2 **Social Housing** is affordable housing made available to households in need of accommodation and where the council has a statutory duty to house. This includes homeless households, existing social housing tenants experiencing overcrowding and medical priority cases
- 2.3 **Intermediate housing** : This is affordable housing priced at levels above social housing but below market level . As stated in 2.1 above, intermediate, affordable housing is offered at a minimum of a 20% discount on market rent.

3 The make-up of housing in Westminster

- 3.1 There are a total of approximately 125,000 homes in Westminster. Of these, including both council and housing association owned stock, there are 26,000 general needs and supported housing social housing units. Just under 12,000 of these are Council owned
- 3.2 In addition there are 2,400 intermediate homes . Many of these intermediate homes were historically bought on a shared ownership basis and where their owners have now bought outright and so these homes are not all counted as affordable housing
- 3.3 Therefore just under 21% of all housing in Westminster is social and only 2%, intermediate. As set out in the *City Plan*, it is the Council's policy to grow the intermediate sector to create a more balanced tenure mix. This will ensure more choice across the City to meet the needs of different people and families. These are often workers who are essential to the functioning of the economy and public services.
- 3.4 The need for more intermediate housing is supported by the evidence base developed for the *City Plan*. The indication is that 563 new affordable homes are needed each year. Of this number, 316 (56%) are for intermediate and 247 (44%) for social. These tenures are different. For this reason, the social housing requirements are expressed as need in the evidence base and the intermediate as the demand for such housing.
- 3.5 It is therefore important that the Council grows the proportion of intermediate housing. These homes are for rent at sub market levels. Such an approach will greatly assist those residents who do not qualify for social housing but nonetheless cannot afford homes in the Borough.
- 3.6 In addition, existing social housing stock is skewed towards smaller homes. Yet demand is for larger accommodation. Currently the affordable housing stock is made up of 50% studio and one bed homes. Therefore, new social housing, to be delivered as part of the 1,850 target, reflects current demand for two bed and three bedroom residences.

3.7 The official waiting lists for housing are summarised in the table below:

Table I: Waiting lists for affordable housing

Housing Register (where the Council has a housing duty) 4,089 households		Intermediate waiting list 3,066 households	
Bed Size Required	No s	Bed Size Eligible	Nos
Studio/1bed	816	Studio/1beds	2,490
2 bed	1,570	2beds	386
3bed	1,302	3beds	151
4 bed	324	4bed +	39
5bed +	56		

- 3.8 The Housing Register shows 2,700 households in temporary accommodation. There are 184 households registered for Community Supported housing. Of this, 84 require wheelchair adapted accommodation.
- 3.9 Within the wider intermediate waiting list, most residents are registered for either sub market rent or low cost home ownership. Further information on demand and how it is managed is set out in Appendix 1.

4 The Links between Economic Development, Place Shaping and Housing
Combining Economic Development and Regeneration

- 4.1 At the beginning of this year, it was decided that the Economic Development and Regeneration Services would merge under one Director reporting to the Executive Director for Growth Planning and Housing.
- 4.2 The intention is to combine the response to both the housing and economic needs of our residents. As well as the significant home building programme, there is therefore an emphasis on assistance with employment through the Westminster Employment Service, on delivering small, local start-up enterprise space and on the opportunities afforded through s106 and Council supplier social value commitments. New Enterprise Spaces are, for instance, planned at Lisson Arches and 300 Harrow Road as part of the regeneration programme. The aim is to generate new jobs as well as housing.

The role of Place Making

- 4.3 Some of the larger developments, such as those planned at Ebury and on Church Street, offer the opportunity for extensive place making. This includes high quality public realm, green space and community facilities. During the construction programme, there is the opportunity for the creation of new “meanwhile space”, space to be used for interim activity. This includes Pop-up markets and other retail and wider creative and cultural animation.

- 4.4 In Church Street Ward, there is to be a permanent new Health and Wellbeing Hub at Lisson Grove. The Hub will integrate, sports, leisure and social activity with mainstream health services. At Church Street itself, new storage facilities are to be built for the market traders, and an improved street market with up to 220 stalls and 150 van parking spaces. There will also be a 40% increase in publicly accessible open space, new affordable workspace and business support facilities. A new cultural quarter centred around the antiques market and Cockpit Theatre is also part of the wider Masterplan.
- 4.5 On smaller projects such as at Parsons House, there will be public realm improvements made as part of the scheme.

5 Progress on housing targets

- 5.1 The delivery projections against the *City for All* target are set out below. The detail for each scheme is attached as Appendix 2.

Table II: Housing Development Forecasts

Yea	Homes delivered or forecast to deliver
2017/18	151 ¹
2018/19	147 ¹
2019/20	582
2020/21	258
2021/22	484
2022/23	478
Total forecast all years	2100

¹Actual homes delivered

²The programme is currently forecasting to overdeliver by 250 units against the target of 1,850

The Small Sites Programme

- 5.2 One other way the Council addresses the shortage of affordable housing is through the innovative development of under-utilised housing land. The type of development varies from basements to former office conversions, and from undercroft spaces beneath buildings, to the redevelopment of car park and garages sites. Infill homes are let as affordable housing, either social or intermediate. The Corporate Property Team are currently reviewing the wider Council estate and may throw up new opportunities for smaller developments. The Council plans over 200 new homes through this unique approach - a significant contribution to the *City for All* target.

6 Financial Viability and Delivery Structures

- 6.1 The total capital investment required up to 2028/29 is estimated at £1.5bn. There are a number of delivery options available to the Council as set out in Table III below:

Table III: Models for Delivery

Model	Description
Self -Delivery	The Council directly appoints a developer and acts as client. The Council either finances the development through its own funds or seeks to borrow. This approach provides significant control for the Council but also higher risk in that the financial risk is not shared.
Developer Led	A past approach outlined in 6.1, here the Council simply leases its land to a developer. The developer commits to the provision of a certain level of social and affordable housing and seeks to make a return on the sale of the private housing proportion. While the direct risk for the Council in this model seems small, current market conditions mean developers can struggle to make the model work and to achieve Council objectives on time. However, in a growing market, this option can be attractive.
Partnership Agreements	A joint venture with a housing developer, institutional investor or pension fund is a medium option in terms of risk but does mean that the Council will not have complete control over development. The Council will need to balance its social objectives with the financial objectives of its partners.

- 6.2 In previous years, with a borrowing cap in place, the Council had favoured developer led agreements as these tended to generate the greatest capital receipt for the Housing Revenue Account (HRA) and helped to maintain borrowing within the centrally controlled cap of £333m.
- 6.3 In 2018/19 the HRA borrowing cap was removed by the Government. However individual schemes, and the capital programme, still need careful consideration against the capacity of the Council to fund such expenditure.
- 6.4 The removal of the borrowing cap provides welcome additional flexibility. It is important to note though that the three models above all respond to different market conditions. Therefore, in a growing housing market, developer led agreements can be appropriate. However, in a downturn, some self delivery may be required. Where there are schemes that stretch over several years, two or more of these models may apply to the same scheme.

- 6.5 The removal of the HRA borrowing cap (6.2), has enabled the Council to alter the delivery of Phase One at Ebury Bridge to a self-delivery model. Unlocking the scheme required significant more upfront cost and borrowing than would have been possible within previous limits. Without the removal of this cap, Ebury would have been much more difficult to deliver.
- 6.6 However, to ensure the overall programme remains sustainable, each year the Council undertakes a budget setting process. The exercise considers all capital budget proposals for the following financial year. A review then ensures that financing is viable.
- 6.7 As part of this process, a prioritisation panel meets to stress test the strategic objectives being delivered by each project. This helps ensure the capital programme aligns with the *City for All* objectives.
- 6.8 Individual schemes also go through a three-stage business case to ensure they deliver financial, strategic and economic benefits. Any changes to budgets are considered at each of these stages and are closely reviewed against previous assumptions to ensure continued viability.

7 Supporting bodies

- 7.1 There are two important, associated bodies which assist the Council in meeting its target.

Westminster Housing Investments Limited (WHIL)

- 7.2 Westminster Housing Investments Limited is a company wholly owned by the Council. The body was established, together with its subsidiary, Westminster Housing Developments, following Cabinet approval on 4th December 2017.
- 7.3 The overall aim of the WHIL is to work alongside the Council (where other delivery partners are neither available nor appropriate) to deliver regeneration. The WHIL will develop and/or acquire housing. The assets will be retained within the Company and in effect will remain in the ownership of the Council.
- 7.4 Specific business objectives are to:
- Assist the Council to generate Intermediate and market housing in the city,
 - Offer new tenures and, in particular, intermediate tenures to extend the range of provision available to those living and/or working in Westminster
 - Increase the scale, pace and quality of Council housing delivery
 - Be a flexible partner for the Council in delivering housing.

Westminster Community Homes (WCH)

- 7.5 Originally In 2009, Westminster Community Homes was set up as a charitable society and became a registered provider in 2010. The body is 100% controlled by the Council which nominates all board members. Historically, WCH provided the Council with the advantage of being able to access grant funding at a time when Local Authorities could not.
- 7.6 Westminster Community Homes helps the Council achieve its housing objectives through the provision of additional affordable housing. With a portfolio of 460 properties, predominately located in-borough (30 homes outside Westminster), the body is funded primarily through a GLA grant, loans from the General and Affordable Housing Funds. Key features include:
- Its own development programme, which contributes to the Council affordable housing targets.
 - An offer of Intermediate and social tenures.
 - An incentive scheme on some of intermediate rented offerings, where residents are assisted with moving into home ownership through a lump sum of £10k at the end of a five year tenancy.
 - Provision of temporary accommodation on behalf of the Council.
 - An important role in supporting Council regeneration by assisting in the acquisition of leaseholder properties. This is required to achieve vacant possession and thereby enable renewal to progress.

8 Funding from the GLA

- 8.1 The Council has applied for, and secured, capital grant funding through the GLA's 'Affordable Homes Programme for all eligible development projects. Approximately 30 Schemes have been identified as meeting the minimum criteria, giving a total funding pot of circa £26m. Grant is allocated per unit and is based upon the level of rent charged to the tenant, as outlined below:
- London Affordable Rent or below - £70,000 grant per unit
 - London Living Rent with the unit starting on site before 31/01/2020 - £38,000 grant per unit
 - London Living Rent with the unit starting on site before 31/03/2023 - £28,000 grant per unit
- 8.2 50% of funding is eligible to be drawn down when a scheme starts on site and the remaining 50% at practical completion.

9 The Community Engagement Programme

- 9.1 Such demanding housing development requires significant community engagement. Therefore, the Council invests much time and resource in ensuring close consultation with the community. To this end, the Council relies on advice from Ward Councillors, Neighbourhood Fora, local bodies, community leaders and the residents themselves. Consultation bases have been established, for the duration of development, for large schemes such as Church Street and Ebury
- 9.2 These are peopled by engagement officers and supported by a suite of dedicated micro websites, all linked to the Council's own website. Engagement also takes the form of bi-monthly newsletters, monthly Q&A drop-in sessions, quarterly formal residents' meetings and regular, ongoing door-knocking and direct contact with residents in writing or in person.
- 9.3 At Church Street, the focus, following the approval of the masterplan in 2018, has been on engagement and consultation around the options for the Church Street Sites. At Ebury Bridge, strenuous efforts have been made on developing initial design proposals together with residents of the estate.
- 9.4 Meanwhile, Tollgate Gardens has seen extensive and regular engagement with the residents of Tollgate House. Regular engagement also continues with residents of Parsons House and the wider Hall Place Estate as part of the programme to deliver Parsons North, a new development of 60 new homes being constructed on an underused car park directly outside Parsons House.
- 9.5 Finally, the Council undertakes extensive engagement on Infill schemes. The engagement is very locally focused which is critical in gaining support for the scheme, particularly as in many cases a local amenity such as a car park or garages is to be removed.
- 9.6 The Committee is also asked to note that the Council will also capture significant social value from construction procurement and through s106 contributions. This will generate new employment, support for local schools.

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Appendix 1

Market Rent

Below are the latest available median market rents in Westminster

One bed - £435 pw

Two bed- £624 pw

Three bed - £900 pw

Four bed - £1,200 pw

Rent Levels – Social Housing

The table below indicates average Westminster Council rents for 2018/19 and 2019/20. There has been a 1 % annual rent reduction to social housing rents over the last four years. This was instructed by Central Government.

Table IV: Westminster Council Rents

Bedroom sizes	Number of properties	2018/19 Actual Avg Rent (pw)	2019/20 Actual Avg Rent (pw)
0	1,603	£97.55	£96.57
1	4,124	£113.90	£112.76
2	3,523	£127.62	£126.34
3	2,253	£141.07	£139.66
4	348	£154.21	£152.66
5	32	£166.55	£164.88
>5	13	£172.22	£170.50
	11,896	£122.29	£121.07

Rent levels - Intermediate Housing

Attached is an excel sheet showing intermediate gross weekly rental levels that the Council seeks for intermediate rented housing secured through planning.



Book1.xlsx

Below is the link to *Homeownership Westminster*. This is a unique service aimed at those who live or work in the Borough and want to enter or move up the property ladder through either **purchasing or renting** a property. The Service is called Homeownership because the Council aspires to see more of its residents own their own homes. The service was launched in 2009 and to date has helped over 1,250 households to find either a home to own or a rental property within Westminster.

<https://www.homeownershipwestminster.co.uk/>

To be eligible to register with *Homeownership Westminster*, candidates must:

- have lived or worked in Westminster for at least the last 12 months
- be a first-time buyer or have sold any property owned in the UK or abroad prior to completing on a property in Westminster

Please note that for two, three and four-bedroom properties, priority will go to families with children, then to sharers, followed by couples and finally single applicants. Once registered there may be further eligibility criteria such as:

- Income
- Savings
- Assets
- Length of registration

The Selection Process

Priority Group	Category	Priority Group Details
1	Social housing tenants in Westminster giving up their properties, which will result in their property being allocated to another household on the council's waiting list	First offer will be to social housing tenants, either council or a registered provider
	Ministry of Defence (MOD) serving personnel	Second offer will be to MOD serving personnel
	Sons and daughters of existing council tenants who are currently overcrowded	Third offer will be to sons and daughters of existing council tenants that are overcrowded in their Westminster City council home
	Certain households in Westminster intermediate rented properties	Fourth offer will be to tenants currently living in intermediate rented properties in Westminster that need to move because they are overcrowded, or are moving on into low cost home ownership or living currently in shared intermediate accommodation into which the Council has nomination rights

Priority Group	Category	Priority Group Details
2	Waiting List for social housing in Westminster	First offer will be to homeless households, where the Council has a statutory duty to rehouse Second offer will be to all other households on the waiting list
3	Resident workers	Households that have been resident in Westminster for at least 12 months and have been employed in Westminster for at least 12 months First offer will be to residents that are key workers
4	Westminster residents	Households that have been living in Westminster for at least 12 months
5	Working in Westminster	People employed in Westminster for at least 12 months First offer will be to key workers

The Council currently prioritises four intermediate household income bands: 1) Up to Lower Quartile incomes of £30K, 2) Median incomes up to £40k, 3) Median to Upper Quartile, £53k and 4) a final income cap of £90k

There has always been a maximum household income cap that has applied to eligibility for intermediate housing. In recent years this cap has been set by the GLA. The current income cap is £90k. The purpose of having four target income bands for intermediate housing in Westminster is to ensure a mix of intermediate offers are made affordable to a range of households at different income levels.

These households are generally not eligible for social housing but nonetheless cannot afford market housing in the City.

Target Westminster Intermediate incomes and intermediate housing costs by size of property provided based on HOW income data at Quarter 4 2018/2019 - Bedsize eligible for

A	B	C	D	E	F
No of Registrants	Dwelling Size/Income quartile	Income bands	Equivalent weekly Intermediate housing costs ^(note 1) appropriate to this household income based on London Plan Guidance ^(note 2)	% of intermediate homes by dwelling size to have weekly housing costs up to this level ^(note 3)	% of intermediate homes by dwelling size to have weekly housing costs within this range ^(note 4)
	1 beds				
	Average household income	£41,971			
654	Lower quartile	£30,000	£161.54	25%	30%
593	Median	£39,300	£211.62	25%	25%
1246	Upper quartile	£52,000	£280.00	25%	25%
Total 1 beds	Mid point income between upper quartile and GLA income threshold	£71,000	£382.31	25%	20%
2493	GLA Income cap	£90,000			
	2 beds				
	Average household income	£44,468			
100	Lower quartile	£30,000	£161.54	25%	30%
91	Median	£43,000	£231.54	25%	25%
189	Upper quartile	£57,625	£310.29	25%	25%
Total 2bed	Mid point income between upper quartile and GLA income threshold	£73,813	£397.45	25%	20%
380	GLA Income cap	£90,000			
	3 beds				
	Average household income	42,404			
38	Lower quartile	25,062	£134.95	25%	30%
38	Median	42,584	£229.30	25%	25%
76	Upper quartile	£58,175	£313.25	25%	25%
Total 3bed	Mid point income between upper quartile and GLA income threshold	£74,088	£398.93	25%	20%
152	GLA Income cap	£90,000			
	4 beds				
	Average household income	£32,141			
19	Lower quartile	£15,360	£82.71	25%	30%
11	Median	£30,000	£161.54	25%	25%
11	Upper quartile	£40,942	£220.46	25%	25%
Total 3bed	Mid point income between upper quartile and GLA income threshold	£65,471	£352.54	25%	20%
41	GLA Income cap	£90,000			
3066	All applicants (regardless of bed size qualified)				
	Average household income	£42,171			
828	Lower quartile	£30,000			
783	Median	£40,000			
1455	Upper Quartile	£53,081			
Note 1:Intermediate costs include mortgage costs, rents and service charges					
Note 2:where 40% of net income equals housing costs and where net income is 70% of gross income					
Note 3: Current recommendation to planning committee					
Note 4: Based on draft Local Plan guidance on affordability and intermediate housing					
GLA income threshold for intermediate homes £90,000					

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Appendix II: Progress on Housing Targets

Total Target 1850 New Residences by 2023

Scheme	Ward	Delivery Stage	AFFORDABLE - SOCIAL - INTERMEDIATE					
			17/18	18/19	19/20	20/21	21/22	22/23
Ashbridge	Church St	Development				26		
Ashmill	Church St	Development					2	
Lisson Arches	Church St	Development					45	
Luton Street (+Fisherton)	Church St	On site					3	59
Warwick Hall	Westbourne	Development						56
Self Financing	Multiple	Complete	32	26	1			
Parson's North	Little Venice	On site				19		
Tollgate Gardens	Maida Vale	On site			86			
Queens Park Court	Queen Park	Development						23
Future Small Sites	TBD	Development					50	50
Spot Purchases	Multiple	Complete	26	39				
Dudley House	Hyde Park	On site			197			
Beachcroft	Maida Vale	On site				84		
Moberly & Jubilee (Ph 2)	Queens Park	Development					19	
Luxborough Street	Marylebone	Development					14	
Farm Street	Mayfair	On site				14		
Moberly & Jubilee (Ph 1)	Queens Park	Complete	12					
Desborough	Westbourne	Development					2	
Lapworth	Westbourne	Development					7	
Lydford Estate	Queens Park	Development						20
Wellington Street	Regents Park	Development					2	
Senior Street	Regents Park	Development					2	
Lanark Road	Maida Vale	Development					8	
Blomfield Mews	Westbourne	Development						14
Adpar Street	Little Venice	Development						16
Torrison Car Park	Maida Vale	Development						21

Blomfield Villas	Westbourne	Complete		4				
Gloucester Terrace	Bayswater	Complete		3				
Tothill House	Vincent Sq	Complete		2				
Helmsdale House	Maida Vale	On site			6			
Melrose & Keith	Maida Vale	On site			6			
Ordanance Mews	Abbey Road	On site			3			
John Aird Court	Little Venice	Development				1		
Sunderland House	Maida Vale	Development				3		
Falkirk House	Maida Vale	Development				1		
Edinburgh House	Maida Vale	Development				1		
Balcombe Street	Bryanston & De	Complete	1					
DELIVERED s106 SCHEMES (Multiple)		Complete	80	73				
HRA ACQUISITIONS								
West End Gate	Little Venice	On Site				68	62	
Berwick St / Kemp House	West End	On Site			4			
Edgware Road	Church Street	Development			47			
s106 - RP/DEVELOPER ACQUISITIONS								
Queen Anne's Gate	St James's	On Site			12			
Dolphin Square - Westbourne Park	Bayswater	On Site			33			
Elgin Estate - WECH	Harrow Road	On Site			43			
Dolphin Square - The Maida Centre	Maida vale	On Site			49			
Buckingham Palace Road	Churchill	On Site			23			
Dorset Close	Marylebone	On Site			12			
Hathaway House	Westbourne	On Site			19			
Dora House - Sheltered	Regents Park	Development						153
North Wharf Road	Hyde Park	On Site			16			
Greek Street	West End	On Site				8		
Moxon Street	Marylebone	Development					25	
Merchant Square	Hyde Park	Development					62	
New Scotland Yard	St James's	Development					10	
Ergon House	St James's	Development					13	
Alexandra Building	St James's	Development					86	
Sentinel House	Marylebone	Development						41
87-89 Cleveland Street	West End & Blo	Development					15	

19-36 Baker St	Marylebone	Development					10	
Ladbroke Road	Pembridge	Development					22	
118-122 Wardour St	West End	Development				8		
SPOTS - WCH	Multiple	N/A			15	15	15	15
SPOTS - WCC	Multiple	N/A			10	10	10	10
TOTAL HRA/GF/s106			151	147	582	258	484	478
Total Five Year Forecast = 2,100								

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Appendix III: Pipeline Opportunities

Scheme	Ward	Delivery Stage	Social and Intermediate						
			23/24	24/25	25/26	26/27	27/28	28/29	29/30
Ebury Bridge	Churchill	Development	160	49			134		
Church Street (Phase 2)	Church Street	Development			186		161		179
Pimlico (Balmoral/Darwin)	Churchill	Development	57						
Bayswater	Bayswater	Development	40						
Future Small Sites	Multiple	Development	50	50	50	50	50		
Lisson Grove Programme	Church Street	Development	60			48			
Carlton Dene	Maida Vale	Development	86						
Westmead	Westbourne	Development	21						
Huguenot House	St Jams'	Development	14						
Total			488	99	236	98	345	0	179
			Total 1445						

Please note that many of these sites are still subject to engagement with local communities so the numbers in some cases represent potential rather than agreed.

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need actual.**

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Housing, Finance and Regeneration Policy and Scrutiny Committee

Date:	12 th September 2019
Classification:	General Release
Title:	2019/20 Work Programme
Report of:	Director of Policy, Performance & Communications
Cabinet Member Portfolio	Cabinet Member for Finance, Property and Regeneration Cabinet Member for Housing Services
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Aaron Hardy x 2894 ahardy1@westminster.gov.uk

1. Executive Summary

1. This report presents the 2019/20 work programme to the committee for its consideration.

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. Topic Selection

- 3.1 The proposed list of topics (Appendix 1) takes in to account comments by the committee at its previous meeting.

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

ahardy1@westminster.gov.uk

APPENDICES:

Appendix 1 - Suggested topics

Appendix 2- Action Tracker

WORK PROGRAMME 2019/2020

Housing, Finance and Regeneration Policy and Scrutiny Committee

ROUND TWO 12 SEPTEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration
Regeneration	To review the Council's regeneration schemes	Greg Ward, Director Regeneration and Economic Development

ROUND THREE 18 NOVEMBER 2019		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration
Housing Management Services	Update on housing management services following transition in house	Director of Housing

ROUND FOUR 30 JANUARY 2020		
Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services

Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration
Corporate Property	Review the council's approach to corporate property. Possible focus in use of property by third parties at discounted rates	

**ROUND FIVE
11 MARCH 2020**

Agenda Item	Reasons & objective for item	Represented by
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Andrew Smith, Cabinet Member for Housing Services
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Rachel Robathan, Cabinet Member for Finance, Property and Regeneration
Development	Investigate the council's development and delivery of the capital program. Item should include a site visit to Dudley House or Beachcroft.	

**ROUND SIX
23 APRIL 2020**

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

**ROUND SEVEN
TBC**

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

**ROUND EIGHT
TBC**

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

UNALLOCATED ITEMS

Agenda Item	Reasons & objective for item	Represented by
Universal Credit Rollout	Review the impact on Residents of the rollout of universal credit (link with Family and People Services Policy and Scrutiny Committee)	
Housing strategy	Review the approach to developing/updating a housing strategy	
Domestic Abuse	Review of women's refuge provision. How have changes in funding been implemented and how will it affect services?	
Empty Properties	Review the approach to developing an empty properties policy or strategy	

Business rates	Review the impact of business rates changes on local businesses and the Council's finances	
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TASK GROUPS AND STUDIES		
Subject	Reasons & objective	Type
Budget Task Group	Annual review of budget setting	Task Group
Anti Social Behaviour	Review of ASB on housing estates and integration of former CWH ASB team in to the Council.	Task Group
Major works		Task Group

ACTION TRACKER 2019/20
Housing, Finance and Regeneration Policy and Scrutiny Committee

ROUND ONE 5 JUNE 2019		
Agenda Item	Action	Update
Cabinet Member Q&A – Cabinet Member for Finance Property and Regeneration	Circulate details of which officers are responsible for which services in the new housing management team	Completed
	In Councillor Smith’s next update include the details of fire door inspections	In progress
	Reply to Cllr Elcho’s query regarding the use of drop keys	In progress
Cabinet Member Q&A – Cabinet Member for Housing Services	Provide a briefing on the council’s apprenticeship scheme	Completed
	Provide a note on the number of homes the council has started/completed year by year as well as a list of schemes on site	Completed

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