



City of Westminster

Committee Agenda

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

Meeting Date: **Monday 10th April, 2017**

Time: **7.00 pm**

Venue: **Rooms 5, 6 & 7 - 17th Floor, Westminster City Hall, 64 Victoria Street, London, SW1E 6 QP**

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 at City Hall 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 held on the 6 March 2017 as a correct record of proceedings.

(Pages 1 - 10)

4. WORK PROGRAMME 2016/17 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 Finance, Property & Corporate Services will be in attendance to answer questions from the Committee.

6. COMMUNITY SUPPORTED HOUSING REVIEW

(Pages 33 - 42)

Report of the Director of Housing.

7. 2017-2018 WORK PROGRAMME DEVELOPMENT

(Pages 43 - 48)

Report of the Director of Policy, Performance and Communications

Charlie Parker
Chief Executive
31 March 2017



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 6th March, 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, Adam Hug, Adnan Mohammed, Tim Roca and Jacqui Wilkinson

Also Present: Councillor Rachael Robathan (Cabinet Member for Housing), Steve Mair (City Treasurer), Barbara Brownlee (Director of Housing and Regeneration), Matt Harmer (Chief Operating Officer, Thorncliffe), Sheli Barracluff (Consultation Coordinator, Thorncliffe), Tara Murphy (Scrutiny Officer) and Reuben Segal (Senior Committee & Governance Services Officer)

1 MEMBERSHIP

1.1 There were no changes to the membership.

2 DECLARATIONS OF INTEREST

2.1 Councillor Connell declared in respect of item 6 (Housing Regeneration - Review of Progress) that Richard Patient, founder and managing director of Thorncliffe, was a personal friend.

2.2 Councillor Connell further declared that all members of the committee know Councillor David Boothroyd who works for Thorncliffe.

2.3 Councillor Church declared that he is a board director of Westminster Community Homes.

3 MINUTES

3.1 **RESOLVED:** That the minutes of the meetings held on 9 & 19 January 2017 be signed by the Chairman as correct records of proceedings.

4 WORK PROGRAMME

- 4.1 Tara Murphy, Scrutiny Officer, tabled an updated copy of the work programme and action tracker which were unavailable at the time that the agenda was published. She explained that the agenda items that were due to be considered at the committee's next meeting on 10 April were being replaced. Due to its strategic importance and crosscutting nature the update on the Managed Services Programme would now be considered by the Westminster Scrutiny Commission. The item on the rollout of Office 365 was for information only and would therefore be circulated as a briefing outside the meeting.
- 4.2 Tara Murphy advised that that she was working with the chairman to identify replacement items. One of the items would be to consider ideas for the committee's work programme for 2017-18.
- 4.3 **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 Rachael Robathan, Cabinet Member for Housing, addressed the committee. With reference to her recent appointment to the portfolio, she advised that her previous experience as Cabinet Member for Adults and Community Protection would enable her to bring a different perspective to the portfolio's challenges. She was aware that the city required more housing of every tenure. She recognised that there were huge pressures to deliver housing and she undertook to do all that she could to speed up delivery. She had recently visited each of the regeneration sites and had spoken to all of the officers involved. She advised that one of her key priorities is to have a viable proposal for Ebury Bridge by April which can then be discussed with Ward councillors followed by residents.
- 5.3 Councillor Robathan further advised that she had transported two areas of responsibility from her previous role. These were the Specialist Housing Strategy for Older People and the Council's Hubs Programme.
- 5.4 The Cabinet Member then responded to questions on the following issues:
- Housing Provision
- 5.4.1 The Cabinet Member was asked whether she intended to review any executive decisions taken prior to her appointment such as purchasing accommodation out of borough. She was also asked how she intended to speed up the delivery of urgently needed housing. Councillor Robathan stated that she did not intend to revisit decisions taken by her predecessor. She reflected that some decisions such as purchasing housing out of borough

had been difficult to make but were necessary in order to provide affordable, stable homes for residents. Ideally the Council would house all residents within the borough but given the size of the housing waiting list this was unachievable. Every effort would be made to house residents as close as possible to Westminster. She advised she was focusing her attention on increasing the speed of housing delivery. None of the objectives are easy to deliver. There are difficult issues to overcome in each Ward where there can be embedded views. She would be holding a series of monthly meetings with officers on delivering the Council's housing regeneration programme.

In response to further questions Councillor Robathan stated that she fully supported and would endeavour to push for apprenticeship opportunities for young Westminster residents as part of the Housing Regeneration Programme.

Increasing Intermediate Housing Provision

- 5.4.2 Councillor Robathan was asked whether the Council intended to increase the provision of intermediate housing in the city. She advised that there was a strong commitment to deliver more of this tenure in Westminster. To facilitate this the Council was looking to amend its planning policy on the ratio of social to intermediate housing required to be provided on the new on relevant housing schemes. At present the policy requires 60% of new affordable housing to be social housing and 40% intermediate. The intention is to switch the ratio requirement.

In-borough Social Housing Delivery

- 5.4.3 Given the significant costs of land in Westminster the Cabinet Member was asked about the benefits of delivering social housing in borough. Councillor Robathan explained that the Council has a duty to deliver as much housing within the borough as possible. She considered that it was important for future generations to ensure that Westminster has mixed and diverse communities. However, she stated that it was not possible to house all eligible residents in the borough. Where consideration is given to purchasing accommodation outside of Westminster importance will be placed on ensuring that this is a reasonable distance and travel time from Westminster.

Future of CityWest Homes (CWH) Estate Offices

- 5.4.4 The Cabinet Member was asked for clarity about plans for the future of CWH estate offices as different explanations appeared to be provided to different audiences. The Cabinet Member explained that as part of the CWH Strategy for 2015-2020 the organisation was reviewing the current use of estate offices to ensure that services provided meet residents' changing needs. 95% of all resident contact with CWH is conducted by phone and email. CWH was developing a new Multichannel Service Centre which would make it easier for residents to engage with the organisation. It was expected that there would be fewer dedicated estate offices. CWH would be looking at how it can deliver housing advice using other community facilities such as Children's Centres cost and libraries. This includes offering home visits for vulnerable residents. Members wished to ensure that any community facilities identified would be an easy walking distance from Estates and that the provision would

be on a permanent basis. It was also suggested that plans should be communicated to residents as quickly as possible to provide reassurance.

Newman Street Pilot Project

- 5.4.5 Barbara Brownlee, Director of Housing and Regeneration, provided an update on the pilot which is providing temporary accommodation for single homeless adults. She explained that the pilot was progressing well and was providing stability for vulnerable adults with particularly challenging circumstances. Floating support workers were working from the site providing a range of assistance including employment advice. Prior to the commencement of the pilot none of those participating in the pilot were registered with a GP or dentist which resulted in numerous admissions to A & E or callouts for ambulances. 100% of the residents were now registered with health practitioners which would result in a significant saving to the NHS.

Rough Sleeping

- 5.4.6 The Cabinet Member was asked whether service levels would be affected by the recent decision to cut £808k from the rough sleeping budget. Councillor Robathan stated that she had held talks with service providers and advised that despite the reduction in the budget there would not be any cuts to service provision.

- 5.5 The Committee also submitted a request for information in relation to a couple of matters within the portfolio of the Cabinet Member for Finance, Property and Corporate Services.

5.6 **ACTIONS:**

1. The committee would like details about the Council's IT security strategy to mitigate the threats to the organisation. Members want to know whether cloud computing provides the same security as the existing server infrastructure. (**Action for: Ben Goward, Interim Director of ICT**)
2. Members would like a note on any changes to business rates and any impact on the Council following additional relief announced by the Chancellor in the spring budget. (**Action for: Steve Mair, City Treasurer**)

6 **HOUSING REGENERATION - REVIEW OF PROGRESS**

- 6.1 The committee received a report that provided a progress review on the Council's programme of housing renewal. The report also included information on infill housing and the context for purchasing housing out of borough.
- 6.2 The committee was asked for views on the learning from the regeneration of Church Street to assist in subsequent regeneration schemes.
- 6.3 Barbara Brownlee highlighted some of the key learning from the Regeneration programme to date. She explained that the aspiration to deliver Housing

Renewal in the City led the Council to be overly ambitious in forecasting that the programme would be delivered in a matter of a few years. She explained that given the scale and complexity of the programme and the fact that no local authority in London had undertaken housing renewal on such a scale for many decades it was near impossible to deliver the programme within this timeframe. Expectations were raised amongst residents about swift progress on the transformation of their neighbourhoods. As regeneration has taken longer to deliver this has led to some understandable frustration and concern amongst some residents.

- 6.4 Barbara Brownlee then provided a specific lesson learned in relation to the regeneration of Lisson Arches in Church Street. She explained that the site would provide new housing for vulnerable elderly residents currently living in sheltered accommodation at Penn House, which is no longer fit for purpose. The site does not currently have any buildings on it because it has a number of strategically important services - gas, water, electricity and telecommunications running through it. Some of these service the West End. The complexity of the underground utilities was not fully understood until works began on site. Discussions with utilities to divert supplies were protracted. This involved obtaining approval from three different organisations within one utility. This, coupled with a restriction of only being able to undertake works over two weeks in any one year, resulted in a delay of 18 months to plan and undertake the works. Lessons learned from Lisson Arches would be applied to the regeneration of Ebury Bridge. The Council will ensure that more extensive site investigation works are to understand the complexities of the site.
- 6.3 Matt Harmer Chief Commercial Officer and Sheli Barracluff, Consultation Coordinator, Thorncliffe, who had been invited to the meeting as expert witnesses, addressed the committee on effective community consultation in relation to development and infrastructure projects.
- 6.4 Mr Harmer explained that Thorncliffe provide community consultation expertise to clients to help get regeneration and development delivered. This includes developing community engagement strategies.
- 6.5 Ms Barracluff provided a presentation on some of the key challenges and elements for successful community engagement. These included:
- The importance of understanding the resident demographic including the tenant mix as well as issues of concern
 - Understanding the demographic of those living outside the immediate regeneration area
 - Finding local champions to promote the regeneration programme
 - Setting clear aims and outcomes for the consultation

- Providing multiple communication channels including door knocking as individual engagement is very effective
- Providing residents with on-going updates to maintain dialogue
- Ensuring that residents have a voice and are part of the discussion and not simply told about what will happen
- Highlighting where resident input has been taken into account in developing proposals
- Taking residents on site visits to see completed regeneration projects to ease worries.
- Undertaking surveys that provide both qualitative and quantitative data

6.6 The Committee then discussed the lessons learned and asked questions on these issues and the actions that would be taken forward to overcome delays to future housing regeneration in the borough.

6.7 In response to questions about the overly ambitious timescales Barbara Brownlee considered that the over-optimism came from both elected members and officers and reflected the ambition of the organisation. She further considered that as the Council had not been engaged in a major regeneration programme for some time there perhaps was a lack of expertise available within the organisation to fully appreciate how long it would take to deliver the programme. She stated that a project of this kind was one of the most difficult to deliver within an intensively built up and complex area such as Westminster. Mr Harmer commented that because many local authorities have not rebuilt large estates for some time much of the expertise to deliver large regeneration projects lie elsewhere.

Church Street

6.8 With respect to Lisson Arches, members asked why a subsoil analysis to understand the complexities was not undertaken before holding a resident vote. Barbara Brownlee explained that there is a balance to strike on how much is spent before making firm commitments to develop a site. She explained that a great deal of desk-based analysis is undertaken. On site investigations are expensive. However, given the lessons learned at Lisson Arches the Council would undertake more detailed ground investigations for certain types of site such as next to railway lines or by rivers.

6.9 The Committee asked about the processes in place for better managing problems at Lisson Arches should they arise in future. Barbara Brownlee advised that a new management monitoring system had been established whereby senior managers receive weekly updates on site progress. Whilst such detailed oversight is unusual it was felt necessary given the complexity of this particular site. This will enable problems to be raised quickly at a senior level.

- 6.10 Members welcomed the decision to bring community consultation back in-house and asked for details of the resource levels and how consultation with residents would be improved. Barbara Brownlee informed the committee that the team would consist of two internal development officers and three new consultation officers. The Council had also opened a site office in Church Street. There is now a strong Council voice in the estate compared to when the consultation and community engagement was contracted out. The team would be open and clear with the community about any future delays.

Ebury Bridge

- 6.11 The Director of Housing and Regeneration was asked about what had been delivered to date at Ebury Bridge. Barbara Brownlee stated that residents had been decanted from the site. This was an achievement as a decant in itself takes time.
- 6.12 The Committee was informed that when the scheme was soft market tested there was no appetite amongst the Council's Development Partner Panel to implement the scheme in the form proposed. Members asked how the Council would ensure that this mistake was not repeated. Barbara Brownlee stated that it would be important to liaise with developers much earlier in the process rather than when a finalised planning permission is in place as this does not provide developers with an opportunity to add value. It was important that the procurement process provides bidders with some flexibility. The Council should set out its aims and goals and ask developers how they would deliver them. Improvements had been made in the procurement process to reflect this. Other lessons learned included not insisting that one developer undertakes both the refurbishment and the new build as developers tend to specialise in one or the other. Developers also tend to build estates from the outside in rather than the expected approach that had been set by the Council.
- 6.13 Members asked how the Council intended to re-energise residents who have been frustrated by the delays about the renewal of Ebury Bridge. The Cabinet Member for Housing stated that the Council regretted the amount of time that had passed since the resident vote had taken place. She advised that once a new and viable scheme has been chosen the Council will ensure that if any amendments are needed to be made at a later stage this will be communicated quickly and clearly to residents with an explanation of why the changes are required.
- 6.14 The Committee asked whether the ratio of social to intermediate housing to be provided on site will be based on the planning policy in place at the time that the residents voted on the regeneration for new affordable housing. Barbara Brownlee explained that none of the regeneration sites have got housing figures attached to them other than that all tenants formally living on the site can be housed in the new developments. The Cabinet Member advised that the amount of affordable housing which will be accommodated on site will be governed by the planning policy at the time that the planning application is submitted.

6.15 The Director of Housing was asked about the potential adverse impacts on building costs or sales values as a consequence of Brexit. Barbara Brownlee informed the committee that Growth, Planning & Housing was reviewing current projects to identify and seek to quantify the impacts based on changes in the value of the pound relative to other currencies as well as the attractiveness of London as a residential investment. There was a risk in achieving sale prices across all sites.

6.16 In response to questions about incorporating health and well-being benefits within the regeneration programme, the Cabinet Member advised that it would be important to ensure that any housing built remains suitable as people grow older. This will avoid residents having to move to alternative accommodation as their health declines.

6.17 **RESOLVED:**

1. Members reflected that while it is important for the Council to have high aspirations for housing renewal the organisation needs to set a more realistic timeframe for delivering the housing regeneration programme given the nature and complexity of the sites and the development programme. The programme is challenging and members noted that it could not realistically be delivered in a few years.
2. Members considered that being honest and clear with residents on how renewal will be delivered including the length of time that it will take is vital to building credibility and support in the programme and avoid disappointment. Where any delays do occur the reasons for these should be communicated openly and quickly.
3. The committee considered that it is vital where problems arise which cannot be easily remedied these should be passed quickly up the management chain appropriate mitigation measures can be urgently taken timeframes.
4. The committee noted in relation to the renewal at Ebury Bridge that when the scheme was soft market tested there was no appetite amongst the Council's Development Partner Panel to implement the scheme in the form proposed. Members noted that it is important to engage developers early in the regeneration process and avoid being too prescriptive over the scheme design to provide developers with an opportunity to add value and be innovative.
5. The committee supported future proofing housing to be provided as part of the renewal programme so that homes remain suitable for people as they grow older.
6. Members also noted that any new planning applications submitted as part of the housing renewal programme will reflect the planning policies at the time the application is submitted.

7 HOUSING INVESTMENT STRATEGY AND HOUSING REVENUE ACCOUNT BUSINESS PLAN 2017/18

- 7.1 The Committee received a report on the Housing Investment Strategy and thirty-year Housing Revenue Account (HRA) Business Plan. This was the fifth such plan since the introduction of self-financing in 2012. The City Council's investment plans are ambitious and will deliver a range of lasting benefits for the City, its residents and the City Council. They will allow the City Council to realise much of its 'City for All' ambitions of aspiration and choice; delivering new homes and leveraging the value of our land assets to bring forward investment in some of Westminster's poorer neighbourhoods.
- 7.2 The Director of Housing and Regeneration highlighted the main changes from last year's which would see an accelerated and increased borrowing to facilitate housing regeneration which will peak in year 7 to £334m reaching the HRA debt cap while reserves will reduce to around a minimum level of c £11m for 20 years.
- 7.3 Barbara Brownlee explained that the base business plan uses prudent assumptions so that risk is minimised. As the HRA headroom and financial capacity is fully utilised by the increase in the proposed capital programme over the immediate planning period the ability of the HRA to absorb and manage risk is reduced as HRA reserves will be at minimal levels. This means that if any overspends occur or capital receipts are delayed or reduced this would necessitate mitigation through a range of management actions such as either reducing, reprofiling or stopping expenditure on the capital programme or realising funds through the disposal of HRA assets as the HRA is legally unable to run deficits. The potential impact of risk factors requires a strong risk mitigation strategy that can be quickly adopted if any of the risks materialise. A table summarising identified potential risks was set out in the committee report.
- 7.4 The Committee asked Ms Brownlee how confident the Council was in the assumptions of future rental income as well as about the monitoring of potential risks. She stated that officers were fairly confident about the assumptions around dwelling rents. She advised that if the assumed government rent policy turnout to be incorrect then management would this revise the business plan. With regards to monitoring, she explained that quarterly governance meetings are held between senior officers and elected officials at which program performance is reviewed and risks monitored. The business plan is reviewed annually starting in October as part of the budget setting process.
- 7.5 Members noted with concern that management costs will account for 46% of total annual expenditure in 2017/18. Ms Brownlee advised that an independent review of CWH in 2015 highlighted that management costs were in the top quartile compared with similar housing providers. A target was set for the organisation to reduce these costs by £5m over 5 years so these fall within the median quartile.

7.6 Ms Brownlee was asked about the use of the HRA to build and purchase property outside of the borough when there are still opportunities to provide housing in the city through infill housing and further regeneration. She stated that the business plan does include links to proposals for the range of in-borough housing delivery referred to. She advised that the Council was aiming to be ambitious on delivering infill housing and was looking at more modern methods of construction to facilitate development as well as more efficient procurement to speed up delivery. The Cabinet Member for Housing further advised that the Council was undertaking a borough wide analysis of infill opportunities. However, while there were many opportunities that the Council wanted to explore in-borough as one of the most intensively developed places in the United Kingdom Westminster does not have the space to meet all its housing needs.

7.7 **ACTIONS:** In light of the proposed borrowing commitment which will utilise all of the foreseeable headroom and financial capacity within the HRA the committee would like to include a regular update on the delivery of the HRA Business Plan to its work programme.

8 ANY OTHER BUSINESS

8.1 There was no other business.

The Meeting ended at 9.01 pm

CHAIRMAN: _____

DATE _____



Housing, Finance and Corporate Services Policy and Scrutiny Committee

Date:	10 April 2017
Classification:	General Release
Title:	Update on work programme and action tracker
Report of:	Julia Corkey-Director of Policy, Performance and Communications
Cabinet Member Portfolio	Cabinet Member for Housing, Regeneration, Business and Economic and Cabinet Member for Finance and Corporate Services
Wards Involved:	All
Policy Context:	City for Choice / Heritage / Aspiration
Report Author and Contact Details:	Tara Murphy x2894 tmurphy@westminster.gov.uk

1. Executive Summary

This report provides an update on the work programme for committee to note and also an update on the action tracker.

2. Key Matters for the Committee's Consideration

Committee is asked to note the work programme at Appendix 1 and the action tracker at Appendix 2.

3. Background

This is the last meeting of the 2016/2017 work programme. Development of next year's work programme will be considered as a separate item.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact Tara Murphy x2894**

tmurphy@westminster.gov.uk

APPENDICES:

Appendix 1-Work Programme

Appendix 2- Action Tracker

Work Programme



Housing, Finance and Corporate Services Committee

ROUND ONE – 13 June 2016 Main Theme – Finance and Corporate Services

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Finance & Corporate Services	A Q&A session with the Cabinet Member for Finance and Customer Services	Cllr Mitchell
Employment & Business Support	To provide a critical friend of the operational plans for the new employment service proposed in the Leader's Speech and to support the City for All ambition of reducing long term unemployment. The Plan is due in September and has interwoven links with PH Parental Employment Programme.	Greg Ward Tom Harding
Rationalisation of the Operational Property Portfolio	To analyse the on-going work and the strategy, which is due to be completed in August.	Guy Slocombe
Treasury outturn for 2015/16	Statutory review of the treasury outturn for 2015/16. Report to include an update on progress in signing up to a Municipal Bonds Agency in the Treasury Outturn report for 2014/15 (as per Committee decision of 9 March 2015).	Steve Mair

ROUND TWO - 12 September 2016 Main Theme – Housing, Regeneration, Business and Economic Development

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Housing, Regeneration, Business and Economic Development	A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development	Cllr Astaire

Work Programme



Housing, Finance and Corporate Services Committee

CWH – Changes to Estates/Changes to Operating Model	To review the changes to the CWH Operating Model.	Jonathan Cowie
Return on Investment	To analyse alternative options for maximising the council's rate of return on its investments.	Steve Mair

ROUND THREE – 7 November 2016 Main Theme – Finance and Corporate Services

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Finance & Corporate Services	A Q&A session with the Cabinet Member for Finance and Customer Services	Cllr Mitchell
Rough Sleeping Strategy	To review the responses from the public consultation.	Richard Cressey
HOS Transformation	To examine the HOS re-procurement before the new contract begins in November 2017.	Barbara Brownlee Vikki Everett Rebecca Ireland

ROUND FOUR – 9 January 2017 Main Theme – Housing, Regeneration, Business and Economic Development

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Housing, Regeneration, Business and Economic Development	A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development	Cllr Astaire
Draft Treasury Management Strategy 2017/18	A statutory assessment of the draft treasury management strategy prior to submission to Council for approval.	Steve Mair
Treasury Performance Half Year Statutory Review	A statutory review of treasury performance.	Steve Mair

Work Programme



Housing, Finance and Corporate Services Committee

Luxborough Street	A review of the Luxborough Street project	Guy Slocombe
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ROUND FIVE – 6 March 2017 Main Theme – Finance and Corporate Services

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Finance & Corporate Services	A Q&A session with the Cabinet Member for Finance and Customer Services	Cllr Robathan
Estate Regeneration Programme Review	A review of the Ebury Bridge Project/Church Street Regeneration Programme	Barbara Brownlee
HRA Business Plan	To review and comment upon the annual 30 year HRA business plan for 2017-18. To note the direction of travel and capital investment priorities.	Barbara Brownlee

ROUND SIX – 10 April 2017

Agenda Item	Reasons & objective for item	Represented by:
Cabinet Member Q&A Housing, Regeneration, Business and Economic Development	A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development	Cllr Mitchell
Community Supported (Sheltered) Housing	To consider the initial findings and proposed options from the independent CSH review.	Cecily Herdman
2017/18 Work Programme Development	To review the proposed long-list for next year's work programme and suggest any items for consideration.	Tara Murphy

Work Programme

Housing, Finance and Corporate Services Committee

City
for
All

Other Committee Events & Task Groups

Briefings	Reason	Date
Budget T/G	Standing task Group to consider the budget of Council	Jan/Feb 2017
City Hall T/G	Taskgroup to analyse the City Hall Refurbishment Programme	June 2016 -

Items for consideration at a later date

Affordable Housing Supply	A review of the delivery of affordable housing supply including social housing and intermediate housing.	Will be placed on June 2017 agenda to allow 1 year review (Barbara Brownlee)
Supply and Allocation of Social Housing	To scrutinise the supply and allocation of social housing in the City of Westminster.	Will be placed on June 2017 agenda to allow 1 year review (Barbara Brownlee)
Major Projects	To update the Committee on Major Projects taking place in the borough.	Removed from November 2016 meeting Stuart Reilly

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	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)	Awaiting response
	2. Provide an analysis of the likely impact of the new business rateable values for West End businesses. Will this 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)	Emailed to Members 06.03.17
Item 6 – Luxborough Street Development	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)	Sent to Members on 02.03.17

Action Tracker



Housing, Finance and Corporate Services Committee

	<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 (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 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>	<p>Confirming appropriate timescale with officers</p>

ROUND FIVE (6 MARCH 2017)

Agenda Item	Action and responsible officer	Update
<p>Item 5 – Cabinet Member Update</p>	<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>

Action Tracker



Housing, Finance and Corporate Services Committee

Item - Estate Regeneration Review	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)	Emailed to Cllr Roca by BB on 14.03.2017
Item – HRA Business Plan Review	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)	Listed on 2017/2018 work programme

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Housing, Finance & Corporate Services Policy and Scrutiny Committee Briefing

Date: Monday, 10th April 2017

Author: Cllr Tim Mitchell

Portfolio: Cabinet Member for Finance & Corporate Services

Please contact: Lucy Hoyte x 5729
lhoyte@westminster.gov.uk

1. Corporate Finance

Business Rates

- 1.1 The Council Tax, NNDR (National Non-Domestic Rates) and Business Improvement District (BID) bills have been sent to our 125,000 Council Tax and 35,000 business properties. The NNDR mailing was later than normal, as we had to await the Business Rate announcements in the Budget. Around 300 NNDR accounts potentially affected by the Budget announcements were extracted from the annual billing process. Unfortunately we are still awaiting further information from the Government on the legislative changes, but will be writing to each of 300 ratepayers in the interim.
- 1.2 In the 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
- 1.3 These schemes are either awaiting the completion of government consultation exercises and / or further details from the Government before they can be implemented.
- 1.4 London Councils Leaders group have previously endorsed a set of broad principles to develop a devolution proposal for London. On the day of the 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.

- 1.5** A paper outlining the effect of the Government's changes on Westminster businesses will be circulated separately to members of the Committee in the next few weeks. A further paper on the Business Rate Retention scheme, including the potential of pan-London pool will also be circulated on the coming weeks.

Council Tax and NNDR Collection

- 1.6** Council Tax and Business Rate (NNDR) collection is going well, with both due to meet or exceed last year's collection figures (last year's collection figures were the best previously recorded for the City Council).

Discretionary Housing Payment Funding

- 1.7** 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. The Council has lobbied, via London Council's, for the Government to reconsider its allocation, but unfortunately without success. The Council is now concentrating its efforts on obtaining details of the Government's formula used to determine the allocation. Full Council has previously approved the carry forward of the £1M General Reserve to support DHP's in 2017/18. In addition, officers are currently re-drafting the Council's Discretionary Housing Payment policy.

Sundry Debtors:

- 1.8** The automated reminder process appears to be working well, with BT providing a daily report of reminders issued the previous day. We are personally contacting those customers with large debts (exceeding £50k). Invoices that remain unpaid following the issue of the final reminder letters are work-flowing to the service area Debt Recovery Officers to take further action. Centrally, we are finalising arrangements for a pilot exercise with a third party provider to take further action on a small number of unpaid debts, which is expected to be underway in April. The results will inform our strategy on debt recovery.

Accounts Payable:

- 1.9** Mandatory "No PO, No Pay" is in place. As part of the year-end accounts finalisation no further invoice payments are being made until 3rd April unless an emergency payment is necessary. Invoices received at BT are being scanned in but will not be uploaded into Agresso until 3rd April.

2. Corporate Property

Investment

- 2.1** Of 362 properties that make up the investment portfolio, 16 are currently vacant. This equates to a void rate of 4.3% by area and 1.96% by rental value. 4 units are on the market, 4 are under offer and 11 are not on the market pending capital works. The number of outstanding rent reviews and lease renewals on the portfolio fell from 16% in July to 12% in November and 11% in January, but increased marginally to 12% in February. The increase in rent due to rent review and lease renewal settlements in the year to February was £232,655pa with £279,020 of backdated rent increases also secured.

City Hall Refurbishment

- 2.2** Following a flood from higher floors, the Council's temporary site at Portland House suffered considerable water damage which affected the programme of works preparing the office space for use by the Council. Following excellent work by the Council's team and contractors, the programme of moves from City Hall to 5 Strand and Portland House was delayed by only one week. The first moves to 5 Strand took place over the weekend of 18th/19th March and the Councils' Corporate Services department took up residence on 20th March. All decants from City Hall will be completed by the weekend of 27th May.

Corporate Property

- 2.3** Corporate Property is to commence a three year rationalisation programme expected to deliver a combination of saving and new income generation. The programme has three delivery strands - asset management and rationalisation of the existing operational estate, hub creation and a review of the Voluntary and Community Sector (VCS) use of the Council's estate. Each of the three strands is expected to make a contribution towards the savings/revenue and to ensure (particularly in the case of the VSC) that use of the Council's estate is approached professionally, transparently and considerately. Asset management and property rationalisation is expected to generate c.£600,000 in the first year and c. £3.6m over the three year period.

3. Corporate Services

Corporate Services

People Services

- 3.1** Following the feedback from the Policy & Scrutiny Committee, the Leader and the Majority Party; the People Strategy was redrafted. Once agreed it will be presented to the Cabinet in April.

- 3.2** People Services have been working with the City Hall Refurbishment team to review the needs of staff with specialist furniture requirements at both decant locations.
- 3.3** The Pension Fund Committee meeting was held on the 21st March and a report on the performance of the pension administrators, Surrey County Council was presented. The Chair of the Committee has requested that further work be undertaken to ensure KPIs represent the true experience of members of the Pension Fund.
- 3.4** On the 8th March the People Services team was invited to the London Assembly at London City Hall to present evidence for the London Healthy Workplace Charter. People Services have successfully been accredited to Achievement level with a score of 23.16 out of 24. Feedback was very positive and we have been encouraged to apply for the Excellence level.
- 3.5** This year's annual staff awards ceremony will be held on the 22nd June. The nomination process for this was launched on 21st March via the loop and work is now underway to prepare for the event.
- 3.6** Changes to the IR35 legislation will come into force on Thursday 6th April. People Services have been working closely with managers to determine the status of all agency staff. Individuals concerned have now been informed of the outcome. Approximately 90% of agency workers have been assessed and fall into the IR35 legislation.
- 3.7** People Services have been working with Procurement to renew the Private Health Insurance contract for senior leaders. This has resulted in a cost saving of approximately £75K per annum although a small number of members will see an increase in their BIK tax charge.
- 3.8** People Services have been working with Finance to determine the impact of the Apprenticeship Levy on the Council. The cost of the Apprenticeship Levy will be apportioned to each Directorate and maintained schools, which is based on 0.5% of their individual salary costs. People Services will be working with each Directorate's Management Team to understand their skills gaps and how they will be able to spend their 0.5% contribution on apprenticeships for existing staff and for new recruits.
- 3.9** The first set of internal facilitators for the Working the Westminster Way Academy graduated at an event hosted by Charlie Parker this month. This now means that Westminster have the internal capability to deliver the programme in the future.

Procurement

- 3.10** Procurement Services, through Symbiance Procurement Services Limited, a joint venture partnership with 4C Associates submitted a bid to deliver strategic sourcing and transactional procurement activity for Health Education England. The 3 year contract is valued at £500k per annum. The notification of contract award was due on 21st March 2017 but the timetable has been extended for a short period. If successful the contract would commence from July 2017.

3.11 An Official Journal of the European Union (OJEU) tender for Management and Maintenance of Parks, Open Spaces and Cemeteries is now complete. The incumbent, Continental Landscapes, was successful following evaluation of four tenders. The standstill period ended on Monday 27 February and officers are due to conclude and finalise the contract for commencement on 1 April 2017. The duration of the contract is 6 years with the option to extend by a further 6 years. The bid from Continental Landscapes for the annual core contract costs is based on the current core contract specification of £2.05m which represented an annual saving on a like for like basis of £189k. The savings achieved will be re-invested into the contract to allow the introduction of a more uniformed patrol staff for parks and open spaces to deter anti-social behaviour activities; thereby allowing us to better achieve our Heritage objectives as part of “City for All”.

Digital

3.12 Further to the review that was carried out by Ember, the reset of the Digital Programme is now firmly underway, with strong progress being made on three main fronts.

3.13 The first area of progress involves the refresh and validation of the business case. New and improved data is being gathered and analysed, which will clarify where the best opportunities lie, what costs are likely to be involved and what outcomes are feasible.

3.14 The second area involves the implementation of a revised programme structure. A new Programme Lead has been retained and is working to define a clearer route for the Programme to commission work from ICT, establishing the 4 Programme Workstreams (Web, Platform, Procurement and Innovation/Transformation) and adding greater robustness to the processes, plans and reporting in each.

3.15 The final area of progress involves an audit of short term opportunities (arising from the work done on the programme to date). A cost benefit breakdown of the new tools and capabilities that could be made available in 2 and 4 month time horizons is in preparation and will be reviewed with John Quinn, at the end of March 2017.

3.16 In the interim, work continues on delivering an agreed number of short term opportunities including; enabling the Westminster Employment Services solution to support unemployed citizens into the workplace; delivering a mobile solution to enhance the operation model for Environmental Health Officers and to support City West Homes transformation ambition. Further work also continues with the preferred professional services bidder Pythagoras in identifying platform opportunities to support the transformation of the organisation.

ICT

3.17 The first ICT Portfolio Board meeting took place, bringing together a number of Business units across the council. At this meeting, ICT was able to validate their view of the various initiatives happening across the departments, provide an update on key initiatives being rolled out across ICT and also provide assurance to the departments that they were on track to deliver projects.

3.18 52 out of 81 applications have successfully been migrated off of the old legacy infrastructure and have either been decommissioned, or moved to new servers or the cloud as we prepare to decant from City Hall. This has provided dual benefits as we save money through the decommissioning, as well as making the applications more resilient through moving them to updated hardware.

3.19 A Digital platform has been procured and ICT will be playing a key part in delivering the functionality across the organisation.

Legal Services

3.20 More work is being done in-house to reduce external legal spend as the Council still continues to outsource large scale and complex matters. The Legal Service is seeking to build capacity to undertake some of these larger projects in house, which will help to further reduce external spend. Additionally, the Service is seeking to reduce spend on counsel by recruiting two advocate posts.

3.21 Legal Services have been contacting other local authority legal services and Alternative Business Structures to explore opportunities of sharing or trading legal work. This was an aim set out in our Business Case for Tri-borough Legal Services.

3.22 The service is currently reviewing its Case Management System requirements to ensure that it has a best in class system when the contract for the current system expires in November. The case management system must support the service's drive to increase the digitisation of its information, automate workflows and enable an agile and resilient service.

Managed Services

3.23 There continues to be concerns surrounding the delivery of the payroll and pensions recovery plan. Officers are working with BT to resolve this.

3.24 Operational performance has shown signs of recovery following a dip in December/early January as a result of the addition of four additional resources.

Thursday, 30th March 2017



Housing, Finance and Corporate Services Policy and Scrutiny Committee Briefing

Committee date: Monday, 10th April 2017

Author: Cllr Rachael Robathan

Portfolio: Cabinet Member for Housing

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

1. Regeneration

Ebury Bridge

- 1.1. 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 projects objectives, before wider consultation with residents.
- 1.2. Progress continues on rehousing tenants and acquiring properties from leaseholders by agreement.

Housing Zone

- 1.3. We anticipate that the first tranche of funding from the GLA will be received shortly.

Tollgate Gardens

- 1.4. 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

- 1.5. 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. Soho Housing Association is currently letting 5 new 1bed intermediate rented homes located at Maiden Lane in Covent Garden. These homes have been transferred to Soho Housing Association by the developer Capco as part of their s106 affordable housing

planning obligations. The lettings will be made to Westminster referrals that are eligible for intermediate housing (with incomes ranging from £32,000 to £42,000). The rents will include service charges ranging from £230 to £295 per week.

- 2.2. Four new social rented homes located at Plympton Place within Church Street will shortly be transferred by Howard De Walden to a local Westminster Housing Association as part of their s106 affordable housing planning obligations. These homes, to be let at target rents, will be made available to Westminster nominees under the Council's allocations scheme. Letting are anticipated to happen later in April.

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 asks for comments on 38 detailed questions dealing with proposed changes to national planning policies, strategic planning and the handling of planning applications. We currently considering these proposals and will respond by 1st May.

Homelessness Reduction Bill

- 3.3. The Bill has completed its Lords stage with no amendments and is now pending Royal Assent. The date for this, and the enactment date, is unknown. We understand that government is updating the statutory code of guidance relating to homelessness.
- 3.4. Ministers have announced that they will make £48 million available to local authorities to meet the additional burdens arising from the Bill (£35.4 million in 2017/18 and £12.1 million in 2018/19 - after that "it is estimated that offsetting savings to local authorities will mean there are no costs thereafter". We are doing our own modelling to estimate the additional costs that will arise from the Bill.

Mayor's good practice guide to estate regeneration

- 3.5. The Mayor consulted on this between December and 14th March. The document sets out the principles the Mayor wants followed on regeneration projects and says that regeneration should only happen where:
 - there is a clear statement of the aims and objectives of the borough or housing association in maintaining and improving at housing estates;
 - there has been full and transparent consultation and resident engagement;
 - proposals should offer full rights to return for displaced tenants and a fair deal for leaseholders;
 - demolition should only be followed where it does not result in a loss of social housing, or where all other options have been exhausted.
- 3.6. The document does not support ballots for regeneration to proceed. It is expected some of the principles from the final document will be incorporated into the draft London Housing Strategy which is being published in May.
- 3.7. We responded to the consultation setting out that while we are already working to many of the proposed principles we do not support the document being overly detailed and prescriptive and that it needs to recognise that different approaches work in different areas.

Planning and Affordable Housing for Build to Rent

- 3.8. Government is consulting until 1st May on proposals to support the (private) Build to Rent sector through the planning system in order to boost supply, provide quality and choice and speed up development on sites that might not otherwise have come forward. It proposes revising the National Planning Policy Framework to refer to Build to Rent as a form of housing which should be considered by local authorities and it also proposes that discounted private rent (defined as a minimum of 20% in perpetuity) could count as a form of affordable housing on Build to Rent sites. The consultation also asks if there should be a minimum scheme size for Build to Rent schemes i.e. 50 units. A response is being prepared.

Community Supported Housing Review

- 3.9. The Housing LIN/Archadia Architects have been commissioned to undertake a review of the council's Community Supportive Housing (CSH – sheltered) stock by June 2017. The review centres around 3 questions:
- i. How well is CSH meeting current demand and how well will it meet future demand?
 - ii. How well does it contribute to meeting the council's key priorities and objectives? (this includes Adult Social Care, Public Health and Health and Wellbeing Strategy objectives as well as Housing ones)
 - iii. What changes are needed (for the stock to better meet current and future demand the council's priorities) and how can they be made?
- 3.10. The need for a review was identified in the housing strategy direction of travel statement 2015 and it responds to:
- an aging stock which needs improvement;
 - a stock which doesn't meet modern aspirations and requirements i.e. a predominance of studio's;
 - uncertain future demand – the stock is becoming less attractive to council downsizers (which could free up stock for homeless households) but at the same time higher demand from older private tenants;
 - and the rising cost of care.
- 3.11. A workshop was held with officers on emerging findings from the review and to test out emerging ideas in order to help inform the final report. A similar workshop session is being held with Policy and Scrutiny on 10th April.
- 3.12. Emerging findings include:
- Demand will continue to outstrip supply
 - There is a different offer across our schemes i.e. it is not consistent
 - Many CSH residents have security concerns
 - Adaptations and renovations are well received by CSH residents
 - Some older council tenants don't have much information about CSH.
- 3.13. We are looking at what our template for sheltered housing should be and how we will work towards it.

Work and Pension Committee enquiry into Universal Credit (UC)

- 3.14. This re-launched enquiry was seeking evidence on the progress and impact of UC until 20th March and we are making a late submission. UC hasn't been fully rolled out yet and only new single applicants currently receive it in Westminster.
- 3.15. Our response therefore is based on practical knowledge of 60 council tenants that receive UC and includes wider lobbying points. The wider lobby points centre on how UC/welfare reform objectives are misaligned to other national objectives. We also ask for more flexibility for local authorities to request direct payments to protect revenue from the HRA which is used to develop new homes which is a key national objective and for UC payments to be made in advance to help residents in their transition towards independence.

4. CityWest Homes (CWH)

Performance

- 4.1. CWH continued to perform well against Management Agreement targets and are on track to achieve targets for income collection and savings.

CWH Board

- 4.2. At the end of February, CWH sadly lost Mary Holt, resident board member. Mary was appointed to the Board in December 2012, and had chaired the Remuneration, Employment and Diversity Committee since January 2014. Mary was also Chair of the Thurso and Dundee Tenant Management Organisation. Mary valued diversity and CWH is introducing a staff award in her memory to recognise significant contributions to equality issues.

Service Transformation

- 4.3. Work continues on the development of a new service delivery target operating model, supported by a digital programme.
- 4.4. Development of a refreshed website is due to go live in April 2017 and the multichannel contact centre is on track for full implementation in June 2017.
- 4.5. Customer engagement on the use of estate offices has commenced and local sessions with residents are due to take place in April.
- 4.6. The new model impacts on a number of teams and staff consultation on the supporting structures is in progress. The transition is being phased to reduce and manage any disruption to the business and service to customers.
- 4.7. Housing management services currently provided through Pinnacle will transfer to CWH from June 2017.

Creation of a Subsidiary Company

- 4.8. Good progress has been made to establish CWH' new subsidiary company 'CityWest homes Services' and the company is due to 'go live' in April 2017. All new staff from that date will be employed by the new company.

Repairs and Major Works Procurement

- 4.9. The letting of new repairs and major works contracts is on track for phased implementation between April-September 2017.
- 4.10. 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

King George's hostel

- 5.1. King George's hostel accommodates 68 former rough sleepers with complex needs including substance misuse, physical and mental health needs. In March 2017 a recording studio was installed in the basement using charitable income to provide new ways to engage with residents and help build confidence and promote recovery. The studio offers many ways to embed basic skills development (literacy, planning, timekeeping, communication skills) along with the positive impact on wellbeing.

Safe Space' night centre

- 5.2. In February 2017, the Rough Sleeping Team learned they were successful in their bid to the DCLG domestic abuse funding round; £190k was secured to fund a 'Safe Space' night centre for rough sleeping women experiencing domestic and sexual violence. The Safe Space will create an additional 10 bed spaces, 365 nights of the year (opening hours 21:00 – 08:00). Women will be supported for up to 14-days while the specialist caseworker establishes appropriate and sustainable housing options, providing support for women at risk.

6. Hubs

- 6.1. The Hubs Steering Group met on 14th March to "stocktake" the work undertaken so far within the three main workstreams (Older People Hubs, Family Hubs and Newman Street) and look at other projects the Council is carrying out that align with the aims of the hubs programme.

7. Specialist Housing Strategy for Older People (SHSOP)

- 7.1. The development of the new Beachcroft Care Home was approved at Planning Committee on 14th March with Committee Members voting unanimously in favour of the scheme. Committee Members commented on the need to redevelop the site, the quality of the architecture and the importance of the care home given our ageing population.
- 7.2. Main contractor tender returns were received on 20th March and are currently being evaluated, with the aim of selecting a preferred contractor by the end April.
- 7.3. A design team has now been appointed to progress design options for both Carlton Dene and Westmead in line with the SHSOP projected care requirements. I will have meetings with Ward Councillors as soon as initial options have been scoped.

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Housing, Finance & Corporate Services Committee

Date:	10th April 2017
Classification:	General Release
Title:	Review of Community Supportive Housing
Report of:	Barbara Brownlee – Director of Housing and Regeneration
Cabinet Member Portfolio	Housing
Wards Involved:	All
Policy Context:	Building homes and Celebrating Neighbourhoods is a 2017/18 City for All programme
Report Author and Contact Details:	Cecily Herdman Principal Policy Officer ext. 2789 cherdman@westminster.gov.uk

1. Executive Summary

The Housing Learning and Information Network and Arcadia Architects have been commissioned to complete a review of the council's 1,000 units of community supportive housing (CSH). This stock is also sometimes known as sheltered housing. The consultants will present their emerging findings from work done so far on the review to the committee, at a workshop style session, and will seek members' comments on them. These comments will help to inform the final recommendations. The review is due to be completed in May/June.

- 1.1 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.

- 1.2 The session will centre around three core questions: (1) how well is CSH meeting current demand and how well will it meet future demand? (2) how well does it contribute to meeting the council's key priorities and objectives? and (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?

2. Key Matters for the Committee's Consideration

- 2.1 The Housing Learning and Information Network (LIN)¹ and Arcadia Architects have been commissioned to complete a review of the council's community supportive housing (CSH) stock and are leading a workshop session at the committee. A representative from the Kings Fund² will also attend as they are acting as a critical friend to the project.
- 2.2 Overall the study aims to assess if the council is making the best use of its CSH asset (excluding registered provider stock and extra care housing) and to make any recommendations for change. Committee members will be asked at the session to comment on the emerging findings and evidence gathered so far to help develop clear and feasible recommendations – which will be in final report which is due in May/June 2017. This session follows a similar one with officers in March.
- 2.3 The emerging findings, which will be presented on the day, will be structured around three core questions:
 1. How well is CSH meeting current demand and how well will it meet future demand?
 2. How well does it contribute to meeting the council's key priorities and objectives?
 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?
- 2.4 The review responds to common issues in the sector and some examples of similar local authority reviews have been provided by the Kings Fund in their critical friend role and are in the appendix.

3. Background to the review

3.1 *Demographics*

The number of older people in the Westminster population is projected to grow with the greatest increases in the 75+ age group. Estimates suggest that 25%

¹ The Housing LIN is a network which brings together housing, health and social care professionals in England and Wales. Their aim is to exemplify innovative housing solutions for an ageing population. It also has a consultancy arm

² The Kings Fund is an independent charity working to improve health and social care in England

of older people in Westminster have a low income³ and that 45% of older people in the city are living alone⁴.

Table 1: Estimates of older people in Westminster

Age	2017	2030	% change
60+ ⁵	40,118	56,888	42%
(number that might be living in poverty) ⁶	10,029	14,222	
75+	13,466	20,534	52%
(number that might be living in poverty)	3,366	5,133	

3.2 **Existing council provision of older persons housing**

3.3 *Community Supportive Housing*

Sheltered housing in Westminster is known as Community Supportive Housing (CSH). It can be seen as part of a continuum of older persons housing where the cost of provision rises as more care and support is needed.



3.4 CSH is purpose built self contained social rented housing which includes some communal facilities and activities and a warden who may be resident. Residents are generally able to live independently or with limited support. There are 1,000 council units across 21 schemes, occupied by 1,170 residents of which c29% are over 80. The schemes provide some activities and facilities on site – although the scope of these varies - from coffee mornings and lunch clubs only - to more wide ranging activities. There are also another 1,000 registered provider units across Westminster.

3.5 *Extra Care Housing*

The residents of extra care housing (ECH) are more vulnerable and have access to 24 hour support. There are currently two ECH schemes in the city

³ Index of Multiple Deprivation 2015: Income Deprivation Affecting Older People (IDAOPI).

⁴ Census 2011

⁵ 2015 Round of Demographic Projections based on the short term migration scenario, GLA, 2016

⁶ Index of Multiple Deprivation 2015 Income Deprivation Affecting Older People (IDAOPI). The figure assumes that the proportion that are living in poverty remains the same in 2030

(making 79 units) and one 'hybrid' scheme of 19 units which provides more care than in traditional CSH but does not provide 24 hour care.

3.6 *Residential and Nursing accommodation*

Residential and nursing care is generally non-self-contained accommodation (people do not have tenancies) for people with much higher needs and includes in house care. There are c510 older people (aged 65+) in long and short term nursing and residential care, that have been placed by the council, and 63% of these placements are outside Westminster.

3.7 *New supply*

There is no statutory requirement to provide CSH. The London Plan includes an annual strategic benchmark for local authorities on older peoples housing across all tenures - this is not a firm supply target but is intended to help boroughs to set their own targets in their local plans. For Westminster, this is 20 social units each year (plus 70 private sale units and 20 intermediate rent)⁷. The benchmark is not prescriptive about the type of older persons housing this should be. The council's new City Plan, which is due to be completed in the next 18 months, will include a policy dedicated to supporting the delivery of more housing for older people to meet need, and the CSH review will help to inform any social housing needed.

3.8 Currently there is no new additional CSH in the affordable housing development pipeline but 139 modern sheltered units are being developed by Central and Cecil Housing Trust to replace an existing scheme which is no longer fit for purpose. This should be completed by 2019. Also, 45 modern CSH units are being developed as part of the Church Street regeneration programme at Lisson Arches, to replace the current scheme at Penn House, and these are also due to be completed in 2019.

3.9 Activity is in progress to expand extra care housing within the city and one new nursing and residential home providing 84 units is planned.

3.10 *Reasons for the review of Community Supportive Housing (CSH)*

CSH is acknowledged to be beneficial for older people - research commissioned by the National Housing Federation and completed by the Housing LIN summaries these as benefits to; the individual; the community; and the tax payer, as it for example:⁸

- Provides a safe and secure environment for older people
- Delays the need for primary and social care interventions
- Helps to link people to the community
- Facilitates downsizing and frees up family sized homes
- Supports older people to remain independent.

⁷ www.london.gov.uk/what-we-do/planning/london-plan/current-london-plan/london-plan-annexes/annex-five-specialist

⁸

www.housinglin.org.uk/_assets/Resources/Housing/OtherOrganisation/Value_of_Sheltered_Housing_Report

- 3.11 The Housing Strategy Direction of Travel Statement 2015 set out the need for a review of CSH⁹ to ensure the stock is fit for the future - and to assess if it could play a greater role in helping to prevent older people from going into care in the future. The review responds to the following factors:
- 3.12 *Uncertain future demand*
A core requirement of the review is to understand future demand for CSH. There were problems letting some CSH units in the past but there are none currently, mainly due to a rise in demand from private tenants (see table 2). It is unclear however if this trend will continue.
- 3.13 Only those with priority for social housing are registered on the council's housing waiting list. In the main these are households that local authorities are required by the 1996 Housing Act (Part 6) to give "reasonable preference" to in their allocations schemes¹⁰. In addition people also need to be "eligible" for social housing and meet the criteria below in the allocations scheme¹¹: (For CSH they also need to be 60 or over, although the 55's or over will be accepted in some circumstances).
- Been living in Westminster for 3 years
 - Less than £59,349 in savings
 - An income of less than £32,011
 - Access to public funds
 - Not been guilty of unacceptable behaviour serious enough to make a person unsuitable to be a tenant.
- 3.14 There are just under 400 older households waiting for CSH and another 150 older people with priority for social housing that only want general needs accommodation. Those waiting for social housing make up a very small proportion of Westminster's older population, including those estimated to be living in poverty and might apply for this type of housing, as table 1 shows.
- 3.15 Older people applying for CSH have to be first accepted by a panel to ensure that their needs can be met there. Once accepted, they can bid for properties or be made direct offers if they prefer. There are c80 - 100 lets each year, so supply does not meet demand but waiting times are much less than for family sized housing and are around one year.
- 3.16 Table 2 shows that the majority of CSH applicants are living in the private rented sector. Demand from council tenants has been falling, and few older people that are under occupying and would be eligible for a cash incentive payment, apply for CSH, which could free up much needed larger properties.

⁹ www.westminster.gov.uk/housing-strategies

¹⁰ These are people who; are homeless; are occupying insanitary or overcrowded housing; who need to move on medical or welfare grounds; and those who need to move to a particular area and where failure to do so would cause hardship (to themselves or to others).

¹¹ www.westminster.gov.uk/how-we-allocate-housing

- 3.17 Under occupying council tenants willing to transfer to CSH are eligible for a cash incentive payment ranging from £500 - £12,500 depending on the size of their property and they have the highest priority to be rehoused. At the same time the potential market for CSH from council tenants is considerable as there are 831 single council tenants over 60 that are under occupying in the following bedroom sizes: (there are also 1,488 older single and tenant couples in 1 bedroom flats so are well matched to their accommodation).
- 531 in 2 beds
 - 262 in 3 beds
 - 38 in 4 beds.

Table 2: Demand for CSH (both council and registered provider)

	Homeless	Those inadequately housed in other tenures (mainly the private rented sector)	Council tenants wanting to transfer	(of which are under occupying council tenants registered for a Cash Incentive Payment)	Total
2012	15 (4%)	243 (62%)	135 (34%)	10 (3%)	393
2013	4 (15)	251 (66%)	123 (33%)	9 (2%)	378
2014	3 (1%)	224 (69%)	100 (31%)	9 (3%)	327
2015	15 (4%)	268 (70%)	101 (26%)	17 (4%)	384
2016	16 (4%)	290 (74%)	84 (22%)	12 (3%)	390

- 3.18 *Issues with the stock and changing standards and expectations*
 The majority of CSH was built in the 1970’s and despite a programme of upgrading and improvement during 2008-10, some schemes now need further investment so the review will inform future investment decisions. Some of the stock does not meet modern standards and aspirations - 42% is studios and only 7% is wheel chair accessible
- 3.19 Standards for sheltered housing have moved on since the stock was developed. In 2009 government commissioned the HAPPI report (Housing our Ageing Population: Panel for Innovation)¹² which recommended a range of standards for older persons housing including: generous internal space standards; circulation spaces avoiding an ‘institutional’ feel; ‘community hubs’ in neighbourhoods without a hub; balconies and outdoor space; and doing away with internal corridors.

¹² www.gov.uk/government/publications/housing-our-ageing-population-panel-for-innovation

3.20 Alongside this is evidence that older people want remain in their own homes for as long as possible¹³, and emphasis (set out in the Care Act 2014) on the views and wishes of the person being taken into account when they are receiving any care assessment.

3.21 *Aligning with wider council priorities*

The review will also consider how well CSH is helping to meet the council's priorities and objectives. In addition to the council's City for All programme which places emphasis on developing new affordable housing – key objectives include:

- **Providing homes for those in need and delivering more affordable homes in the city and improving quality of life, protecting vulnerable people and supporting people to make their own life choices** (*Housing Business Plan 2016/17, Housing Strategy Direction of Travel Statement 2015*)
- **Addressing homelessness** (*Housing Strategy Direction of Travel Statement 2015*). As set out in the recent Cabinet Member report relating to new homelessness policies, temporary accommodation for homeless households currently costs the council £4.3m annually and costs are projected to grow¹⁴. (If greater numbers of downsizing older council tenants chose to move to CSH, if it were more attractive for example, more family sized social housing may become available for homeless households)
- **Supporting people to remain in their homes and communities, maintaining their maximum level of independence and community engagement, avoiding residential and nursing placements if possible** (*Tri borough Housing Market Position Statement 2016*)
- **Helping people to prevent the onset of long-term health conditions such as dementia and heart disease** (*Health and Wellbeing Strategy 2017 – 22*).

3.22 *The requirements of the review*

The review focuses around the three core questions in 2.3 and to assist in answering these asks for an assessment of:

- A. Demand for CSH from a range of older people in different tenures and with different needs such as; those in social rented housing, the private rented sector, supported housing, ex rough sleepers and those with severe and multiple disadvantage
- B. Older people's views, expectations and aspirations – particularly those of council tenants who may consider downsizing into CSH
- C. The facilities, activities and services provided taking into account exemplar schemes

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www.housinglin.org.uk/_assets/Resources/Housing/Support_materials/Other_reports_and_guidance/iving-well-at-home.pdf

¹⁴ <http://committees.westminster.gov.uk/documents/s21004/Cabinet%20Member%20Report%20-%20Homelessness%20Policies.pdf>

- D. Each building's functional suitability for meeting existing and future needs which might include: bedroom composition, accessibility, location, communal facilities, design, fixtures & fittings etc (this does not mean a full stock condition survey)
- E. Lettings and allocations processes
- F. The current working relationships across the council to run CSH
- G. How well placed is the service to adapt to the introduction of Direct Payments and Individual Budgets where people may have to choose to receive a service from a range of services.

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

Cecily Herdman

cherdman@westminster.gov.uk

APPENDICES:

Appendix 1: Kings Fund for Westminster City. Examples of Reviews of Sheltered Housing (Community Supported Housing)

BACKGROUND PAPERS

Westminster City Council: Housing Allocation Scheme 2017

Westminster Cabinet Member Report; Homelessness Policies 2017

The Value of Sheltered Housing 2017: James Barrington. Commissioned by the National Housing Federation

Tri Borough Housing Market Position Statement 2016

Westminster Housing Strategy Direction of Travel Statement: December 2015

Mayor of London: The London Plan – the Spatial Development Strategy for London consolidated with alternations since 2011

All Party Parliamentary Group on Housing and Care for Older People: July 2011

Housing Our Aging Population: Panel for Innovation 2009

Appendix 1: Kings Fund for Westminster City. Examples of Reviews of Sheltered Housing (Community Supported Housing)

Many Local Authorities have reviewed their 'sheltered' housing stock. There are a set of common factors that normally prompt such reviews;

To progress the implementation of overarching strategies – either related to housing, older people or a combination of both

- A response to the projected increase in the number of older people in the Council's area
- A response to low demand for existing sheltered housing
- A response to poor and inadequate standards in existing sheltered stock

Kingston Council (RBK) – 2014

Part of RBK's Older and Vulnerable Peoples' Housing Strategy Review, the recommendations in relation to the council's sheltered housing were set alongside those for other providers and tenures. The review recognised RBK's sheltered housing fulfils a different role from when originally built, with residents now being either; old, frail and in need of support (survivors of the original cohort); 'active old' needing little or no support; vulnerable people, mainly single men, coming from an unsettled background. Its sheltered housing mostly falls short of modern standards and fails basic mobility requirements. The review recommendations included the need for a vision for sheltered housing set within RBK's wider vision for older people's housing and support, that feasibility options on existing schemes were required to include remodelling, redevelopment and closure, and alternative provision be considered such as extra care sheltered housing for the more vulnerable, alongside aspirational older people's 'lifetime' flats for the less vulnerable.

https://www.kingston.gov.uk/downloads/file/1144/older_people_and_sheltered_housing

Havering Council – 2016

The future of the Council's sheltered housing was undertaken as part of a review of the future housing needs of older people in the borough taking into account housing association and leasehold provision. The Council's stock is generally considered not to meet modern standards and is increasingly becoming 'hard to let'. Overall the conclusion of the review was that whilst there was a need for additional provision overall, there is a surplus of affordable sheltered schemes and the additional supply was required in the leasehold sector. There is also a current and projected deficit of 'enhanced' sheltered, and extra care housing of all tenures. The recommendations for its stock is a combination of re-using schemes for alternative use, upgrading to meet accessibility requirements, and closure of schemes with the sites redeveloped for enhanced sheltered/extra care or general needs.

<http://democracy.havering.gov.uk/documents/s20142/Item%206%20-%20Review%20of%20Older%20Persons%20Housing%20Report%20October%202016%20FINAL%20CLEARED.pdf>

Southend Council – 2016

The review was undertaken in the context of the Southend-On-Sea Housing Strategy including addressing, quality, accessibility, and promoting independent living for vulnerable groups. The review was also undertaken in the context of the provision of sheltered housing by the council, other registered providers, and accommodation for sale/lease. A large proportion of the Council's stock is of poor quality in that it doesn't meet modern living standards and has accessibility issues. The final recommendations include having a more combined approach across housing (including registered providers), and social care and in relation to its stock a combination of retention, remodelling either for older people or general needs, and closure/re-provision.

<http://democracy.southend.gov.uk/documents/s8101/Sheltered%20Housing%20Review%20and%20Review%20of%20Housing%20Need%20of%20Older%20People%20-%20Amended%2008112016%20Cabinet.pdf>

Lambeth – 2013

Lambeth's approach was to agree an overall older person strategy, and then apply the principles to their sheltered stock and recommended individual proposals for each of their schemes which included a combination of closing some, modernising others, and also investing in new schemes - which acted as an example to existing tenants of what a modern building could offer. They are working to a target number of borough-wide specialist units (i.e. sheltered and extra care) with a combination of Council provision alongside other housing providers. Their target is based on the Housing LIN model linked to population. Lambeth reported on progress in October 2016, by which point they had completed the 6th extra care scheme (the 7th opened in January 2017) and had progressed the remodelling of a number of sheltered schemes, whilst some had been closed. A new co-produced sheltered housing service has also been introduced.

<https://modern.gov.lambeth.gov.uk/documents/s82632/160701%20OP%20Housing%20Programme%20Update.pdf>



Housing, Finance and Corporate Services Policy & Scrutiny Committee

Date:	10 April 2017
Classification:	General Release
Title:	2017/18 Work Programme Development
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:	Tara Murphy x2894 tmurphy@westminster.gov.uk

1. Executive Summary

- 1.1 This report presents a draft list of items that the committee may wish to include in the work programme for 2017/18.

2. Key Matters for the Committee's Consideration

- 2.1 The Committee is asked to:

- Review the draft list of suggested items and identify any additional areas of interest for inclusion in the work programme; and
- Use the suggested prioritisation criteria to discuss and agree a work programme for 2017/2018.

3. Scope and remit of the committee

- 3.1 Under Section 21 of the Local Government Act 2000 local authorities are required to appoint at least one committee to provide overview and scrutiny. In Westminster there are four committees which are termed Policy and Scrutiny committees, recognising their contribution to pro-active policy and strategy development as well as reviews of existing services and policies. Scrutiny acts as a 'critical friend' to Council departments and Cabinet Members.
- 3.2 The Housing, Finance and Corporate Services Committee scrutinises the Cabinet Member portfolio for Housing which covers Housing Options; Sale & Purchase of Housing; Housing CPOs; Housing Regeneration (eg Church Street, Ebury, etc); Housing Management & CWH; Community Build; Housing Renewal Strategy; Empty Homes; Sheltered & Special Needs Housing; Homelessness & Temporary Accommodation; Hubs; Estates CCTV
- 3.3 The Committee's remit also includes the Cabinet member portfolio for Finance and Corporate Services which covers Property; IT & ICT; Digital; Capital & Revenue Budget Framework & Monitoring; Revenue Collection; Benefits & Benefits Policy; Internal Audit; Treasury; Customer Services; Website; Tri Borough Operations; Procurement; Contract Management & Central Commissioning; EU Grants; Westco; Performance; Equalities; HR; Legal; Corporate Complaints & FOI; Council Committee Services & Member Training; Scrutiny Liaison.

4. Developing the work programme

- 4.1 The process for developing the work programme starts in February/March time. In considering a work programme for this committee the following sources have been reviewed, at high level, in order to give the committee the wider context they need to help determine the best possible use of the committee's time.
- City for All
 - The Departmental Business Plans
 - KPI performance
 - City Survey feedback
 - Discussion with Cabinet Members, senior officers and frontline councillors
 - Complaints Analysis
 - National and regional policy developments
- 4.2 The rationale for the review of these documents is that Scrutiny should focus what is important to the City, on how it can support success towards our existing commitments and also to focus opportunities for improvement where services are not meeting stated objectives or performance indicators.

- 4.3 The Scrutiny committee has the option to establish task groups and single member enquiries where the subject merits a more in depth study entailing the need for research and detailed examination.
- 4.4 From these sources a long list of potential items has been developed (Appendix 1) for the committee’s consideration.
- 4.5 There is a soft cap of two items per meeting in order to allow the committee to give appropriate consideration to the items on the agenda. For those issues where the committee would like to do a more in-depth review, tasks groups or single member studies can be established.
- 4.6 Given the number of items on the long-list is greater than the time available for the committee to consider them, the following criteria¹ is suggested to assist the committee with prioritising items for the work plan.

Public Interest:	The concerns of local people should influence the issues chosen for scrutiny (City for All annual resident survey)
Ability to change:	Priority should be given to issues that the committee can realistically influence.
Performance:	Priority should be given to the areas in which the Council or other agencies are not performing well. (Consideration of KPI’s and other performance data)
Extent:	Priority should be given to issues that are relevant to all or large parts of the City
Replication:	Work programmes should take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

- 4.7 In addition to the criteria above the committee may also wish to consider the following questions when assessing the overall work programme:
 - Is the work programme **balanced**? Is the planned work evenly spread over the municipal year and are the topics balanced in terms of the scope of the Committee’s remit?
 - Is the work programme too **onerous**? It is important to hold some capacity in reserve for any urgent issues that might arise.

¹Taken from the 2011 Centre for Public Scrutiny report ‘A Cunning Plan?’

5. 2017/2018 Meeting Dates

5.1 The Committee will meet 5 times this year on the following dates:

12 June 2017

12 September 2017

6 November 2017

15 January 2018

26 March 2018

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

tmurphy@westminster.gov.uk

APPENDICES:

Appendix 1- List of potential items for work programme

Potential Items for HFCS Work Programme 2017/2018

Item	Method of Examination	Timeframe	Cabinet Member Portfolio
Supply and Allocation of Affordable and Social Housing	Committee Meeting	12 September	Housing
Re-commissioning the Housing Options Service	Briefing Note	Summer 2017	Housing
HRA Business Plan Review	Committee Meeting	6 November 2017	Housing
Rough Sleeping Strategy	Briefing Note	1 year post implementation	Housing
CityWest Homes Transformation	Committee Meeting	12 June 2017	Housing
Housing Regeneration Programme Progress	Site Visit Committee Meeting	6 November/ 15 January	Housing
Demand Management/Hubs	Committee Meeting	12 September	Housing
Private-rented sector			Housing
Homelessness Prevention Trailblazer Pilots	Committee Meeting	15 January 2018	Housing
Draft Treasury Management Strategy	Committee Meeting		Finance & Corporate Services
Treasury Performance Half Year Statutory Review	Committee Meeting		Finance & Corporate Services
Treasury Outturn	Committee Meeting		Finance & Corporate Services
Digital Programme Strategy	Committee Meeting		Finance & Corporate Services
Responsible procurement delivery	Committee Meeting		Finance & Corporate

Services

Equalities Policy/Objectives Review	Committee Meeting		Finance & Corporate Services
Council Complaints Process	Committee Meeting		Finance & Corporate Services
Business Rates – 100% Retention Pilot	Committee Meeting	12 June 2017	Finance & Corporate Services
Treasury Investment Opportunities	Short-life task group	TBC	Finance & Corporate Services
Budget and Performance	Short-life task group	Late Jan/early Feb	Finance & Corporate Services
Managed services re-procurement	Joint task group with Audit & Performance	July 2017	Finance & Corporate Services

National and Regional Policy Developments

UK Government

- Welfare Reform -
- Homelessness Reduction Bill – awaiting Royal Assent

GLA and London Assembly

- Mayor of London – London Housing Strategy consultation – summer 2017
- Planning Committee - [The potential of modular housing to help solve London's housing crisis](#) – closed January 2017, awaiting report
- Housing Committee – [Hidden Homelessness in London](#) – 8th March -9 July 2017