



City of Westminster

Committee Agenda

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

Meeting Date: **Monday 12th June, 2017**

Time: **7.00 pm**

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

Members: **Councillors:**

Brian Connell (Chairman)	Adnan Mohammed
Paul Church	Jacqui Wilkinson
Nick Evans	Adam Hug
Peter Freeman	Tim Roca

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 from 6.30pm. 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, Reuben Segal; Senior Committee and Governance Officer.

**Tel: 020 7641 3160; email: rsegal@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 Director of Law in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

The Director of Law to report any changes to the membership.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

To sign the minutes of the previous meeting as a correct record of proceedings.

(Pages 1 - 10)

4. WORK PROGRAMME 2017-2018 AND ACTION TRACKER

(Pages 11 - 20)

5. UPDATE FROM CABINET MEMBERS

(Pages 21 - 32)

An update from the Cabinet Members on key areas within their portfolios are attached.

The Cabinet Member for Housing will be in attendance to answer questions from the Committee.

6. UPDATE ON DIGITAL SERVICE AND FUTURE PLANS

Report of the Bi-Borough Director of Corporate Services (to follow)

7. UPDATE ON CITYWEST HOMES TRANSFORMATION PROGRAMME

(Pages 33 - 38)

Report of the Chief Executive, CityWest Homes

8. CITY HALL REFURBISHMENT TASK GROUP REPORT

Report of the Director of Property, Investment and Estates (to follow)

Charlie Parker
Chief Executive
2 June 2017

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CITY OF WESTMINSTER

MINUTES

Housing, Finance and Corporate Services Policy and Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Housing, Finance and Corporate Services Policy and Scrutiny Committee** held on **Monday 10th April, 2017**, Rooms 5, 6 & 7 - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP.

Members Present: Councillors Brian Connell (Chairman), Paul Church, Nick Evans, Peter Freeman, Adnan Mohammed, Jacqui Wilkinson, Adam Hug and Tim Roca

Also Present: Councillor Tim Mitchell (Cabinet Member for Finance, Property & Corporate Services), Steve Mair (City Treasurer), Phil Black (Head of Revenues and Benefits Contracts), Barbara Brownlee (Director of Housing & Regeneration), Ian Copeman (Housing LIN), Neil Revely (Kings Fund), Cecily Herdman (Principal Policy Officer), Martyn Jones (Head of Asset Strategy and Regeneration, CityWest Homes), Steve Falvey (Commissioning Manager for Carers), Muge Dindjer (Scrutiny Manager), Tara Murphy (Scrutiny Officer) and Reuben Segal (Senior Committee & Governance Services Officer)

1 MEMBERSHIP

- 1.1 It was noted that there were no changes to the membership.
- 1.2 **RESOLVED:** That until the arrival of the chairman Councillor Peter Freeman be appointed to chair the meeting (items 1-4).

2 DECLARATIONS OF INTEREST

- 2.1 Councillor Church declared that he is a board Member of Westminster Community Homes.
- 2.2 Councillor Jacqui Wilkinson declared in relation to the procurement update on the management and maintenance of parks, open spaces and cemeteries (Item 5 – Cabinet Member Update - Cabinet Member for Finance, Property & Corporate Services) that she is the Deputy Cabinet Member for Environment, Sports and Community.

3 MINUTES

- 3.1 **RESOLVED:** That the minutes of the meeting held on 6 March 2017 be signed by the Chairman as a correct record of proceedings.

4 WORK PROGRAMME 2016/17 AND ACTION TRACKER

- 4.1 **RESOLVED:** That the responses to actions and recommendations as set out in the tracker be noted.

5 UPDATE FROM CABINET MEMBERS

- 5.1 The Committee received written updates from the Cabinet Member for Finance, Property and Corporate Services and the Cabinet Member for Housing on the key issues within their portfolios.
- 5.2 Councillor Tim Mitchell, Cabinet Member for Finance, Property & Corporate Services informed the committee that the Council had prepared its accounts for 2016-17 and submitted them to the Council's external auditors, Grant Thornton, for audit on 6 April. This places Westminster in the top 5% of accounting bodies both in the public and private sector.
- 5.3 The Cabinet Member informed the committee that the review of the Garden Bridge project undertaken by Dame Margaret Hodge on behalf of the Mayor of London had been published last week. One of the review's recommendations to the Mayor is that he should not sign any guarantees until it is confirmed that the private capital and revenue monies have been secured by the Garden Bridge Trust. The Council is taking measures to protect its position until it has guarantees that sufficient finances are in place for the project to proceed.
- 5.4 The Cabinet Member then responded to questions on the following issues:
- 5.4.1 Business Rates - the Cabinet Member was asked for details of the number of public houses in Westminster with a rateable value below £100,000 that may be eligible for the £1000 allowance announced in the March budget. The Cabinet Member advised that around 300 National Non-domestic Rates accounts potentially affected by the budget announcements were extracted from the annual billing process while the Council awaited further information from the government on the legislative changes. The Council was writing to each of the 300 ratepayers in the interim. He believed that there were some Public Houses outside the West End which would meet the criteria. Phil Black, Head of Revenues and Benefits Contracts, informed members that around 100 Public Houses would potentially be eligible for the allowance. However this figure would reduce as some of the Public Houses are owned by larger chains which would not be eligible. Public Houses would need to submit an application for the allowance which would be assessed by Council officers.
- 5.4.2 Sundry Debtors – The Cabinet Member was asked for an update on the pilot exercise with a third party provider to take further action on a small number of unpaid debts. The City Treasurer informed members that arrangements were

still being finalised. The focus would not be limited to debts of a particular value but would also consider other factors including the age of the debt and provider.

- 5.4.3 City Hall Refurbishment – Members asked for an update on the decant from City Hall. The Cabinet Member informed the committee that 400 members of staff had moved to Portland House over the previous weekend. Water damage, following a flood from higher floors, had briefly affected the programme of works preparing the office space for use by the Council. In addition to this, the lifts servicing Portland House had briefly broken down earlier in the day. He explained that the Council has little control over the building as it is managed by Land Securities. However the offices at 5 Strand will be managed by the Council. The chairman suggested that if there were no other major decant issues the City Hall Task Group would conclude its work and provide a written update to the next committee meeting. The Cabinet Member advised that tenders for the refurbishment of City Hall were received the previous week and he suggested that the Task Group may wish to see these to understand the rationale for a future award which would be made in the next couple of months.
- 5.4.4 Legal Services - The Committee noted that the Legal Service is seeking to build capacity to undertake more of the outsourced large-scale and complex matters in-house, which will help to further reduce external spend. The Cabinet Member was asked about the timeframe for this and whether there was sufficient fluidity in the labour market to achieve this. He advised that identified savings on external legal spend were included in the legal services budget for the current financial year. Legal Services have been contacting other local authority legal services and were examining alternative business structures to explore opportunities of sharing or trading legal work which would result in benefits from economies of scale.
- 5.4.5 Bond Street Public Realm Improvement Scheme - The Cabinet Member was asked for details of other public realm improvement schemes that will likely come forward in the West End using the Tax Increment Finance (Tif) package. Councillor Mitchell explained that each package has its own project team where it would be important to attract partners and work hand-in-hand with local stakeholders. He suggested that a similar investment around Oxford Street East will be particularly important given the significant additional footfall expected in the area following the opening of Crossrail.
- 5.4.6 Changes to Tri-Borough Shared Services Arrangements - Members asked about the current senior management arrangements across Tri-Borough and whether the Council had undertaken an analysis of the transition costs to Bi-borough services following the decision by the Council to terminate the s113 agreements for Adult Social Care, Children Services and Public Health. The Cabinet Member advised in respect of Legal Services, which fell within his portfolio, that the London Borough of Hammersmith and Fulham had for some time tried to recruit its own borough solicitor. With regards to transition costs, he advised that the City Treasurer and the finance team were working with service departments to establish the costs of moving to Bi-Borough arrangements. These details will become clearer over the next 3 to 6 months.

5.5 ACTIONS:

1. Provide Councillor Roca with details of Westminster's external legal spend. **(Action for: Tasnim Shawkat, Director of Law)**
2. How will the Council identify the skills gap in each directorate to determine how they should spend their 0.5% contribution on apprenticeships? **(Action for: Lee Whitham, Director of People Services)**
3. The committee requested an assessment of the likely impact of the Homelessness Reduction Bill on the Council. **(Action for: Barbara Brownlee, Director of Housing & Regeneration)**

6 COMMUNITY SUPPORTED HOUSING REVIEW

- 6.1 The Committee received a report that provided a background to a review of the Council's Community Supportive Housing (CSH) also commonly known as sheltered housing. The Council had commissioned the Housing Learning and Information Network (LIN) and Arcadia Architects to complete a review of the Council's 1000 units of CSH.
- 6.2 The review was commissioned in response to: uncertainty over future demand for CSH and declining demand from council tenants, who might free up family sized housing if they chose to move into CSH; an aging stock, some of which needs investment and doesn't meet modern requirements; and the need to ensure the council is making the best use of this asset and that it is aligned to wider council objectives.
- 6.3 Overall the study aims to assess if the Council is making the best use of its CSH asset and to make any recommendations for change.
- 6.4 Consultant Ian Copeman, Housing LIN presented the emerging findings from work done so far on the review.
- 6.5 Members were asked to comment on the emerging findings and evidence gathered to help develop clear and feasible recommendations, which will be presented in a final report which is due in May/June 2017.
- 6.6 The emerging findings were structured around three core questions:
 - i. How well is CSH meeting current demand and how well will it meet future demand?
 - ii. How does it contribute to meeting the Council's key priorities and objectives?
 - iii. What changes are needed (for the stock to better meet current and future demand and the Council's priorities) and how can they be made?

How well is CSH meeting current demand and how well will it meet future demand?

- 6.7 Mr Copeman outlined the demographic context which revealed that in the next 13 years there would be a 42% increase in residents aged over 60 and a 52% increase in the number of Westminster residents aged over 75. Moreover there would be an increase of 56% between 2013 and 2033 in the long term conditions associated with ageing, such as dementia.
- 6.8 To estimate the future demand for CSH, the Council had applied the CSH waiting list to population projections and other external factors. The review revealed that across all years to 2030 demand for CSH exceeds supply. Mr Copeman advised that in the UK less than 0.5% of accommodation is suitable for over 60s compared with 5% in Australia and some other European countries.
- 6.9 Mr Copeman informed the committee that the bulk of residents looking for CSH are people currently residing in the private rented sector (PRS). A small but growing number of applicants have a rough sleeping background. Some are in general needs social housing while there is also an element who do not fit into any of these categories.
- 6.10 In response to questions about the accuracy of the projections Barbara Brownlee, Director of Housing and Regeneration, explained that the unique complexities and characteristics of Westminster present challenges in estimating future demand. She explained that there is a growing cohort of men living independently in Houses of Multiple Occupation (HMOs) which skew calculations. As the Council has no control of the PRS the Council will not be aware of their requirements until they present themselves.
- 6.11 Members asked whether there is a substantial number of single ex-servicemen living in HMO accommodation. Barbara Brownlee stated that she was not aware whether this is the case. However, she advised that ex-service personnel receive priority for general needs housing. Members suggested that given the number of barracks situated in Westminster it would be advisable for the Council to liaise with related charities such as the British Legion, to understand if this is the case.
- 6.12 The Committee asked whether CSH was being delivered through section 106 obligations as part of the planning process. Members also asked what discussions the Council's housing service was having with Registered Social Landlords (RSLs) about such provision. Barbara Brownlee advised that extra care and sheltered housing provision had been included as part of the affordable housing provision within the Chelsea Barracks redevelopment. However, she explained that the Council was not yet able to accurately identify where the inclusion of CSH in individual schemes would be appropriate.
- 6.13 The Committee asked about the opportunities for including CSH in the Council's programme of housing renewal. Stephen Falvey, Commissioning Manager for Carers, advised that some of the housing to be delivered at Lisson Arches will allow for additional, extra adaptations to be included at a later date if required. Barbara Brownlee explained that other than at Lisson Arches CSH provision had not been incorporated as part of the programme of

housing renewal. This was now changing and officers were looking at different options across the sites.

- 6.14 Members asked how purpose-built CSH differs from the aim to future proof general needs homes so that residents can remain in their homes for as long as possible as they become older. Barbara Brownlee explained that the latter do not include substantive interventions.

How well does it contribute to meeting the Council's key priorities and objectives?

- 6.15 Mr Copeman then highlighted how CSH aligned with wider Council priorities and objectives. The key objectives included:
- Providing homes for those in need and improving quality of life, protecting vulnerable people and supporting people to make their own life choices;
 - Addressing homelessness;
 - Supporting people to remain in their homes and communities, maintaining their maximum level of independence and community engagement, avoiding residential and nursing placement if possible;
 - Helping people to prevent the onset of long-term health conditions such as dementia and heart disease.
- 6.16 Neil Revely, of the Kings Fund, which is acting as a critical friend to the project, provided the context for reviews of sheltered housing undertaken by other local authorities. Some of the common factors prompting reviews included a projected increase in the older people population and low demand and poor standards for existing sheltered housing. The committee noted that some other local authorities have a surplus of CSH.
- 6.17 The Committee asked whether the existing CSH stock enabled couples to stay together. Mr Revely outlined the importance and benefits of enabling couples to stay together. One person for instance may provide informal care. Barbara Brownlee explained that while the Council now has some CSH accommodation that is suitable for couples these are all 1 bed units. The Council was looking at developing 1.5 bed CSH units for couples where living rooms can be split off to provide additional sleeping space where circumstances required.
- 6.18 Members discussed how CSH can help people to remain independent and avoid residential and nursing placements which would also benefit the NHS by reducing care costs.
- 6.19 The Committee noted that under occupying Council tenants willing to transfer to CSH are eligible for a cash incentive payment and they have the highest priority to be rehoused. Members asked how the Council can better incentivise under occupying tenants to downsize to contribute to the council's objectives of providing homes for those in need and addressing

homelessness. Barbara Brownlee explained that some under occupying Council tenants will not consider moving to alternative accommodation no matter how large the financial incentive due to a number of reasons including the enviable location of their homes. She also explained that the Council would need to have suitable CSH accommodation to offer residents to transfer to which it currently does not have.

What changes are needed (for the stock to better meet current and future demand and the Council's priorities) and how can they be made?

6.20 Mr Copeman then outlined the emerging findings of the assessment of the CSH stock. These were as follows:

- There are limited opportunities for remodelling bedsits without losing social units
- Some schemes operate as community hubs with varied success
- Telecare and Assistive Technology is limited to pull cords
- Many bathrooms still have baths with showers installed
- Security issues in particular around main entrance is a theme across the stock

6.21 **RESOLVED:**

1. How well is CSH meeting current demand and how well will it meet future demand?

The committee noted that while there were difficulties in accurately calculating future demand for CSH, due to the unique circumstances and characteristics associated with Westminster, there was robust evidence to indicate that current and future demand for CSH exceeds supply.

2. How well does (CSH) contribute to meeting the council's key priorities and objectives?
 - (i) The committee noted that the majority of CSH was built in the 1970s. Despite a programme of upgrading and improvement during 2008-10, some schemes now need further investment as standards for CSH have moved on since the stock was developed. Therefore, some of the accommodation does not fully contribute to the objective of supporting people to remain in their homes and communities, maintaining their maximum level of independence.
 - (ii) The committee noted that other local authorities have a surplus of CSH. It therefore recommends that the Cabinet Member for Housing consider opportunities for providing out of borough CSH provision to meet demand which will in turn assist with wider Council priorities of providing homes for those in need and addressing homelessness.

- (iii) The committee recognised the importance and benefits of enabling older couples to remain together in purpose-built, self-contained sheltered housing. However, the committee noted that although the Council has some CSH accommodation that is suitable for couples these are limited to 1 bed units. The committee supported the development of 1.5 bed CSH units for couples where living rooms can be split off to provide additional sleeping space where required.
 - (iv) Members noted that the NHS would be one of the main beneficiaries of new additional CSH as enabling people to remain in their homes and communities as they grow older can reduce the cost of Adult Social Care and avoid residential and nursing placements. The committee therefore stressed the importance of the Council involving the NHS in any future discussions on CSH.
 - (v) The committee noted that under occupying Council tenants willing to transfer to CSH are eligible for a cash incentive payment. However, demand from Council tenants for CSH has been falling. Members considered that the Council should consider how it can further encourage older residents to downsize to free up much-needed larger properties. It should also engage with RSLs on how they can encourage their older under occupying tenants to transfer to CSH where appropriate.
3. What changes are needed (for the stock to better meet current and future demand and the council's priorities) and how can they be made?
- (i) The committee noted current residents' views on CSH and stressed the importance of the Council understanding what older people want from CSH.
 - (ii) The committee considered that the Council should make better use of its powers as a planning authority to increase the provision of CSH in the city - either through bringing about its own developments or by obtaining, where appropriate, section 106 obligations on relevant planning applications.

7 2017-2018 WORK PROGRAMME DEVELOPMENT

- 7.1 The committee received a report that included a draft list of items that it may wish to include in its work programme for 2017/18.
- 7.2 Members reviewed the list of suggested items and discussed any additional areas of interest for inclusion in the work programme.
- 7.3 The committee reiterated its preference to focus on one main item per meeting so that it could give appropriate consideration to the issues being scrutinised. Members also supported the idea of holding one meeting off-site, in the community, with the location being relevant to the item being scrutinised.

7.4 RESOLVED:

1. That the agenda for the next meeting on 12 June should include items on the Digital Programme Strategy and CityWest Homes Transformation.
2. The Council's trading company, Westco, should be included as an agenda item at an appropriate future meeting.

The Meeting ended at 9.07 pm

CHAIRMAN: _____

DATE _____

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Housing, Finance and Corporate Services Policy & Scrutiny Committee

Date:	12 June 2017
Classification:	General Release
Title:	2017/18 Work Programme and Action Tracker
Report of:	Director of Policy, Performance & Communications
Cabinet Member Portfolio	Cabinet Member for Housing Cabinet Member for Finance and Corporate Services
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Muge Dindjer x 2636 mdindjer@westminster.gov.uk

1. Executive Summary

- 1.1 This report presents the current work programme for approval based on discussion at the last meeting and with senior officers. It also presents an update on the action tracker.

2. Key Matters for the Committee's Consideration

- 2.1 The Committee is asked to:
- Review and approve the draft list of suggested items and prioritise where required
 - Note the action tracker at Appendix 2

3. Current Work Programme

- 3.1 This work programme takes from the long list presented last time and slots items into suggested timescales based on discussions with senior officers and cabinet members. It is presented here for ommittee to review and amend as appropriate.

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

mdindjer@westminster.gov.uk

APPENDICES:

Appendix 1- Suggested work programme

Appendix 2- Action Tracker

Work Programme

Housing, Finance and Corporate Services Committee



ROUND ONE – 12 June 2017

<u>Agenda Item</u>	<u>Reasons & objective for item</u>	<u>Represented by:</u>
<u>Cabinet Member Q&A</u>	<u>A Q&A session</u>	
<u>Digital Transformation Programme</u>	<u>To receive an update on current delivery via digital channels and review progress on the Council's digital transformation programme (including website and Report It)</u>	<u>Robin Campbell</u> <u>Maria Benbow</u>
<u>CityWest Homes Transformation</u>	<u>To review the assessment of demand and consultation methodology for estate office closures</u>	<u>Jonathan Cowie</u> <u>Martin Edgerton</u>

ROUND TWO – 11 September 2017

<u>Agenda Item</u>	<u>Reasons & objective for item</u>	<u>Represented by:</u>
<u>Cabinet Member Q&A</u>	<u>A Q&A session</u>	
<u>WESTCO</u>		<u>Ian Farrow</u>
<u>Supply and Allocation of Affordable and Social Housing</u>		<u>Barbara Brownlee</u>

ROUND THREE – 6 November 2017

<u>Agenda Item</u>	<u>Reasons & objective for item</u>	<u>Represented by:</u>
<u>Cabinet Member Q&A</u>	<u>A Q&A session</u>	

<u>Treasury Performance Half Year Statutory Review</u>	<u>A statutory review of treasury performance</u>	<u>Steve Mair</u>
<u>HRA Business Plan Review</u>		<u>Barbara Brownlee</u>

ROUND FOUR– 15 January 2018

<u>Agenda Item</u>	<u>Reasons & objective for item</u>	<u>Represented by:</u>
<u>Cabinet Member Q&A</u>	<u>A Q&A session</u>	
<u>Draft Treasury Management Strategy</u>	<u>A statutory assessment of the draft treasury management strategy prior to submission to Council for approval.</u>	<u>Steve Mair</u>
<u>Housing Regeneration programme Progress-report/site visit</u>		<u>Barbara Brownlee</u>

ROUND FIVE– 26 March 2018

<u>Agenda Item</u>	<u>Reasons & objective for item</u>	<u>Represented by:</u>
<u>Cabinet Member Q&A</u>	<u>A Q&A session</u>	
<u>Homelessness Prevention Trailblazer Pilots</u>		

Other Committee Events & Task Groups

<u>Briefings</u>	<u>Reason</u>	<u>Date</u>
<u>Managed Services Re-procurement T/G</u>	<u>Joint task group with members of the Audit & Performance Committee to contribute to the re-procurement process for the managed services contract.</u>	<u>July 2017</u>
<u>Treasury Investment Opportunities T/G</u>	<u>To consider the Treasury Investment Opportunities</u>	<u>TBC</u>
<u>Budget T/G</u>	<u>Standing task Group to consider the budget of Council</u>	<u>Jan/Feb 2018</u>




Housing, Finance and Corporate Services Committee

ROUND THREE (7 NOVEMBER 16)

Agenda Item	Action and responsible officer	Update
Item 7 – Re-commissioning the housing options service	<p>RESOLVED: Following careful consideration, the Committee endorsed the overall strategic approach to the reshaping and procurement of the Housing Options Service. It has requested that a further update be provided to the committee as the procurement moves forward.</p> <p>(Tara Murphy identify suitable time for an update to be received by committee)</p>	Listed on 2017/2018 work programme

ROUND FOUR (9 JANUARY 2017)

Agenda Item	Action and responsible officer	Update
Item 5 – Cabinet Member Update	<ol style="list-style-type: none"> 1. Provide Members with details of the current and projected year-end underspend in the Council budget and the reasons for this (Action for: Steve Mair, City Treasurer/Martin Hinckley, Head of Revenue and Benefits) 2. Provide an analysis of the likely impact of the new business rateable values for West End businesses. Will this 	<p>Awaiting response</p> <p>Emailed to Members 06.03.17</p>

	<p>require any changes to the Council's Discretionary Rating Appeals scheme and what changes are anticipated in the number of hardship applications this year? (Action for: Steve Mair, City Treasurer/ Martin Hinckley, Head of Revenue and Benefits)</p>	
<p>Item 6 – Luxborough Street Development</p>	<p>1. The Committee has requested information on whether any other schemes with similar sized costs have been aborted in the last 4-5 years. (Action for: Guy Slocombe, Director of Property, Investment and Estates)</p> <p>2. Subject to his views, Members would like sight of the Programme Management report commissioned by the Chief Executive. (Action for: Guy Slocombe, Director of Property, Investment and Estates)</p>	<p>Sent to Members on 02.03.17</p> <p>Sent to Members on 02.03.17 (confidential paper)</p>
<p>Item 7 – Treasury Performance Half Year Review</p>	<p>1. That a task group should be established to consider the previously specified Treasury opportunities. Other Treasury opportunities not covered in the TMSS should also be presented for</p>	<p>Confirming appropriate timescale with officers</p>

	<p>consideration as well as a review of the policy on the countries in which deposits/investments can be invested. (Action for: Tara Murphy, Scrutiny Officer)</p>	
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ROUND FIVE (6 MARCH 2017)		
Agenda Item	Action and responsible officer	Update
Item 5 – Cabinet Member Update	<p>1. The committee would like details about the Council's IT security strategy to mitigate the threats to the organisation. Members wanted to know whether cloud computing provides the same security as the existing server infrastructure. Action for: Ben Goward, Head of Digital Information)</p> <p>2. Members would like a note on any changes to business rates and any impact on the Council following an amendment on transitional relief expected to be announced by the Chancellor in tomorrow's spring budget. (Action for: Steve Mair, City Treasurer)</p>	<p>Awaiting response</p> <p>Emailed to members on 13 March 2017</p>

<p>Item - Estate Regeneration Review</p>	<p>1. Councillor Roca asked about how many homes (social/affordable) the Council will have delivered between 2014 and 2018, i.e. Between the last and next local election. (Action for: Barbara Brownlee, Director of Housing and Regeneration)</p>	<p>Emailed to Cllr Roca by BB on 14.03.2017</p>
<p>Item – HRA Business Plan Review</p>	<p>1. As the 2017/18 Plan anticipates borrowing to peak in year 7 to £334 m which is equal to the HRA debt cap and reserves reducing to around a minimum level of c £11m for 20 years the committee would like to include a regular update on the HRA Business Plan to its work programme. (Action for: Tara Murphy, Policy & Scrutiny Officer)</p>	<p>Listed on 2017/2018 work programme</p>

ROUND SIX (10 APRIL 2017)

Agenda Item	Action and responsible officer	Update
<p>Item 5 – Cabinet Member Update</p>	<p>1 <i>Provide Councillor Roca with details of Westminster's external legal spend. (Action for: Steve Mair)</i></p>	<p>Response requested</p>
	<p>2. How will the Council identify the skills gap in each directorate to determine how they should spend their 0.5% contribution on apprenticeships?</p>	<p>Response emailed to Members on 27/4/2017</p>

	(Action for: Lee Witham, Director of People Services	
Item 5- Cabinet Member Update	The committee requested an assessment of the likely impact of the Homelessness Reduction Bill on the Council. (Action for: Barbara Brownlee, Director of Housing & Regeneration	Work is ongoing on producing this information.

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Housing, Finance and Corporate Services Policy and Scrutiny Committee Briefing

Committee date: Monday, 12th June 2017

Author: Cllr Rachael Robathan

Portfolio: Cabinet Member for Housing

Please contact: Lucy Hoyte x5729
lhoyte@westminster.gov.uk

1. Regeneration

Church Street

- 1.1. The Green Spine proposals are now moving into detailed design and a planning application for elements of the scheme where it is required is going to be submitted shortly. The project is still on course to commence delivery later this financial year.
- 1.2. The draft masterplan is due to be published for public consultation later in June, following the election period. The consultation will run for six weeks and feedback will then be collated and considered before a final version of the masterplan is submitted for adoption.
- 1.3. A number of other events and activities are planned over the summer and early Autumn period in Church Street. This will include an Arts and Antiques Fair which will be supported by the Council and run by the Antiques Traders' Association.

Ebury Bridge

- 1.4. The project team has concluded a detailed review of the Ebury Bridge project. Draft proposals for the project will be put to Members in due course, once we are satisfied that they will achieve the project's objectives, before wider consultation with residents.
- 1.5. Progress continues on rehousing tenants and acquiring properties from leaseholders by agreement.

Housing Zone

- 1.6. The claim for the first tranche of Housing Zone funding will be made in May. Discussions are taking place on the terms for the next, more substantial advance.

Tollgate Gardens

- 1.7. Progress continues to be good. Works to Tollgate House have commenced, these are primarily external cladding and improvements to the shared areas within the building.

Infill programme

- 1.8. The first sale has been completed, at a price in excess of our valuations, enabling the programme to be extended. Options to accelerate completion of new homes are being progressed. Design of the first new build homes is underway.

2. Affordable Housing

- 2.1. Octavia Housing is currently marketing 11 intermediate homes for sale and rent at their new development located at North Wharf Road in Paddington. These intermediate homes will be affordable to a range of households eligible for intermediate housing with incomes ranging from £29,000 to £60,000. This scheme, which also includes 16 social housing units, has been delivered by Taylor Wimpey as part of their affordable housing obligations secured through a s106 agreement and transferred to Octavia Housing. Westminster has 100% nomination rights to both the social and intermediate homes at this scheme. The social housing units are currently being let.
- 2.2. We are reviewing all our procedures and priorities for intermediate housing.

3. Housing Policy

Housing White Paper

- 3.1. The Government published its white paper "Fixing Our Broken Housing Market" on 6th February.
- 3.2. The paper asked for comments on 38 detailed questions dealing with proposed changes to national planning policies, strategic planning and the handling of planning applications. We responded by the May deadline.

Homelessness Reduction Act

- 3.3. This Bill got Royal Assent in April and it is thought it will be enacted in April 2018. We understand that the Government is updating the statutory code of guidance relating to homelessness.
- 3.4. Ministers have announced that they will make £61m available to local authorities to meet the additional burdens arising from the Act and that the Act is estimated to make savings for local authorities by year 3. The methodology for distributing the £61m nationally is unknown. We are doing our own modelling to estimate the additional costs that will arise from the Act.

Higher Value Voids Levy

- 3.5. The Government has announced that they will still go ahead with the policy but the first payment will be postponed until at least 2018. A consultation on the formula to determine the payment is expected. In May, the Government announced a regional pilot for the housing association right to buy extension until 2021 (the higher value voids levy is intended to fund the housing association right to buy extension).

Community Supported Housing Review

- 3.6. A review of our community supportive housing (CSH) stock is underway and will be completed in June/July. The review is considering:
- How well our CSH stock is meeting current demand and how well it will meet future demand;
 - How well our CSH is contributing to meeting the Council's key priorities and objectives;
 - Any changes that are needed (for the stock to better meet current and future demand the Council's priorities) and how they can be made.
- 3.7. The review responds to a number of factors:
- The future demand for CSH is uncertain;
 - Some stock is of poor quality and needs investment;
 - There are high numbers of studio's and properties which are not wheelchair accessible;
 - Demand from older council tenants in general needs housing i.e. those that might be under occupying are relatively low.

4. CityWest Homes (CWH)

Performance

- 4.1. CWH performed well against its 2016/17 Management Agreement targets, including exceeding the 'outperform' target for income collection.

CWH Board

- 4.2. The board has undergone much change in the last year, with six out of the thirteen members joining in the past six months. The new appointments have broadened the skill set of the board which is proving beneficial as CWH delivers its transformation programme and changes its service delivery model.

Service Transformation

- 4.3. Work continues on the development of a new service delivery target operating model, supported by a digital programme.
- 4.4. A new refreshed website is available for customer testing and feedback through CWH's existing website and the multichannel contact centre remains on track for full implementation in June 2017.
- 4.5. Housing management services currently provided through Pinnacle will transfer to CWH in June, to be consolidated into the new operating model and contact centre due to launch in June which will include:
- A dedicated multichannel contact centre which will aim to resolve 75% of queries/ calls first time.
 - Four area hubs with:
 - local dedicated teams to provide enhanced reception services;
 - specialist teams better able to resolve more complex queries and challenges;

- a range of 'in-the-community' resident access points, including surgeries, home visits, block inspections, pro-active contact with our most vulnerable;
 - Re-location of services from four estate offices (Lillington and Longmoore; Little Venice; Paddington Green and St John's Wood) to the area hubs.
- 4.6. Feedback from customer engagement sessions on the use of estate offices has been positive and the suggestions generated are being built into local service arrangements to ensure vulnerable residents are able to access services and will receive greater support than was possible through the previous service model.

Creation of a Subsidiary Company

- 4.7. In April, CWH established CityWest Homes Services, to support CWH in its delivery of services and to provide a vehicle for delivering future new business opportunities.

Repairs and Major Works Procurement

- 4.8. The letting of new repairs and major works contracts is on track for phased implementation between April-September 2017.
- 4.9. Consultation on staffing changes to support the new contracts is in progress. The changes are designed to improve the quality and accountability for stock investment decisions and to strengthen contract management arrangements.

5. Rough Sleeping

- 5.1. Our new Assessment Centre opened in the week commencing 22nd May for its first group of residents. The service will rapidly assess rough sleepers who have come to Westminster from other areas of the UK and elsewhere in order to provide a supported assessment and reconnection service. The maximum stay is 28 days and is being delivered in partnership with No Second Night Out (commissioned by the GLA) and other local support services.
- 5.2. In May 2017, the Rough Sleeping Team coordinated a cross sector working party on acquired brain injury (ABI); a condition described as an invisible disability with further cloaks including trauma, drugs, alcohol and physical health. There is a small emerging evidence base of the high prevalence of brain injury in the homelessness population and the working party has developed an action plan to improve awareness, skills and understanding of treatment pathways. The group included partners from NHS, adult social care and the specialist charity Headway. Case studies were brought to the group and the expert advice garnered has already made an impact. It is hoped this improved understanding will deliver improved outcomes for this client group in the long term.
- 5.3. Meanwhile the service continues to work with rough sleepers on our streets and in particular areas of pressure. Operations have been undertaken in recent months in partnership with colleagues in CMC alongside the Police and the Home Office.

6. Hubs

- 6.1. The Hubs Steering Group last met on 25th April. A recent piece of work to map how the Council's current spending on service delivery distributes across specific housing estates was presented to the Group for information and delegates were also updated on the Council's Corporate Property review.

7. Specialist Housing Strategy for Older People (SHSOP)

- 7.1. Main contractor tender returns for the new Beachcroft Care Home have been assessed and officers have formally issued their recommendation to appoint their preferred contractor. Subject to Cabinet Member authorisation, the contractor will be appointed via a two stage 'Design and Build' contract and will commence work in May.
- 7.2. Initial design options have been presented for both Carlton Dene and Westmead in line with the SHSOP projected care requirements. The design team are incorporating client amendments and I will have meetings with Ward Councillors as soon as the initial options have been sufficiently scoped.

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City of Westminster

Housing, Finance & Corporate Services Policy and Scrutiny Committee Briefing

Date: Monday, 12th June 2017

Author: Cllr Tim Mitchell

Portfolio: Cabinet Member for Finance & Corporate Services

Please contact: Lucy Hoyte x 5729
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1 Corporate Finance

Final Accounts 2016/17

- 1.1 The Council's 2016/17 accounts were closed and sent for audit in 4 working days – 3 days earlier than last year. The external auditors provided a draft opinion on these accounts for the 9th May, also 3 days ahead of the prior year performance. The setting of such a challenging timeframe not only sets the Council apart from all other public bodies (and 95% of the FTSE-100), but allows financial management resources to be quickly focussed on supporting services in concentrating on the future rather than the past. A significant service transformational benefit also accrues through the setting of aspirational closure timeframes in so far as it enforces fundamental review of process and procedures and drives best practice. We will therefore be looking to improve on this timeframe next year.
- 1.2 The 2016/17 General Fund revenue position saw a net outturn of £17.201m underspend against the approved budget. This compares to a Period 10 (January 2017) forecast underspend of £15.273m.
- 1.3 As set out in the 2017/18 Budget Setting and Council Tax Report approved by Full Council in March 2017, £10.000m of the overall General Fund net underspend has been earmarked as a contribution towards the Pension Fund deficit recovery. Approval for such a lump sum contribution was contingent on the finalisation of the outturn position being broadly as then forecast – this being the case.
- 1.4 Net of the lump sum contribution to the pension fund, the remaining revenue underspend for the General Fund is thus £7.201m and represents 0.8% of the approved gross 2016/17 budget. This amount has been added to the Council's

general reserves – rising from £41.575m to £48.777m, again as broadly anticipated and approved in the 2017/18 Budget Setting and Council Tax Report.

- 1.5** The Housing Revenue Account (HRA) revenue outturn position shows a net surplus of £9.980m and compares to a budgeted surplus of £7.340m – a variance of £2.640m (2.6% of the approved gross expenditure). This surplus increases HRA general reserves from £31.606m to £41.586m.
- 1.6** The net general fund capital outturn variance of £23.513m represents 15.6% of the approved and re-profiled gross budget. It should be noted that the capital programme at the start of the year was £351.288m.
- 1.7** The HRA capital programme gross expenditure was £57.559m compared to an approved budget of £64.907m – a gross underspend of £7.348m (11.3%). On a net basis after income budgets of £28.652m and income outturn of £29.043m are taken into account the net variance is £7.739m before borrowing and capital receipts are applied.

- 1.8** The table below summarises the above headline outturn positions:

	Expenditure Budget (£m's)	Income Budget (£m's)	Net Budget (£m's)	Outturn (£m's)	Variance (£m's)	(%)age
Revenue						
General Fund	851.304	(851.304)	0.000	(17.201)	(17.201)	(2.0%)
Housing Revenue Account	101.656	(108.996)	(7.340)	(9.980)	(2.640)	(2.6%)
Capital						
General Fund	151.193	(74.794)	76.399	52.886	(23.513)	(15.6%)
Housing Revenue Account	64.907	(28.652)	36.255	28.516	(7.739)	(11.9%)

- 1.9** The Council's balance sheet net asset position reduced by £15.345m from £1.898bn in 2015/16 to £1.883bn in 2016/17.
- 1.10** The net assets of the Council's Pension Fund increased by £191.382m over the course of the year – rising from £1.066bn to £1.258bn.
- 1.11** All objections relating to prior years have now been cleared. There were no objections to the 2015/16 accounts.
- 1.12** The public inspection period for the accounts is now set nationally and will take place between 5th June and 14th July 2017 as per the Accounts and Audit Regulations 2015. The Accounts and Audit Regulations 2015 require all local authorities to standardise at least a part of the thirty day period during which their accounts are open for public inspection. For the financial year ended 31st March 2017 that period is between the 3rd and 14th July 2017. Therefore, until after 14th July the Council's external auditors are unable to formally certify the annual accounts.
- 1.13** The auditors have issued their provisional report, subject to the remaining period for objection, the key highlights from this are:

- The Council will receive an unqualified audit opinion and also an unqualified VfM opinion;
- There are no material errors in the accounts and no changes to the Council's financial position as a result of the audit;
- They report that the accounts submitted were of very good quality;
- Responses to queries were generally within a day and working papers were of a good standard
- There are four assessments under accounting policies, estimates and policies all of which are "green";
- Internal control checking identified 6 transactions of low value that should have been accounted for differently (they are immaterial and by way of context our gross expenditure is circa £1bn);
- Two issues from last year were both resolved;
- There is one adjusted misstatement and 5 misclassifications – all of which we have corrected and none of which affect the bottom line;
- The pension fund accounts are largely as the main Council accounts i.e. of a high quality and unqualified opinion;
- There are two comments both concerning pensions administration which the Council is addressing.

Business Rates

1.14 In the Spring Budget the government announced several changes to Business Rates, including:

- A supporting Small Business Rate Relief scheme;
- A £1000 allowance for public houses with a rateable value below £100,000;
- A Discretionary Fund for local authorities to assist businesses adversely affected by the Revaluation rateable increases.

1.15 Local authorities had been awaiting the completion of government consultation exercises and/or further details from the government in each of these 3 areas. However, the recent announcement of the General Election has put a temporary hold on DCLG announcements. Nonetheless, the government has confirmed the previously announced provisional funding allocations for the Discretionary Fund. Officers have now commenced investigating options for allocation of the funding. It is also envisaged that consultation will take place with the city's Business Improvement Districts (BIDs).

1.16 London Councils Leaders group have previously endorsed a set of broad principles to develop a devolution proposal for London. On the day of the Spring Budget, the Government published a Memorandum of Understanding signed by the Mayor, the Chair of London Councils and by the Chancellor of Exchequer. The Memorandum stated that "the Government will explore options for granting London government greater powers and flexibilities over the administration of business rates. This includes supporting the voluntary pooling of business rates within London, subject to appropriate governance structures being agreed". The Treasury and DCLG see pooling in 2018/19 as a precondition for a London full devolution potentially from 2019/20. A pool is where a group of authorities come together under the scheme for

the purposes of calculating the scheme's tariffs, top-ups, levies and safety net. The announcement of a General Election has also put a hold on further progress by London Councils / DCLG.

- 1.17 The Council achieved "in year" collection rates of 98.4% for NNDR and 96.4% for Council Tax. In both cases this is only 0.1% below the highest ever Westminster collection rates.

Discretionary Housing Payment Funding

- 1.18 The Government has announced the Council's Discretionary Housing Payment Funding for 2017/18. The funding of £1.4M represents a 47% reduction on our 2016/17 funding. A revised version of the Council's Discretionary Housing payment policy is currently being drafted. The policy will be subject to Cabinet Member decision.

Sundry Debtors

- 1.19 The automated invoice reminder process continues to work well, with BT providing a daily report of reminders issued the previous day. The direct contact project has resumed whereby we are supporting service areas to follow-up unpaid invoices by contacting the largest value debtors (exceeding £50k). Centrally, the pilot exercise with a third party provider to take further action on a small number of unpaid debts is being finalised and expected to be underway in June. The results will inform our strategy on debt recovery.

Accounts Payable

- 1.20 Invoice processing has resumed following the annual accounts finalisation. Further to service areas' performance review, "No PO, No Pay" will become compulsory from 1st June 2017. This means that invoices without a valid purchase order number received in Agresso will not be processed and/ or returned with a few exceptions, such as utility bills, precept/ levy payments. Ongoing instructions to service areas and suppliers have been issued following receipt of each non-compliant invoices; and a general communication was issued w/c 15th May to all WCC suppliers and service areas.

2 Corporate Property

Investment

- 2.1 At the end of the financial year 2016/17 the investment portfolio generated £26.9m against £24.5m at close 2015/16, an increase of £2.4m. Asset management of the portfolio along with rent reviews and lease renewals added £550,000 of additional income to the portfolio during the year and new lettings accounted for £335,000 of new income. The acquisition of 10 Orange Street in August 2016 generates a further £500,000 p.a. all of which supports the Council's front line services and housing

programme. In April the London Business School began payment to the Council of £1.2m p.a. under the terms of their lease with the Council.

City Hall Refurbishment

- 2.2** By 27th May all Council staff and Members will have vacated City Hall to either Portland House or 5 Strand. Moves have been well managed and staff have reported positively on their experience. City Hall will be fully vacated on 27th June when the last of the Council's tenants move out. Refurbishment works will begin in July and the programme of works is due to be completed in November 2018.

3 Corporate Services

People Services

- 3.1** People Services have been working hard to manage any potential impact for staff, assessing potential structures, and working with Bi-borough colleagues to create principles for the dissolution of the Tri-borough arrangements.
- 3.2** The Westminster Way Staff Awards ceremony will take place on the 22nd June. 169 nominations have been received, an increase on 110 nominations received last year
- 3.3** Changes to the IR35 legislation came in to effect on 6th April. People Services have been working closely with managers to determine the status of all agency staff.
- 3.4** People Services have been working closely with Finance to determine the impact of the Apprenticeship Levy.
- 3.5** Communications for end of year performance reviews have been circulated with further reminders going out. The deadline to complete end of year reviews was 28th April.
- 3.6** The Council's new 'revamped' corporate induction received a satisfaction rating of 5.6 out of 6 with the Lord Mayor delivering the opening presentation, followed by a senior leader.
- 3.7** The first phase of the Working the Westminster Way programme concluded at the end of April and welcomed over 1,000 band 1-3 colleagues since its inception in June 2016.

Procurement

- 3.8** The new temporary resources contract with Matrix Supply Chain Management (SCM) went live on Tuesday 2nd May. All new recruits will now be appointed through the Matrix system and all current agency workers will be transitioned to Matrix by 3rd June when the Comensura contract expires. Initial feedback from hiring managers and from Matrix has all been positive with 5 new requirements already successfully processed.

- 3.9** City West Homes have completed the procurement of 5 term contracts for maintenance services for the next ten years. They are Mechanical Services, Domestic Heating, Voids, Responsive Repairs and Electrical Services. Cabinet Member approval has been received and the contract award process commenced on 22nd May 2017.

ICT

- 3.10** Major IT works to support the City Hall decant continue. Further departmental moves to 5 Strand and Portland House have gone smoothly over several weekends and the major ICT decommissioning exercise continues at pace - with only 32 out of the 100circa legacy servers remaining switched on. The remainder will be switched off in mid-June. There has been no user impact reported to our service-desk to date.
- 3.11** Real IT Awards (RITA) 2017 took place at a ceremony held at the Hilton Bankside on Thursday 11th May. LBHF, RBKC and WCC won the prestigious Collaborative Enterprise IT Award for implementing Office 365 across all three councils enabling staff in shared services to work from anywhere from any device.

Digital

- 3.12** The Digital Programme Reset is well underway with good progress being made in each of the four work-streams.
- 3.13** The Procurement stream is working closely with Revenue & Benefits to examine opportunities/ options for operating model enhancements.
- 3.14** The Web stream is gathering data and conducting analysis to understand the usage, behaviours and technical configuration of our web platform ahead of our need to host transactional services.

Legal Services

- 3.15** Legal Services have been shortlisted as a finalist for the MJ Awards 2017 under the submission "Making a difference to the community through innovation in shared Legal Services." This is down to all their hard work in their journey from creating the shared services, to achieving savings and efficiencies as well as leading the transformation around O365.
- 3.16** Legal Services continues to lead on the use of Office 365. Colleagues within Legal have visited directorates over the last quarter showcasing the O365 apps and sharing their experience of how they are transforming how Legal Services work.

Thursday, 25th May 2017



City of Westminster

Housing, Finance & Corporate Services Policy and Scrutiny Committee

Date:	12 June 2017
Classification:	General Release
Title:	Update on CityWest Homes (CWH) Transformation
Report of:	Jonathan Cowie – CEO CWH
Cabinet Member Portfolio	Housing www.westminster.gov.uk/cabinet
Wards Involved:	All
Policy Context:	Housing
Report Author and Contact Details:	Jonathan Cowie / Martin Edgerton jcowie@chw.ork.uk / medgerton@cwh.org.uk

1. Executive Summary

CWH is in the process of totally transforming all aspects of its operation to improve the customer experience. The committee was last presented with CWH vision and high level timeline in September 2016. CWH has completed its service redesign, resident engagement, and is now moving to implementation of its target operating model.

Service redesign has been undertaken in close collaboration with WCC officers and Cabinet Members, CWH Board and residents.

The transformation includes the launch of a contact centre, specialist teams across the city, new ways of engaging with residents, and new contracts with our suppliers. This is all underpinned with new technology, teams, training programmes and ways of working.

2. Key Matters for the Committee's Consideration

It would be helpful to obtain feedback from the committee on:

- Where do you see the most opportunity for greater joint working across our services?
- What do you see as the highest priority from residents?
- Where do we need to modernise our services the most?

3. A new contact centre

CWH activity analysis has identified that 94% of all resident engagement is via telephone or email. We receive: c7k calls a week, c1.2k emails and c540 visits to our estate offices. Resident feedback is that they would like to be able to do even more by interactive website, telephone or email, and that often they are unable to get the right answer when they attend an office. This is substantiated by our analysis, which identifies that we can only answer approximately one in three queries raised at individual offices.

CWH will launch a dedicated multichannel contact centre on the 21st of June. It will aim to resolve 75% of queries / calls first time. Residents will be able to access services in the way that they want, when they want and how they prefer – including web based forms to submit queries / complaints etc, social media channels and advanced telephony. Phase 2 (Sept – Dec) will include more advanced forms of self-service – such as the ability to have an individual accounts, make payments, view bills etc.

4. New frontline services

Four area hubs have been established, where local dedicated teams will be based. These will provide enhanced local housing management and income recovery teams, local maintenance teams, and include improved reception services.

A range of ‘in-the-community’ resident access points, at locations agreed with local residents (including libraries, community venues or halls) have been identified for surgeries. We will undertake more home visits for the most vulnerable, increased block inspections, and pre-planned pro-active contact with our most vulnerable.

Specialist teams better able to resolve more complex queries and challenges have been established and recruited to (ASB, Income Recovery and Estate Services). This will result in improved services for residents and allow greater joint working with WCC teams.

We have redesigned tenancy checks – tailoring them to pro-actively identify and support our most vulnerable in sustaining their tenancies, and living at home longer. This is joined-up with WCC services.

5. Resident engagement

A new approach and framework (see Appendix A) to securing resident engagement and involvement in all aspects of our work has been developed, recruited to and implemented. Residents recruited the 57 members of the new Resident Council and Resident Panels. This new engagement framework has ensured residents were at the heart of the transformation, have fed into all aspects, and will be integral to all future service redesign.

6. New contracts

New 10 year contracts for all major work, repairs and maintenance across our estates, go-live between June and September. These are strategic partnerships with companies committing to deliver more in and for Westminster residents. We have negotiated significant social value contribution back to local communities in these contracts.

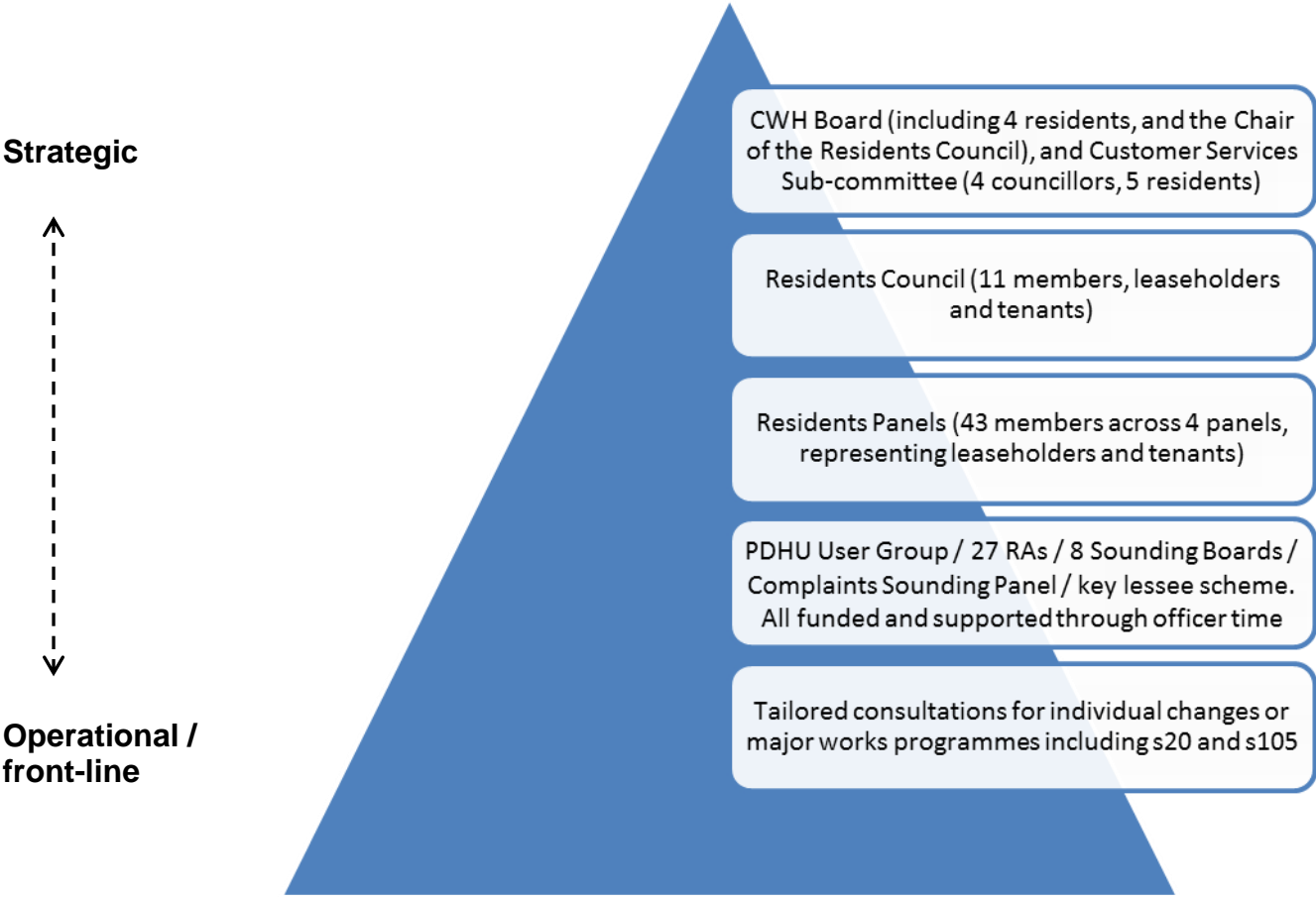
7. All underpinned by digital transformation and a complete restructure

To enable the delivery of the new ways of working:

- CWH has built and launched a new website, to make the customer experience simpler, better and more effective
- Developed the telephony system – in order to support residents in reaching the right team first time through choice based routing
- Restructured the teams (c350 staff) – through redesigning work around core activities, the most efficient ways to deliver, and new roles. Restructuring is almost complete – and the majority of staff start their new roles on 21 June.
- Launched a comprehensive training programme – tailored for each team to enable professional development
- Introduced ‘smart working’ – to enable work to be undertaken in more locations – such as in residents homes or community locations - and in more efficient ways (e.g. laptop and tablet rollout, hot-desking, collaboration zones etc)

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Jonathan Cowie / Martin Edgerton

Appendix A – New Resident Engagement Structure



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