



Shareholder Committee City of Westminster Report

Decision Maker:	Shareholder Committee
Date:	24 th July 2023
Classification:	For General Release
Title:	Westminster Community Homes – Operational activities 2023
Wards Affected:	All
Key Decision:	No
Report of:	WCH Chief Executive and WCH Chairman

1. Executive Summary

1.1 This report outlines:

- The appointment process for new Board member
- The move to an annual Management Plan for team activity

2. Recommendations

2.1 The Shareholder Committee are asked to:

- (a) Note the appointment process for Board members
- (b) Note the adoption by WCH of an Annual Management Plan

3. WCH Governance

- 3.1 WCH was set up by the City Council in December 2009 as a Co-Operative & Community Benefit Society with charitable objectives and became a Registered Provider in December 2010. It is a 'not for profit' body, where the shareholders' derive no financial benefit and their rights are significantly less than in ordinary companies. Through their charitable objectives, WCH have tax exemptions through which it does not pay Corporation Tax, Capital Gains or Stamp Duty but does pay VAT.
- 3.2 WCH has a five-person Board who are all nominated by the City Council. There are currently two vacancies and two existing board members who are currently

reaching the end of their terms of office. The Council since the last Shareholders Committee has approved the recruitment of new board members via an external search and recruitment process. Campbell Tickell have been appointed following a soft market test exercise to recruit to the skills gaps identified in the effectiveness and skills review undertaken previously. Key skills required are:

- Overall senior housing association experience with strong skills and competency around housing management including strategic asset management and repairs and maintenance.
- Experience and skill in knowledge of health and safety regulation and health and safety compliance.
- Social housing/charity governance.
- Housing Finance to replace the current Board member reaching the end of her term.
- Chair experience to replace the current Chair reaching the end of his term.

3.3 WCH will undertake a recruitment exercise, aiming to advertise in early July, with longlisting interviews taking place in August and final interviews in early September. Preferred candidates will be presented to WCC for ratification prior to appointment.

4. Performance 2023/24

4.1 WCH performance moving forward will form a part of an annual Management Plan to ensure all employees have clarity of job roles and targets and enabling the Board to have a clear line of oversight and scrutiny on company activity. The key workstreams are:

- **Be an outstanding Landlord by doing the basics brilliantly.**
- **Regeneration**
- **Providing new homes and remain financially strong.**
- **Support WCC**

4.2 Key milestones for each workstream are:

Be an outstanding Landlord by doing the basics brilliantly.

- Review team resources and structure
- HS service schedule reviewed and reported for all property attributes, Gas, Electrical, water, Asbestos and Fire
- Review financial information to report profitability of each business stream and tenure.
- Deliver KPI's to target including managed services delivered by WCC.

Regeneration

- Deliver Vacant possession of Ebury estate.

- Rehouse leaseholders in site A in Q1 and continue to rehouse leaseholders in neighbouring sites.
- Deliver the refurbishment of Gloucester Terrace
- Manage former leasehold interest in Huguenot House

Provide More homes and remain financially strong.

- Take handover of Victoria Wharf phase 2
- Progress delivery of 15t new homes at MOT yard
- Review management of RBKC properties

Support WCC

At the previous Shareholder Committee meeting a number of potential areas where WCH can support the delivery of projects to support WCC. To date limited progress has been made to firm up potential activity such as the acquisition of TA units and a number of potential opportunities may have been lost. The recent changes in Chief Officer accountability will provide a focus for further conversations.

WCH would welcome a proactive request for support from WCC and is committed to supporting the overall aspirations of the City Council.

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

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