



City of Westminster

# Committee Agenda

Title: **Communities, Regeneration and Housing Policy and Scrutiny Committee**

Meeting Date: **Wednesday 17th November, 2021**

Time: **6.30 pm**

Venue: **Hybrid – MS Teams and 18.01-03, City Hall, 64 Victoria Street**

Members: **Councillors:**

Antonia Cox	Matt Noble
Elizabeth Hitchcock	Hamza Taouzzale
Ian Rowley	Jim Glen (Chairman)
Barbara Arzymanow	Liza Begum

**Members of the public are welcome to attend the meeting and listen to the discussion of Part 1 of the Agenda**

[Link to Live Event](#)

**Part 2 of the Agenda concerns matters under Section 100 (A) (4) and Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). The public and press will be excluded from the meeting for this item of business because it involves the likely disclosure of exempt information.**

**If you require any further information, please contact the Committee Officer Hannah Small on:**

[Hsmall@Westminster.gov.uk](mailto:Hsmall@Westminster.gov.uk)

**Corporate Website:** [www.westminster.gov.uk](http://www.westminster.gov.uk)

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

## **AGENDA**

### **PART 1 (IN PUBLIC)**

**1. MEMBERSHIP**

To note any changes to the Membership.

**2. DECLARATIONS OF INTEREST**

To receive declarations by Members and Officers of the existence and nature of any pecuniary interests, or any other significant interest in matters on this agenda.

**3. MINUTES**

To agree the minutes of the Committee's meeting held on 14<sup>th</sup> October 2021.

**(Pages 5 - 8)**

**4. UPDATE FROM THE CABINET MEMBER FOR COMMUNITIES AND REGENERATION**

To update the Committee on current and forthcoming issues in this portfolio.

**(Pages 9 - 12)**

**5. UPDATE FROM THE CABINET MEMBER FOR HOUSING**

To update the Committee on current and forthcoming issues in this portfolio.

**(Pages 13 - 16)**

**6. CAPITAL WORKS PROGRAMME IN RELATION TO HOUSING - REPORT**

To receive a report on the management of the Capital Works Programme in relation to housing.

**(Pages 17 - 102)**

**7. WORK PROGRAMME**

To consider a report on the Committee's suggest work programme for the remainder of the municipal year 2021 – 2022.

**(Pages 103 - 108)**

**8. CHURCH STREET - SITES A, B AND C CALL-IN**

**(Pages 109 -  
144)**

To scrutinise the Cabinet Member Decision on Church Street – Sites A, B and C after a call-in was received by three ward members.

**Stuart Love  
Chief Executive  
9<sup>th</sup> November 2021**

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CITY OF WESTMINSTER

## MINUTES

**Communities, Regeneration and Housing  
POLICY and SCRUTINY COMMITTEE  
14<sup>th</sup> October 2021  
MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Communities, Regeneration and Housing Policy and Scrutiny Committee** held in person on 14<sup>th</sup> October 2021 at 7.00pm and livestreamed via **Microsoft Teams**.

**Members Present:** Councillors Jim Glen (Chairman), Barbara Arzymanow, Antonia Cox, Elizabeth Hitchcock, Matt Noble, Ian Rowley, and Hamza Taouzzale.

**Expert Witnesses:** Simon Birkett (Founder and Director, Clean Air in London), Rob Day (Asthma UK), and Professor Frank Kelly (Imperial College London).

**Also present:** Councillor David Harvey (Cabinet Member for Housing), Lewis Aaltonen (Policy and Scrutiny Co-Ordinator), Debbie Jackson (Executive Director for Growth, Planning and Housing), Ceridwen John (Head of Environment Policy and Projects), Artemis Kassi (Lead Scrutiny Officer / Statutory Scrutiny Officer), Hannah Small (Policy and Scrutiny Co-Ordinator), Adam Webber (Principal Policy Officer, Air Quality), and Ezra Wallace (Director of Policy and Projects).

**Election of new chairman:** Before proceedings began, the Committee held a vote to determine which of the two nominees (Councillors Jim Glen and Matt Noble) would serve as the future Chairman of the Committee. Councillor Jim Glen was elected as the Chairman of the Committee, having received a majority of 1 at the vote.

### AGENDA PART 1

#### 1. MEMBERSHIP

- 1.1 Councillor Liza Begum joined the committee, replacing Councillor Guthrie McKie. Councillor Jim Glen joined the committee, replacing Councillor Andrew Smith.
- 1.2 Apologies for absence were received from Councillor Liza Begum. Apologies for absence were also received from Councillor Heather Acton, Cabinet Member for Communities and Regeneration.

#### 2. DECLARATIONS OF INTEREST

- 2.1 Councillor Jim Glen declared that he was Chair of Governors for a school near Victoria, and was also the Chair of a Planning Committee, which occasionally imposed conditions around the Code of Construction Practice.
- 2.2 Councillor Jim Glen also declared he was a Westminster cycling champion. These declarations reflected possible interests, as the main agenda item for discussion was around Air Quality in Westminster.

### **3. MINUTES**

- 3.1 **RESOLVED:** That the minutes of the meeting held on 6<sup>th</sup> July 2021 would be approved as an accurate record of proceedings.

### **4. REPORT ON AIR QUALITY IN WESTMINSTER**

- 4.1. The Committee received a report from Ceridwen John, Head of Environment Policy and Projects, and Adam Webber, Principal Policy Officer, on air quality in Westminster.
- 4.2. The Committee welcomed three expert witnesses: Professor Frank Kelly of Imperial College London; Simon Birkett, Founder and Director of Clean Air London; and Rob Day, from the air quality policy team at Asthma UK.
- 4.3. The Committee was informed of the two major pollutants that made up poor air quality: Nitrogen Dioxide (NO<sub>2</sub>) and Fine Particulate Matter (PM<sub>2.5</sub>).
- 4.4. The Committee discussed the impact of the COVID-19 Pandemic, and the effects that the national lockdowns had had on air quality in Westminster. It was noted that while levels of NO<sub>2</sub> decreased over the course of the national lockdowns, levels of PM<sub>2.5</sub> did not.
- 4.5. The Committee agreed that while outdoor air quality should continue to be a priority for the Council, indoor air quality should not be ignored. During the lockdowns, residents cooked more frequently at home. Cooking can produce PM<sub>2.5</sub>.
- 4.6. The Committee was provided with information around the clear link between air quality and public health. Evidence indicates that morbidity, as well as rates of dementia, birth weights, and respiratory and cardiovascular implications are all results of living with poor air quality.
- 4.7. The Committee noted the tragic death of Ella Adoo-Kissi-Debrah. The Coroner's report listed one of the causes of her untimely death as living with poor air quality. The Committee welcomed the knowledge that this fact was beginning to shift the attitudes of authorities to prioritise this matter.
- 4.8. The Committee agreed that the promotion and encouragement of active transport, cycling, electric vehicles and e-scooters within Westminster should remain a top priority. While great strides had been taken by the Council in promoting greener transport, more could and should be done and targets should be more ambitious. The Committee welcomed the suggestion that Council promotion of these modes of transportation should be positive in nature, rather than scolding of those who do not choose them.

- 4.9. The Committee discussed the Code of Construction Practice and how it applied to construction and refurbishment in Westminster. The consideration of air quality as a key component of construction was noted as necessary. The Committee considered the matter of refurbishment of buildings in Westminster, even those which are currently Listed and so must be preserved in keeping with their original architecture and build quality; it was agreed that finding ways to improve upon the energy efficiency of these buildings, for example by implementing double or triple glazing on windows, should be explored.
- 4.10. The Committee discussed the recent change to World Health Organisation (WHO) guidelines on acceptable air quality, which are much more stringent than both previous WHO guidelines and also existing national limits. The Committee accepted that these new guidelines, while not currently legally binding, should be considered morally binding, and should be treated as a minimum requirement for safe air quality. The crux of the discussion was that in essence, no level of pollutants in air is safe.

## **5. WRITTEN UPDATE FROM THE CABINET MEMBER FOR COMMUNITIES AND REGENERATION**

- 5.1. The Committee received a written update from the Cabinet Member for Communities and Regeneration. Members were asked to submit questions in writing directly to the Cabinet Member.

## **6. UPDATE FROM THE CABINET MEMBER FOR HOUSING**

- 6.1. The Committee received an update from David Harvey, Cabinet Member for Housing, focusing on current and upcoming issues in his portfolio. The Committee discussed matters including:
- 6.2. The Council's programme of work to make Westminster's housing stock carbon neutral and ensuring that new builds in Westminster are highly rated for energy efficiency.
- 6.3. Anti-social behaviour incidents across Westminster and the impact these have on residents and the wider community. Members referred to an ongoing incident of anti-social behaviour and asked what enforcement measures were the Council's disposal.
- 6.4. Fire safety measures across Westminster's housing stock. Member's questions whether Freedom of Information requests were the most appropriate way of providing residents with risk assessments.
- 6.5. The Afghan relocation settlement scheme and the support the Council are providing to Afghan refugees. The Cabinet Member stated that Westminster should be proud of the support that has been made available to Afghan refugees in need.
- 6.6. The support available to the 193 households receiving a negative homelessness application. The Cabinet Member informed the Committee that

the Council was providing advice to these households as well as signposting them to other support agencies.

6.7. The roll-out of Broadband across Westminster's housing stock, the Committee were informed that 90% of stock had a Broadband connection installed from at least one supplier as of 31st August.

## **7. COMMITTEE WORK PROGRAMME**

7.1. The Committee discussed its work programme for the remainder of the municipal year. The Committee raised that youth violence and exploitation should be added to the future work programme, and that a task group should be created to tackle this issue specifically.

7.2. The Committee agreed that January of 2022 would be an apt time for the Committee to discuss rough sleeping, due to the additional support measures that may be forthcoming from authorities in the winter months.

7.3. The Committee asked if the allocation policy could be brought to Scrutiny at the next Committee meeting. Scrutiny agreed to liaise with Officers.

7.4. The next meeting of the Committee is scheduled for the 17<sup>th</sup> November 2021. The Committee were informed that the Cabinet Member decision on Church Street sites A, B, and C was Called In by Councillors on the 13<sup>th</sup> October. The Committee would receive further information on the proceedings of the Call In from Westminster's Scrutiny Team over the coming weeks.

## **8. TERMINATION OF MEETING**

8.1 The Committee agreed that future meetings of this Committee would begin at 6:30PM, rather than 7PM. The meeting ended at 9.10pm.

CHAIRMAN \_\_\_\_\_

DATE \_\_\_\_\_



City of Westminster

## Communities, Regeneration and Housing Policy and Scrutiny Committee

Date: 17 November 2021

Report of: Councillor Heather Acton

Portfolio: Cabinet Member for Communities, PPL and Regeneration

Report Author and Contact Details: Alexandra Severino (adseverino@westminster.gov.uk)

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### **1. City for All Vision and Strategy (2021 – 2022) – Communities, PPL and Regeneration Priorities**

#### ***1.1 Cleaner and Greener***

##### ***1.1.1 Air Quality Action Plan Update – Lisson Grove Pocket Parks***

The Church Street Regeneration Programme was successful in securing the ‘Open Spaces Greener Places Fund’ to revitalise the Lisson Green Estate pocket parks, providing quality outdoor spaces in the Ward. The team has applied for additional funding to build on this work which we hope will fund extra seating, planting, wildlife habitat structures, raised planters, a small greenhouse, a new water system for the allotments to sustain water accessibility, and the creation of additional allotment spaces for residents.

#### ***1.2 Vibrant Communities***

##### ***1.2.1 Develop a New Private Rented Sector (PRS) Strategy***

The PRS Strategy is in place and operation. Recent achievements include setting up a Private Rented Strategy group involving external stakeholder and securing external funding for enforcing energy efficiency in the private rented sector.

##### ***1.2.2 Support for Westminster Businesses Post Lockdown***

We continue to support our City since the lifting of COVID-19 restrictions in July. The majority of the AI Fresco schemes that were implemented in July 2020 have now been removed. Some schemes have been retained where residents agreed they could continue. Over 400 pavement licences have been issued to businesses across the city to provide support for the winter months.

#### ***1.3 Smart City***

##### ***1.3.1 Adopt a Digital Approach to Enforcement, Inspections and Licensing***

City Inspectors are all now using the “Phablet” as a mobile working solution to process operations in relation to waste enforcement. The Phablet is being tested to process noise cases and should be in full use later this month.

We are in consultation with PPL Management and our Service Transformation Team with regards to our Dynamic Resource Scheduler (DRS). The aim of DRS is to become smarter with resourcing of front-line staff. It will also allow us to analyse hot spots and allow us to schedule regular inspections of premises which will be beneficial to our Food team especially due to the volume of visits required across the City.

### **2. Major Decisions**

- Church Street Sites A,B & C The Public Realm and The Church Street Market - Planning Application Approach – Called-in 13/10/2021
- Disposal of Intermediate Rent Homes at West End Gate to Westminster Builds

- Luxborough Street Development, London, W1U
- Private Housing Letting Enforcement Policy

### **3. Areas of Focus**

#### ***3.1 Autumn Nights in Westminster***

In preparation for Halloween and 5th November 42 young people were identified for engagement and monitoring, of whom 3 were known to the integrated Gangs and Exploitation Unit (IGXU) and 3 to the Youth Offending Team (YOT). ASB Warning letters were sent to 26 young persons on 14th October and the IGXU and YOT worked with known clients in October.

Trading Standards updated that now only 2 retailers have licences to sell fireworks this year, Portland Express and Partytec. Colleagues in Housing Services have also put-up firework advice posters in our estates at the end of October.

#### ***3.2 Westminster's Strategic Community Safety Board***

CS Mike Walsh, in consultation with us, has initiated this Strategic Community Safety Board in order to provide strategic governance, leadership and implantation of effective interventions to address medium to long term crime and ASB issues affecting our communities and we have been meeting regularly to discuss priority issues. Nine priorities were identified and working sub-groups have been set up for six of these (Eastern European street sleeping, begging and slavery, pedicabs, anti—social behaviour in Maida Hill, vulnerability in licensed premises, vulnerability of sex workers including in short term lets and the Bi borough Drugs Strategy).

#### ***3.3 Safer Westminster Partnership (SWP)***

The most recent SWP meeting, currently chaired by Raj Mistry, a shared chairmanship with the MET Borough Commander, was held on 20th October, and a number of topics were covered. The Strategic Community Safety Board will report to the SWP, as do both the Serious Youth Violence Group and the Youth Crime Prevention Partnership. The latter two groups meet every two months and it was decided at the SWP meeting that the frequency of this meeting would increase from twice a year to quarterly.

#### ***3.4 Edgware Road Strategic Working Group***

On 21 October 2021 the Edgware Road Strategic Working Group met a second time for a round-table discussion with several of our partners including the police, TfL, Church Commissioners, the Portman Estate and the Marble Arch BID. Several topics were discussed at the round-table including planning and licensing policy, curation of the public realm, development control and enforcement, commercial and residential premises, wider environmental/streetscape issues, crime and anti-social behaviour. We continue to work with our partners to monitor certain issues such as street begging, gatherings, littering, street sleeping including tents, persistent fly tipping and incorrect waste presentation.

#### ***3.5 Supporting Afghan Refugees in Westminster***

Westminster Connects volunteers have been very supportive in supporting the local services organised by the Council to meet the needs of Afghan evacuee families. As at 12th October, 120 individual volunteers had provided 1686 hours 7 days a week, sorting and distributing donations, helping families find their way around the city, including children to schools and welcoming all the families. Volunteers have also been instrumental at supporting activities for adults and young people including the 'Children's Playroom, Women's Group, and 'Mentor a Mum Programme'. The Council has put in extensive resources into ensuring evacuees are receiving the highest standard of care, and have been liaising closely with the Home Office, Ministry of Defence and DLUHAC in order to smooth processes.

### **3.6 Community Events – Black History Month**

A number of events were held during BHM. Hopefully all of you will have noticed the sculptures at the top of the elevators in City Hall - the exhibition is called "All the Works is Richer" These have been loaned to us by the artist - (artist name please) - which was organised, with a great deal of effort, by Giles Speid from PP&L, so our thanks to him, as well as to the artist. These sculptures have previously been on display at the House of Commons, and other places of note. Now they face another famous sculpture, the other side of Victoria Street, by an equally famous artist, who has just curated the Royal Academy Summer Exhibition (artist name please)

Another event I attended was the screening of "Still we Rise", a very interesting and moving documentary of Windrush generation arrivals and settlers into Westminster. A number of our residents contributed to this documentary, and it was a pleasure to screen it at City Hall for our communities.

### **3.7 Westminster Connects**

Volunteers continue to be a pillar of our community by providing vaccine support to the NHS at vaccine centres and the vaccine bus. Westminster Connects has recently renewed its web pages, including grant information for local community and voluntary groups and supports Council sessions to help voluntary & community sector (VCS) organisations access funding opportunities. Engagement is underway with the VCS in order to draft a new service specification to be able to publish an invitation to tender, to review those submitted and select and award contracts to begin in April 2022.

### **3.8 Rough-sleeping and Domestic Violence**

The team continues to focus on known hotspots for rough sleeping, clearing abandoned tents and ensuring areas are cleansed post use. We continue to work with our Outreach colleagues and stakeholders to ensure those rough sleeping are supported into alternative accommodation and support services. Since the lifting of the national lockdown in July and during August and September there are notable higher numbers of rough sleepers and flow of people on the streets in Westminster as anticipated. There were increases in numbers of rough-sleepers during the September street count at 187, however, this is still remaining lower than numbers pre-COVID-19.

Our current figures illustrate that domestic abuse has remained the 3<sup>rd</sup> largest cause of homelessness since March 2020. Referrals to the Multi Agency Risk Assessment Conference (MARAC) have remained high throughout the pandemic and beyond despite lockdown restrictions easing over the summer. We continue to monitor this trend closely and work with our specialist services.

### **3.9 Busking and Street Entertainment Updates**

The dedicated busking City Inspector Team responds to complaints, largely noise issues, as well as helping licensed entertainers comply with the licensing regime. The team is also engaging with the Covent Garden Street Performers' Association in order to improve compliance in the Covent Garden area. As part of this work, they are also testing the first of the mobile working solutions that are being introduced to assist City Inspectors with these taskings.

### **3.10 Updates on Additional HMO Licensing**

Since the launch of the HMO Additional Licensing Scheme on Aug 30<sup>th</sup> over 900 licence applications have been received and are currently being processed by officers. A decision was taken to remove Section 257 HMOs, of which there are about 4,800, in order to focus efforts on similar number of Section 254 HMO properties, which tend to be occupied by our most vulnerable residents and where 80% of the housing stock has a serious hazard which should be rectified with some urgency. Landlords of Section 257 HMOs who had applied for a licence have received a refund, but the Council will continue to intervene as necessary, when risks are apparent in such properties, using the powers in the Housing Act 2004.

### **3.11 Food Safety in the City**

Several work streams within the Food Service are underway in order to address the recommendations made by the internal food audit and the Food Standards Agency Recovery Plan. The Food Safety Inspection Programme was affected by COVID-19, which has caused a backlog of food inspections. Five new Environmental Health Officers have now been recruited and some food inspections will be outsourced to address this backlog. The Service is also engaging with the Digital Team on a weekly basis to fast track the mobile working tool for the team and to design an online digital self-assessment platform for businesses.

### ***3.12 Updates for the Local Authority Sisha Working Group***

As businesses are reopening and premises are again able to provide shisha smoking, officers are monitoring activity across the City and particularly in key problem areas. Compliance levels are generally good at the moment. Officers are engaging with a small number of businesses where issues have come to light. We have recently received correspondence from MP Kemi Badenoch acknowledging our leading role in this area of work.

### ***3.13 Nuisance from Vehicles Updates***

Following an increase in car meets in Waterloo Place and Exhibition Road last year and the first few months of this year, problem solving work has been taking place between partners, specifically to reduce the impact on residents from nuisance noise and reduce the prevalence of these meets. The PSPO went out for consultation in late summer and has just closed with 168 responses, which are being analysed. Enforcement has been fairly effective over the last few months, but the acoustic cameras should provide an added tool in managing this nuisance.

### ***3.14 Short Lets***

Investigations are being undertaken in focus areas to identify waste from short term let properties as well as compliance. During lockdown, there was a marked reduction in short let properties, with a few being used instead for Unlicensed Music Events (UMEs). We are now beginning to see short let activity increasing and I have asked officers to examine pursuit the policy approach being taken in the Netherlands to reduce short lets and protect residential communities in their cities.

### ***3.15 Ebury Bridge Regeneration Update***

JF Hunt, our contractors, who have managed the mobilisation works for the Phase One site very efficiently and effectively, have now handed over to Bouygues UK. They will begin the construction and piling works in January 2022. Thank you to JF Hunt and welcome to Bouygues, who also have community programmes planned. Main construction and piling works will commence in January 2022. The full professional and delivery team held a 'kick-off' at City Hall in October to introduce and integrate the wider team.

### ***3.16 Parsons North Update***

Construction is almost complete, with internal fit out progressing and the public realm and private gardens being landscaped. Our date for the proposed handover will be pushed back to the end of November to ensure process of soft landings ties in with internal handover processes. The Development Team continues to work with Housing Services, Corporate Property and Public Realm in order to ensure finalisation and a successful handover.

### ***3.17 Construction Projects***

There are sixteen construction projects underway in Westminster, building just under 400 affordable homes. Market conditions remain a challenge, with inflationary pressures due to material and labour shortages. This means that all our sites are struggling to secure consistent deliveries of materials and recruit and retain specialist tradespersons.





## Communities, Regeneration and Housing Policy and Scrutiny Committee

Date: 17 November 2021

Report of: Councillor David Harvey

Portfolio: Cabinet Member for Housing

Report Author and Contact Details: Alexandra Severino (adseverino@westminster.gov.uk)

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### **1. City for All Vision and Strategy (2021 – 2022) – Housing Services Priorities**

#### ***1.1 Greener and Cleaner***

##### ***1.1.1 Leverage Energy Efficiency Measures in Housing***

A Social Housing Decarbonisation Grant (SHDF) application was prepared and submitted on the 15th of October. This bid was for £3m match funding for fabric first retrofit works to 360 D Rated Social rented homes. This scheme could save 250 tonnes of Co2 per year. Detailed analysis of our stock was required to prove eligibility and demonstrate Knowledge of PAS 2035 (the standard for retrofit works). Contractors have since been engaged and working with us to prepare for the scheme which could start in early 2022. Pilots of some properties retrofitted to PAS 2035 will be completed in November 2021 as the grant funded works are required to be delivered to this standard. Results of the grant funding application will be made by the end of December 2021.

#### ***1.2 Vibrant Communities***

##### ***1.2.1 Supporting Vulnerable Residents***

Our tenancy support service pilot for residents experiencing multiple disadvantages continues to progress well at Churchill Gardens. It aims to test a place-based approach which includes the recruitment of a tenancy support worker. Person led action plans tailored to residents' strengths, skills and interests will support residents of the Churchill Gardens Estate to sustain their tenancies and improve wider outcomes such as improved physical and mental health, improved education, training, employment, volunteering opportunities and increased financial stability outcomes. Residents will also be supported to connect with their local community assets and supporting local organisations to work better together on multiple disadvantages.

##### ***1.2.2 Redesign of Service Model Through Shared Space and Maximising the Use of Public Buildings - Churchill Gardens Pilot***

Positive resident engagement has been seen in several new initiatives at Churchill Gardens over the last few months. Recently under a new pilot, 25 residents previously not involved with any pilot activity met with the Resident's association (RA) to participate in a gardening skills and awareness session. The group expressed a keen interest in a community gardening site for food growing and the governance of this group will be discussed with the existing RA. Following feedback from residents, locations for a potential outdoor gym have been identified and shortlisted and further consultation is being undertaken with the Churchill Gardens RA. Further quotes and funding will need to be identified before wider resident engagement consultation occurs on this potential pilot.

##### ***1.2.3 Develop and New Private Rented Strategy***

Our new Private Rented Strategy (PRS) has been now completed and is being delivered. Key recent achievements include setting up a PRS strategy group involving external stakeholders and securing external funding for enforcing energy efficiency in the private rented sector.

### **1.2.4 Refreshing our Approach to Tackling Anti-Social Behaviour**

In response to a suggestion from a resident, the Housing ASB team has recently developed an information leaflet for residents who report ASB, which explains the process of providing witness statements that may be used at court. The team is now developing further leaflets which set out the actions we can take to tackle ASB which can be sent to residents.

We are also proposing to pilot a six-month roving estate patrol. The estate patrol service would consist of two patrol officers in a dedicated marked patrol vehicle with specialist drug or weapon search dogs available upon request. The officers and vehicle will be branded as Westminster City Council. Our aim is for this service to provide regular intelligence reports back to the Housing ASB team. We are proposing to initially pilot the service on four estates (Lisson Green, Hallfield, Lydford and Lillington and Longmore) with deployment of patrols between 6pm and 2/3am.

### **1.3 Smart City**

#### **1.3.1 Trial Smart Homes Technologies**

Our trialling of new technology in the Housing Service continues to move at pace. Approval to commence the use of drones on estates has been received and the first surveys are due to be undertaken in the week commencing 18 October. This will focus on 8 sites that are due for major works in 2022, and the surveys will help identify defects and therefore provide more accurate scope and costing of works needed to the roofs. Work to document the requirements of the smart tags project strand is also underway. The sensors and digital notice board projects have also satisfied the IT and data security requirements and are awaiting an IT resource to work on the requirements.

#### **1.3.2 Facilitating Broadband Connections**

Infrastructure roll out is continuing well and we have now provided access to services to 90% of homes covered by the citywide wayleave. Infrastructure work taking this figure to around 95% is currently in progress/ mobilising and the team have established with providers a forward programme to secure access for 100% of homes. This last phase of the programme includes predominately street properties and non-estate-based blocks.

## **2. Cabinet Member Decisions (October – November 2021)**

- Allocation of Social Housing Supply 2021/ 2022  
This report illustrates that demand exceeds supply for social housing. However, across the City and the approach to letting social homes set out in this report aims to take account of the needs of the different households with priority for social housing. The overall aim is to achieve a balanced and transparent approach to letting social homes during 2021/22 and which takes account of the Council's key priorities.

## **3. Areas of Focus**

### **3.1 Anti-Social Behaviour Updates**

There are currently 147 ASB cases open with the team, with a total of 71 new cases raised in September. Following our new approach to ASB and enforcement in January, the team have continued to serve Notices of Seeking Possession (NOSPs). There have been a further 16 served since April '21. We have had two closure orders granted in our West area, one full closure which closes an entire property to the tenant and to other persons, and one partial closure which prevents anyone but the tenant themselves from being in the property. These were both as a result of people coming and going from the properties causing nuisance to local residents and the property being used for criminal purposes such as drug use.

The ASB team received full training on the system "Uniform" which is the databased used by the Noise Service to record all calls and events relating to noise reports to the Council. The team have been using the system for 3 weeks now and it has made managing noise cases easier and quicker in terms of retrieving reports and information. This has meant that when a resident advises a case

officer that they reported an out of hours noise report, the case officer can look straight on the system to enable them to progress the investigation of their case without any delays.

### **3.2 Major Works and Member Consultation Updates**

Our Sites across the North, South and Central are performing well and in line with submitted programmes, we are due to complete three existing projects within the next few weeks. The cladding project at Glastonbury House is on site and remains a priority project, and there is strong collaboration between The Council and Network Rail given the proximity of our scaffolding to the Southeastern Network. We are expected to complete the cladding works in early 2022. There is currently 10 Projects due to commence within the first quarter of the new year starting from January 2022.

On 9 September 2021, we began a formal Members consultation on our Major Works Business Plan. With the consultation now closed we are now collating results and feedback. Apart from this, on Major Works updates, including copies of correspondence and invites to residents' meetings, are issued to ward members two working days in advance of residents. This gives members notice of the current status of each project and allows for comment and feedback. Approximately 25% of members proactively engage in this process with ongoing dialogue throughout projects.

### **3.3 Homelessness in Westminster**

Since lifting national COVID-19 restrictions in July, there has been notable higher numbers of rough sleepers and flow of people on the streets in Westminster as anticipated. However, the street count numbers in September 2021 (187) are far fewer than that of the numbers of 269 recorded in September 2020. A majority of Individuals encountered on our counts continue to be from the UK/ ROI, and EEA.

Homelessness applications have increased 17% in Q1 2021 (946 in Q1 – 1107 in Q2). We continue to monitor demand closely to identify any potential risks or issues associated with a potential spike in demand following on from the relaxation of COVID-19 restrictions such as the ban on evictions being lifted in July. The main reason we are seeing applicants approaching the service has remained consistent over the past few quarters. These include loss of a settled home, family no longer willing or able to accommodate, end of private rented tenancy and domestic abuse.

### **3.4 Update on New Affordable Housing Supply**

Several new affordable housing developments are due to be completed shortly offering over 200 new units across Westminster. The first phase of West End Gate that will deliver a total of 130 new affordable homes including 99 social and 31 intermediate homes is due to be handed over later this autumn. In the initial phase, 108 affordable homes made up of 1,2 and 3bed units will be available for tenants being decanted from the Church Street regeneration area, local lettings to residents from the Hall Park Estate, other priority groups, and households eligible for intermediate housing in the City.

Parsons House a Council led development will deliver 60 new homes this November, including 10 social and 9 intermediate homes for rent. Priority for these affordable homes will be to local residents in priority housing need. Finally, the recently completed intermediate rented scheme at Farm Street in Mayfair will provide a mixture of studio, 1bed and 2bed homes for intermediate eligible households including key workers.

### **3.5 Updates on the Afghan Relocation Scheme**

The Council committed to providing 5 private sector family sized homes under the ARAP scheme. Officers are actively pursuing several properties where landlords have expressed a strong interest and we believe there is potential of a concrete offer of accommodation; all properties are 2 and 3bed units. These will be rigorously inspected by officers before letting, all will be available at Local Housing Allowance rates with the rents expected to be covered through households' Universal

Credit with the Council guaranteeing rent. Once inspected as suitable and the detail agreed with the landlord, the properties will be offered to the Home Office who will match these to families.

### **3.6 Resident Engagement Activities and Opportunities**

Our city-wide review of resident engagement is now complete. Recommendations and overall strategy will be brought forward for review and implementation in the upcoming months.

Bookings at community halls are 90% what they were before the start of the pandemic. Since the lifting of COVID-19 restrictions this summer, five large community events have been delivered with great feedback from residents. Three halls will continue to be used as COVID-19 testing centres until March 2022. Communications to affected residents will be sent by the Department of Health and Social Care.

## **4. Key Performance Indicators**

### **4.1 Housing Management Contact Centre**

In September the Housing Management Contact Centre received **19,796** calls, **71%** of which were answered within 30 seconds (performance above target range), with the longest call waiting time 18 minutes. **61%** of calls were resolved during first contact and resident satisfaction with call handling is at **88%** which is above target.

### **4.2 Satisfaction with Repairs Service**

Overall tenant satisfaction with repairs has remained steady at **77%** in September 2021. **98.5%** of emergency repairs in this period were completed on the first visit, and positively **85%** of tenants were satisfied with the quality of their repairs.

### **4.3 Overall satisfaction with Housing Services**

Tenant satisfaction that WCC provides a safe and secure home remains steady at **76%** for tenants and **71%** for leaseholders in September. Satisfaction with cleaning of communal areas is at **80%** for tenants and **64%** for leaseholders, while satisfaction with grounds maintenance is above target at **86%** for tenants and **77%** for leaseholders.



## Communities, Regeneration and Housing Policy and Scrutiny Committee

<b>Date:</b>	17 <sup>th</sup> November 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Management of Capital Programme (Housing)
<b>Report of:</b>	Neil Wightman, Director of Housing
<b>Cabinet Member Portfolio</b>	Housing <a href="http://www.westminster.gov.uk/cabinet">www.westminster.gov.uk/cabinet</a> )
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	For noting
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## 1. Executive Summary

This report provides an overview of how the Housing directorate manages and monitors its capital works programme circa £45m - £60m per annum to the council's 20,836 (stock figure as Oct 2021) housing units.

It summarises the robust governance processes which are in place to monitor every aspect of the capital programme from the asset management to design, to delivery through to completion. This includes stakeholder consultation at every stage including resident engagement and how it aligns with the City for All objectives.

It also informs how the projects are managed operationally, financially and strategically.

The report provides an update to the report which the former CityWest Homes Ltd. provided the council, specifically to the Council Task Force Scrutiny group in October 2018, immediately prior to transferring to the council in April 2019.

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

1. The Committee is invited to note and comment on the contents of this report.
2. The Committee is invited to comment on how capital works programme in relation to housing can become more sustainable
3. The Committee is asked to scrutinise how the capital works programme in relation to housing is meeting the City for All objectives
4. The Committee is invited to comment on the challenges over the coming 18 months in managing leaseholder bills due to labour and material costs increasing due to external factors.

## 3. Background

The Capital Programme is defined for these purposes as the large, long term planned / cyclical capital investments in the Council's housing stock e.g. re-roofing; block-wide window installations; major decoration projects; as well as over-hauling key Mechanical & Electrical components e.g. lifts, heating systems etc. There is an agreed 5 year capital programme of works, which covers many building components. (**Appendix 1**)

These works are different to general repairs, which tend to be either reactive (e.g. individual boiler breakdowns) or annualised Planned Preventative Maintenance (PPM) (e.g. safety checks / regular cleaning of gutters).

The capital programme whilst broken into a number of categories e.g. fire prevention, mechanical & electrical, major works, voids etc. can be further split into two areas.

Business as Usual which requires ongoing annual investment into components requiring replacement or updating, e.g. lift renewal programme, Fire Risk

Assessment Works, void re-servicing to approx. 400+ empty properties per annum, estate lighting etc.

Project and Major works, this covers elements which are brought to our attention to be replaced via our 30-year asset management strategy, which is informed via stock condition surveys, e.g. building components which need to be replaced as they have come to the end of their serviceable life, for example windows, roofs, doors, lifts and building services.

## **Overview of Westminster's Social Housing stock**

Westminster Council has a housing portfolio of 20,836 (stock figure as Oct 2021) housing units. These comprise of individual street properties through to tower blocks of which the tallest has 21 storeys.

The stock is challenging to manage, due to its age, design and complexity. There are predominantly two types of tenure; tenants and leaseholders which currently comprises 55% tenants and 45% leaseholders. Compared to other London boroughs, the ratio of leaseholders is particularly high, and this can provide specific challenges when we carry out particular types of work and delivering the capital programme. Leaseholders are required to pay for their proportion of the works cost as dictated by the work carried out to their block or property and by the terms of their lease.

### **4. Developing the Capital Programme**

There are four ways in which the capital programme is prepared / influenced:

- a) Active Asset Management
- b) Planned Preventative Maintenance
- c) Stock-wide projects
- d) Out of Cycle Component Replacement.

#### **a) Active Asset Management**

The Asset Database holds the stock condition information which is updated periodically via the stock condition surveys. Each building/property is surveyed every 3 to 5 years along with 10% internally. This enables WCC's team to produce a high level 5 and 30 year programme. The teams work with the repairs team and other key stakeholders to review the asset needs.

These stakeholders include the housing team, ASB team, resident forums, complaints team and Councillors. The programme is also informed by the development and regeneration programmes to ensure work is not undertaken if not required.

Capital works can also be referred on an ad-hoc basis if a component has failed early and a new need has arisen; examples of these are a roof which can no longer be repaired, or where new security works are needed following increased cases of ASB. Refer to item d below for further detail.

On completion of any capital works the components in the database are updated to ensure they are programmed in for their next cycle.

Examples of the building component replacement cycles are listed below with the project priority scoring matrix illustrated in **Appendix 2**

Lifts	25 years
Doors	30 years
Windows	40 years
Internal Decorations	12 years
External Decorations	12 years
Kitchen	30 years
Bathroom	30 years
Domestic Boiler	15 years

### **b) Planned Preventative Maintenance**

The process is further informed from the planned maintenance team working on specific blocks and estates. These will include, for example, regular clearing out and maintenance of roof gullies,, inspection of rainwater pipework, services etc; the aim being to move from more of a reactive maintenance regime to a proactive regime.

This process may, depending on the size of certain works packages, bring to our attention that some of these components require renewal/replacement and consequently fall into a future major works programme.

### **c) Stock-wide projects e.g. fire safety works or condensation works**

There can be certain projects / themes that emerge, requiring alignment with the Major Works programme. Obvious examples are the current focus on fire-safety improvements and tackling condensation and mould (a City for All target).

These packages of works are reviewed alongside the stock condition surveys and existing projects within the programme, but often these works are urgent (e.g. impacting the health and safety of those occupying or visiting the blocks), and so are prioritised against the more cyclical nature of the Major Works programme.

In other words, unless a Major Works project to a block is imminent e.g. within 6-12 months, there is often little benefit / ability to hold-off these specific works until such time as major works start; a programme of works is then packaged up. For example fitting extract / ventilation fans to tackle condensation, or the implementation of fire-doors.

### **d) Out-of-cycle Component Replacement**

Whilst we look to plan all capital expenditure in advance, there are situations when components fall outside of the usual cyclical programme and cannot be economically repaired. To combat this, a referral system has been implemented, whereby elements or larger projects are passed to the Asset Strategy team for consideration.



The referral is reviewed alongside the programmed works to the estate, also assessing the justification for the works and whether they are of an urgent nature. If they are required, and pre-programmed works cannot be brought forward, then an individual project will be created. A Client Brief is prepared for hand-over to one of the Term Contractors.

### Project prioritisation

The projects contained within the programme go through scrutiny and a project prioritisation exercise emanating from our 3-year stock condition surveys and asset management strategy. A weighting is also allocated against each criterion and is subject to change depending on the prioritisation of the Council.

The current priorities and weighting applied at this time is as follows, and further information is also provided in **Appendix 2** to this report:

Health & Safety/FRAs	20%
Resident Expectations/Councillor Enquiries	20%
Repairs History	20%
Project Stage	15%
Carbon Emissions Reduction Potential	15%
Historical Project Age	10%

The purpose of the rating strategy is to ensure that we are carrying out the right projects first and can provide reasoning to key stakeholders including residents and Councillors if projects need to be moved. This is essential especially when we are in a situation if projects are required to be moved back, in some instances, several years.

Naturally there are unexpected impacts to the programme which can generally be categorised as:

- Unexpected component failure e.g. roofs and heating systems
- Additional works following stakeholder engagement
- Wider impact of high leaseholder bills
- Councillor and key personnel input
- Delays of previous works and consequential delays to other projects within the programme
- Changing business priorities e.g. fire safety, BREXIT, Covid-19
- Leaseholder challenge and complaints

From the indicative 5-year programme, the asset management team will begin to develop a 'Client Brief' for a specific project 18/24 months prior to a proposed start on site date. The client brief is discussed in more detail later in this report.

Engagement is then carried out with Housing colleagues (e.g. local repairs and housing teams), as well as residents and Ward Councillors (see later information on resident engagement) to ensure that a comprehensive picture of need is developed.

Finally, for certain elements and situations, the team carry out 'net present value' calculations (considering the whole life cost of replacement versus repair over a 30 year period). In doing so, the team also consider product specifications i.e. different levels of quality and type of material (e.g. uPVC windows vs powder-coated aluminium windows).

The Client Brief is then handed over to one of the Term Partnering Contractors for processing through design stage and then for delivery on site.

The capital programme is reviewed, monitored, and reported on a monthly basis. Reports and minutes from these meetings enable the Council's leadership and management teams to monitor the progress and compared against the approved HRA Business Plan.

## **5. Major Works Contracting Arrangements**

Prior to 2017, each project was individually tendered; which was inefficient, costly and time consuming; and often led to poor service and regular contractor disputes. Few positive long-term relationships were able to be built, and conversely, the regulations also meant that it was difficult for the Council to exclude some contractors who had previously performed badly.

To overcome this, it was agreed with the Council that 10-year 'Term Partnering Contracts' (TPCs) would be established for capital works, where the major works element of the capital programme was structured via a geographical split, essentially a North and South of the borough, with approximate similar budgets allocated to each area.

The intention being to:

- Avoid successive tendering, procurements, and waste across the programme; thereby
- Reduce the combined procurement and contract administration costs to below 10% (from circa 16%);
- Improve accuracy of programming and cost management;
- Establish relationships with contractors, driving consistent high performance;
- Exploit operational and practical expertise from the supply chain;
- Create a strategic environment with all providers focussed on mutual improvements and benefits;
- Maintain transparency with leaseholders over the development of projects;
- Build long term relationships to provide opportunities for staff and residents to invest in training and experience; and
- Over time, see cost savings for the HRA, and therefore leaseholders.

Our Service Providers are Axis Europe and United Living who are experienced contractors with a strong history in working with many local authorities covering a similar range of work.

Axis Europe

Axis Europe were awarded the contract covering the North of the borough, they are a large employer with over 800 members of staff covering a multiple area of work within their various divisions and work extensively throughout local government.

### United Living

United Living Property Services cover the south of the borough and are a larger employer with over 1,100 members of staff assigned to their divisions; however they have a more diverse portfolio.

Both Service Providers have a wide and varied supply chain whom they work with to design and deliver our projects in both the North and South of the city.

## **6 Capital Programme and the City For All objectives**

The department has ensured the capital programme and service providers support the new *City for All* vision and strategy and how it can best support and align the business it carries out under each of the four pillars of the strategy.

### **Greener and Cleaner**

- The works undertaken in the Capital Programme improve the performance of the stock, therefore reducing the carbon emissions to meet the WCC carbon reduction target. Elements will include roof, wall and floor insulation, windows, doors, new heating systems and lighting. PV panels are also being considered when roofs are replaced to offset carbon emissions in the housing stock.
- Within the main criteria for assessing the priority of major works, 15% of the project is assessed in regard to the environmental impact it will provide the society.
- We have submitted bids to government to obtain grant funding to improve our carbon footprint. A recent example of this is a £3.2m bid to the Social Housing Decarbonisation Fund (SHDF) which will enable 360 properties to be improved from an EPC rating D to a minimum of EPC C. The aim however will be to get to as close as possible to an EPC B.
- We ensure that all our contractors and their respective supply chains have appropriate environmental and retrofit standards in place including PAS 2035. (PAS 2035 is relatively new over-arching document essentially providing a specification for the energy retrofit of domestic buildings.).
- Leveraging energy efficiency measures in housing where possible e.g. Approximately 25% of all void properties receive fabric improvements to increase their SAP score to an EPC rating of B where possible.

Specific reference to Pimlico District Heating Undertaking is provided later in the report.

### **Vibrant Communities**

- Projects included in the capital programme help to improve the estates our residents live within and help towards the vibrant community's objective. This might include installing new greening areas and new security systems helping to keep the community safer.

- Within each contract, every contractor is required to create employment opportunities and apprenticeships depending on their level of turnover.
- Our contractors have visited colleges and community groups to support recruitment campaigns and have worked with bodies who support assisting and supporting ex-military personnel into employment, as well as encouraging the youth of the borough to embark on a career within building and construction.

### Smart City

- Some projects include new vehicle electrical charging stations to help meet the Smart City objective.
- Other projects include broadband installations
- We have created a Digital agenda, which includes:
  - use of drones – to reduce the cost of erecting temporary scaffolds
  - Smart tagging on new equipment helping to improve data collection and streamlining tasks.

### Thriving Economy

- Our service providers employ a significant number of employees. Of this amount, we request that a percentage are employed locally.
- They also use local material suppliers where possible
- We require the service providers to proactively use local employment within their supply chain of sub-contractors where possible.

## 7 Delivering The Capital Projects

The process within the term contracts is generally designed around the RIBA Plan of work. The detailed process and sequence from inception to completion of capital works contracts is shown in **Appendix 3** to this report.

In summary the TPC agreed workflow is:



### Client Brief

A draft Client Brief is prepared by Asset Strategy and passed to the Major Works team for completion and issue to the Service Provider. The developed Client Brief issued to the Service Provider will comprise e.g. independent condition surveys, repairs history, third party commissioned report to ensure that it is independent, cost plans, preliminary design strategy summary of works required etc.

The final Client Brief is approved for issue by Programme Board which is a group of senior technical managers within the division.

### Project Execution Plan - PEP

The Service Provider is required to prepare and submit to the Client Representative a Project Execution Plan within four weeks of receipt of an authorised Client Brief.

The PEP will include, a design strategy, programme, resource plan etc. which informs the client representative of the Service Provider's intentions for the design, procurement and construction activities identified in any Client Brief.

### **Service Provider Proposal - SPP**

Following receipt of any Pre Commencement Order (PCO), the Service Provider shall prepare and submit to the Client Representative a SPP in accordance with the agreed PEP.

The SPP comprises a detailed record of all information necessary for the Client or Client Representative to instruct the commencement of the Task works.

### **Notice of Estimate (NOE) – Section 20**

The final SPP and recommendations are approved by the Programme Board for subsequent issue of the NOE to leaseholders and Pre-commencement Order to the Service Provider.

### **Commencement Order (CO) and start on site**

The final SPP and recommendations are approved by the Programme Board for subsequent issue of a CO to the Service Provider.

Subject to leasehold observations received during the NOE period, the Client Representative issues the CO to the Service Provider in the format set out in the term contract based upon the Service Provider's agreed SPP.

The Service Provider will mobilise and commence works following receipt of a CO.

## **8 Operational Management of the works**

The Capital Programme Team operates on a transparent basis, and this is captured and viewed in the following way:

- Scrutiny – The Processes and Procedures involved in delivering Major Works allows all aspects of the organisation to interrogate what we do and how it is done, and this manifests in our governance such as Project and Programme Board where any proposed Task is subject to interrogation of scope required and budgets assigned.
- Dashboard / Status Report - This an overview of Task events within a working month, and will capture progress on programmed work, Quality Management, financial reporting, Resident Engagement, Key Risks and Issues and a Strategic Look ahead for the next four weeks, but ultimately giving control of financial and operational reporting to WCC Officers to ensure budgets and targets are met.

- Monthly Meetings – These happen at varying levels; there are monthly site based Task lead meetings with both WCC and the Service Provider where daily resident engagement, operational/ commercial matters and Task Risk Registers are reviewed, and actions are issued as a result. There are also internal meetings within WCC where a more strategic view on our Tasks are discussed and this is information for discussion which is captured through the Status Reporting and Dashboards.
- Managers’ Core Groups – These take place monthly and provide both parties the opportunity to formally review performance. All meetings are formally managed and minutes are taken with action and tasks. Typically this meeting covers: resources, performance against KPI’s, health and safety, environmental aspects, social value etc.
- Housing Capital Review Group – This is a senior management meeting, where all major projects and divisional performance is presented and reviewed. This will include updates on monthly actuals, against forecast performance and end of year outturn.
- Cabinet Member Review – This is on a similar basis to the above, and monthly updates are presented by senior managers to our Cabinet Member for scrutiny and challenge where there may be requests to carry out a ‘deep dive’ into the progress of certain projects at various stages of the contract.
- Social Value - The service providers are held to account in several ways:
  1. Quarterly Social Value meetings which review specifically the key deliverables within the social value aspects of the contract
  2. Quarterly Strategic Alliance meetings, where all contractors attend and update on a wide range of topics, recent examples include, moving over to electric vehicles, participating in the Don’t Be Idle campaign etc.

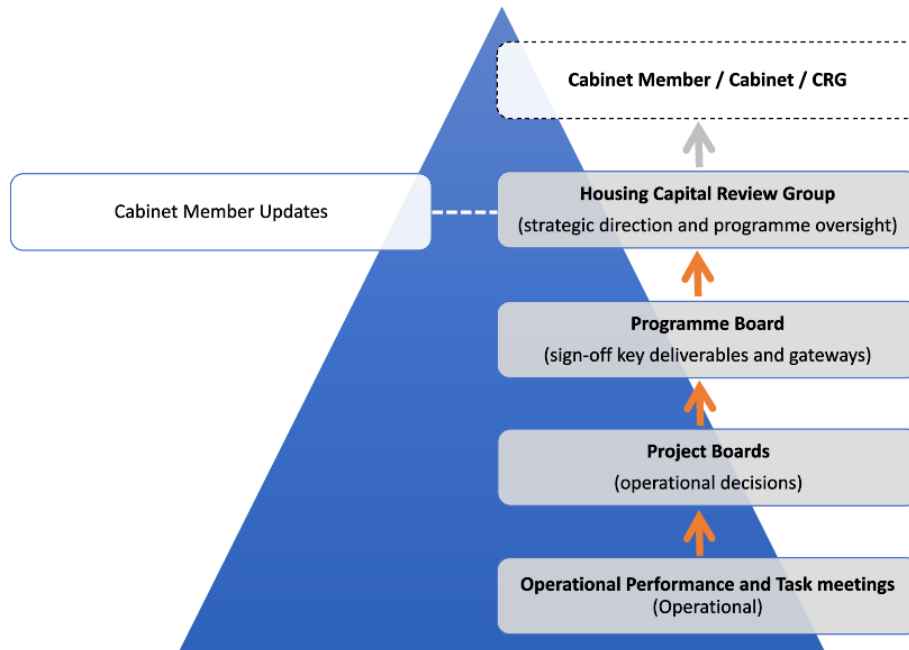
## **9 Governance processes and procedures**

An end to end approval and governance process is in place to oversee the capital programme and individual project approvals, which starts at Client brief and follows the RIBA 2013 stages through to completion of works. This process is overseen at various monthly meetings including project and programme boards which provide approval and oversight at key stages.

On an annual basis a high-level programme and budgets are set through the CPSR process and business plan submission which is monitored at monthly meetings between Finance and the Divisional Head of Housing Property.

The Housing Capital Review Board was introduced in the summer of 2020 to provide strategic direction and programme oversight, and ensure key decisions are noted and information communicated to stakeholders.

## Capital Works Programme Strategic Governance



### Reporting:

To ensure appropriate oversight and scrutiny of individual projects, a monthly monitoring reporting process is in place which includes the completion of monthly status reports by project teams. Status reports capture key project information and provide a summary of past/forthcoming activities, along with key financial information and a summary of risks and issues.

These monthly updates feed into PowerBi dashboard reports which are presented at programme and strategic boards.

During summer 2021 work has taken place, in partnership with the Corporate Programme Management Office (CPMO), to create and implement a version of the council's 'Innovation and Change' dashboard which includes both a project and programme level view of the Capital Programme and ensures a consistent reporting format.

Work to refine and improve these dashboards is ongoing, with a particular focus on capturing resident feedback and engagement activities. Examples of the status report and previous/current dashboard views can be found below.

### **Dashboards**

During summer 2021 work has taken place, in partnership with the Corporate Programme Management Office (CPMO), to create and implement a version of the council's 'Innovation and Change' dashboard which includes both a project and programme level view of the Capital Programme and ensures a consistent reporting format.

Work to refine and improve these dashboards is ongoing, with a particular focus on capturing resident feedback and engagement activities. Examples of the status report and previous/current dashboard views can be found in the attached appendix and background information.

More detail on reporting and dashboards can be found in **Appendix 9**.

### **Monthly Review Meetings**

A summary of the monthly meetings can be found below, with the terms of reference illustrated in **Appendix 4**

### **Project Board (Monthly) – Chaired by Client Surveying Manager**

The Project Board has collective responsibility for the technical review, scrutiny, strategy and allocation of tasks associated with the Client Brief process that informs the capital investment Programme. The Board is effectively the technical scrutiny body that feeds directly in to the Programme Board. All key teams are invited to attend including the asset team, major works team, lessee services team, housing team, repairs team etc.

### **Programme Board (Monthly) – Chaired by Divisional Head of Property**

Programme Board has collective responsibility for strategy, allocation of tasks and implementation of 'work' comprising the HRA capital investment programme.

### **Housing Capital Review Group (Monthly) – Chaired by the Director of Housing**

The purpose of the Housing Capital Review Group in summary is to:

- Agree and monitor the HRA capital expenditure
- Provide strategic direction and oversight to all capital spend
- Identify and prioritise initiatives, such as programmes or projects across the directorate, as part of the 5-year programme

### **Cabinet Member Review (Fortnightly) – Chaired by Cabinet Member for Housing**

This occurs on a fortnightly basis providing an overview of progress within the City. The programme and project updates are given to the Cabinet Member for Housing where issues can be raised if they are significant. This offers visibility and equally it is a platform for the Cabinet Member and or attending Councillors to voice any concerns and challenges.

## **10 Managing the Capital Programme During the Pandemic**

Delivery of the Capital Programme has been adversely impacted by the pandemic, the effects of which are still being felt.

During 2020, all Capital Programme works were suspended from the end of March until the beginning of July. This was with the exception of project Y147 Little Venice Towers where, due to the external nature of the works and importance of the project,



Axis Europe continued the works through to a successful and safe conclusion with the support of the Capital Programme team.

The report provides a deep dive into the management of *Little Venice Towers Re-cladding project* **Appendix 5**

Whilst on-site works were suspended and much of the construction industry was on furlough during the initial lockdown, United Living continued to progress pre-construction activities associated with their projects across the Capital Programme. This involved working in conjunction with the Capital Programme team through the relevant design stages of each project in order to try to mitigate delays caused by the pandemic. Nevertheless, such delays resulted in an under-spend for the FY20/21.

In early July 2020, on-site works resumed across the Capital Programme on a phased basis and in strict accordance with the Site Operating Procedures guidance as published by the Construction Leadership Council. The Capital Programme team and Service Providers introduced control measures to protect residents, their workforce(s), and to minimise the risk of spread of the Covid-19 infection.

Such measures included carrying out Covid-19 specific Risk Assessments for every project, which were published on WCC's website for residents to view. The resumption of works was generally well received by residents across the city.

Through two further lockdowns, the Capital Programme team continued to work closely with Service Providers to ensure effective arrangements were in place for monitoring and reviewing their compliance with Government and industry guidance.

As a result, it has been demonstrated that on-site activities can be delivered in a safe and effective manner. The Capital Programme teams continue to ensure that all existing health and safety legislation continues to be complied with to ensure safe working practice.

Looking to the future as we move out of the pandemic, it is likely that the delivery of the Capital Programme will remain challenging. Due to Covid-19 and other factors, the construction sector is experiencing inflationary pressure. Increased demand is colliding with global supply chain disruption for materials and labour shortages. London ranks as the eighth most expensive place to build in the world.

A report published by the RICS (Royal Institute of Chartered Surveyors) Building Cost Information Service (BCIS) published 7 May 2021 confirmed that 'material supply to the UK construction industry is under severe pressure resulting in rising costs' with a 2.7% increase in the first quarter of 2021, and a further increase of 2.6% forecast for the second quarter.

These conditions mean that existing budgets for projects are forecast to be insufficient, and that Leaseholder bills are likely to rise as a consequence. Whilst the Capital Programme is somewhat protected by the Council being in existing 10-year Term Partnering Contracts for the delivery of all projects, both Axis Europe and United Living report that they are unable to secure fixed prices for longer than 90 days, and without guarantee that the supply chain will be available to enter into contract or fulfil orders when the pricing and consultation process has concluded.

Whilst the Capital Programme team have already implemented temporary changes to the operation of the Price Framework to help manage escalating construction-related costs, the Council will need to meet these inflationary challenges and work collaboratively to alleviate ongoing risks.

## 11 Communication and Engagement on Major Works Projects

Communication and engagement on major works projects can be challenging. Major works projects are very disruptive with interruption to day to day life, they involve detailed planning and large sums of money, and residents do not always share the same views about what work should be done or when it should be done.

Within this context, communication and engagement on major works projects focuses on two areas - the five-year programme of work and specific projects within the programme.

### Programme of work

At programme level, once the Housing Revenue Account Business Plan has been approved by the Council a five year programme is published on the City Council's website and promoted widely via residents' associations, housing services newsletters and leaseholder specific updates.

The programme sets out a high level 'look ahead' of planned work by block or housing area. Although the detail of each project will not be known at this stage, it does outline the type of work within scope and the expected year for the work to start enabling residents to plan for projects.

The Council is currently finalising the next programme, through to 2025/2026, and this is due to be approved and published in the next few months.

### Specific project communication and engagement

In terms of specific projects within the programme the process for communication and engagement, including the Council's commitments, is outlined in the *Guide to Major Works* in **Appendix 6**.

In addition, there is a specific guide for leaseholders which explains the statutory consultation for leaseholders, major works billing and payment options. The guide is called *Major Works Service Charges Explained*. **Appendix 7**.

In summary, there are four stages of any standard major works project:

1. Initial planning,
2. Detailed design and approvals,
3. Onsite work,
4. End of works – completion.

The standard communication and engagement across these stages covers a wide range of methods, including:

- Written updates including direct letters, FAQ guides, resident information / project packs, newsletters and posters.
- Published project documentation such as detailed plans and specifications.
- Online updates via project webpages including correspondence, documents and photographs.
- Resident meetings, both traditional face to face and online sessions.
- Ongoing engagement with recognised residents' associations.
- Formal leaseholder consultation via Section 20 Notice of Estimates.
- Home visits, one to one online calls or telephone calls.

Although the standard process is outlined above and in the *Guide to Major Works*, not all projects are standard and the engagement and communication can vary to suit the project scope, duration, level of disruption expected, costs and resident input.

To manage this there is a named Council team member responsible for coordinating engagement and communication with residents, acting as a point of contact linking all elements of a project together and advocating for residents throughout each stage of a project.

Once a project is onsite, there is an additional dedicated onsite contractor resource to act as the first point of contact for residents' queries. The engagement at this stage is primarily operational and based onsite, relating to the day to day management of the project works. The onsite resource continues to be managed and supported by the City Council team, with all onsite communication being approved by the Council.

In addition to the standard methods described above, there is the flexibility within each project to add to these and for residents to shape the ongoing engagement and communication to match their needs and expectations. Some examples of this include online collaboration with residents' associations via TEAMS, fortnightly email bulletins and weekly site walkabouts with the project team.

#### Councillor enquires and complaints

The number of complaints and formal councillor enquires on major works and asset strategy is low, illustrating the value of the comprehensive engagement and communication outlined above. The table below outlines the data for the first half of 2021/2022 (Apr – Sep 2021).

Type	Number out of total housing complaints	% of total housing complaints
Stage 1 complaint	19 out of 513	3.7%
Stage 2 complaint	10 out of 156	6.4%
Councillor enquiries	9 out of 372	2.4%

#### Satisfaction

Currently satisfaction is monitored at the end of each project. However the recording of satisfaction data has been impacted by COVID-19 with only one project being completed over the last six months.

Proposals are being drafted for a three-stage satisfaction monitoring process to capture satisfaction before work starts, while onsite and at the end of a project. This is to test satisfaction at different stages of a project to give much more timely and useful information throughout a project. The surveys will be managed by independent telephone surveys via the Innovation and Improvement Team.

The proposals will be rolled out this year and results reported individually in the project dashboards, webpages and collectively as part of the performance monitoring pack described in section 9 of this report.

## 12 Capital Programme and Leaseholders

Apart from any consultation with leaseholders that is undertaken as good practice, there are legal requirements about consultation on major works and service contracts which must be observed if the landlord is to be able to recover the cost of the service in full (i.e. exceeding the £250 or £100 p.a. limits)

We will issue a Section 20 notice for any proposed works before an estimated bill is issued. This estimated major works charge is based on the service providers finalised full estimated cost for the works and will therefore be in line with the Section 20 Consultation Notice. Once the works are completed on site and after the defects period has ended a final account for the actual expenditure on the whole contract will be submitted

Below is a summary of the available *Methods of Payment*. **Appendix 8.**

- By phone with a debit card or credit card
- Direct Debit
- Online with debit card or credit card
- Standing order
- Post
- Direct to bank account (Via BACS)
- Service Charge Loans

Payments can also be made in instalments and the instalment options are as below and depend on how you need to pay:

1.1 INVOICE AMOUNT	1.2 PAYMENT OPTIONS AVAILABLE
1.3 £200 – £2000	1.4 If the bill is under £2,000 you can spread your payments over a year in 12 equal monthly payments 1.5 No interest or administration fee will be payable
1.6 £2000 AND ABOVE	1.7 If you receive a bill for more than £2,000 you can spread payments over two years in 24 equal monthly payments 1.8 No interest or administration fee will be payable
1.9 £5000 AND ABOVE	1.10 If you receive a bill for more than £5,000 you may be able to spread payments up to five years 1.11 To be eligible you must live in your property as your main home and not own any other property 1.12 Years one and two no interest will be charged 1.13 Years three, four and five interest will be charged at one per cent above the Bank of England base rate 1.14 An administration fee will be payable at the beginning of the scheme.

### 13 Capital Programme and Fire Safety

Following the Grenfell fire tragedy, the council took immediate steps to review the management of fire protection and prevention. This, together with acknowledging the recommendations from the Dame Judith Hackett and Sir Martin Moore-Bick reports, required the entire capital programme to be reviewed to address these recommendations.

This resulted in approximately 40% of capital budget being diverted to fire safety related projects as these were being prioritised. This meant the re-programming of many contracts and the knock-on effect resulted in many contracts being delayed several months or years to enable this to be accommodated.

This has caused additional pressures in having to re-consult with residents, serving the necessary Notices resulting in the annual budget spend to the programme. The division is currently assessing the requirements from the impending Building Safety Bill, which will be incorporated into the projects via risk assessments.

In addition, the Housing restructure has strengthened this entire area of fire safety with dedicated Fire team, supported by surveyors specialising within fire prevention and safety.

### 14 Capital Programme and Carbon Reduction Works

We have presented and held workshops with Core contractors and held follow up workshops to agree targets. Our contractors have now invested in training and recruitment of the specialisms we now require in PAS 2035 (the standard for retrofit works) and our future plans to electrify the heating of our stock as much as practical.

Our void standard now includes fabric improvements to the worst performing homes. To date three have been completed with a further 10 in progress. As pilots of new low carbon heating systems are successfully trialled, these systems will be added to the standard where appropriate.

Communal heating systems requiring replacement in the Capital Programme include an assessment of potential low carbon heating systems. Any opportunities for grant funding will be pursued, such as the Green Heat Network Fund.

Roof replacement schemes will now consider the cost benefit of installing PV panels providing clean heat to the national grid and the carbon offsetting that it can provide.

Similar to the fire prevention, the Housing restructure has resulted in a new Sustainability department being created, which will include all aspects of carbon reduction within the existing stock and built environmental, as well as environmental measures. The majority of the new team will be in place by March 2022.

Their role will include ensuring that from our capital programme we maximise the benefits relating to carbon reduction from the contracts.

The new department recently submitted a bid of £3.2m to the Social Housing Decarbonisation Fund which if successful will enable 360 properties to be improved from an EPC rating of D to a minimum of C, if not a B rating.

### **PDHU Decarbonisation plans**

In its current condition, PDHU contributes 16,688 tonnes CO<sub>2</sub> of carbon emissions (37.4% of the Council's annual CO<sub>2</sub> emissions in 2018/19). The aim is to reduce this as much as practical before 2030 to achieve a net zero standard.

An initial decarbonisation study has been completed on PDHU which has shown the potential for 53% if a 5MW River source heat pump is installed. The estimated cost of the heat pump is £10.3m and would require several consents and further investigation, including Port of London, planning, English Heritage (redesign of the listed PDHU pump house), Crown Estates, highways, and Environmental Agency.

The extension of this feasibility study to carry out the design and consultation required to progress these approvals and ground surveys is underway and expected to take over 6 months to progress to provide enough detail to apply for Green Heat Network grant funding. The overall aim of the second feasibility study is to de-risk the project as much as practical and produce a robust cost plan to enable a business case to be produced and submitted. An updated risk register would be provided with this business case.

In addition to these decarbonisation plans for PDHU, there are significant Investments required to the network and in-flat heating distribution. These have been included in the study in order that an holistic plan for PDHU investment is produced.

## **15 Conclusion**

The management of the capital programme can sometimes be complex and challenging, it is therefore, necessary to have embedded processes and rigour into the operational and financial management throughout the process.

This report is intended to provide the committee with this reassurance from inception to completion of projects, as well as demonstrating the engagement with key stakeholders throughout.

**If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Jim Paterson**  
[jpaterson@westminster.gov.uk](mailto:jpaterson@westminster.gov.uk)

#### **APPENDICES AND BACKGROUND PAPERS:**

- 1 – Current 5 year Capital Programme
- 2 - Project priority scoring matrix
- 3 – Delivering the Capital Projects and RIBA Plan of Work
- 4 – Monthly meetings and their Terms of Reference
- 5 – Little Venice Towers Re-cladding project
- 6 – Guide to Major Works Projects – April 2021
- 7 - Major Works Service Charges Explained
- 8 - Methods of Payment
- 9 – Capital Works Programme Gov and Reporting summary for P&S

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# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year							
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Abbey Road	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD103 Townshend & Wellington Estates decorations	110	168	278	Calderon House, Cameron House, Cotman House, Cruikshank House, Elgood House, Opie House, Ramsay House, Reynolds House, Townshend Road, Turner House & Wilkie House								
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD104 Central Street Properties	TBC	TBC	TBC	TBC								
	Roof Renewal	AB121 Turner House (Townsend Est) Roof Renewal	13	29	42	Turner House (Townsend Est)								
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various								
	FRA Works	Y142 (S) Ph 2 Front doors (South) Phase 2	576	386	962	Charlwood House, Crawford Mansions, Crawford Buildings, Egmont House, Elgood House, Exeter Mansions, Fettes House, Fitzrovia Court, George Elliot House, 19-86 Joseph Conrad House, Morgan House, Nassau House, Odhams Walk, Parkinson House & York Mansions								
	FRA Works	Y142 (S) Ph 3 Front doors (South) Phase 3	299	207	506	17-44 Aubrey Beardsley House, Buckland House, Evesham House, Flaxley House, Fonthill House, Forsyth House, Ingestre Court, Kirkstall House, Melrose House, Robin House, Stourhead House & Tintern House								
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various								
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various								
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various								
	Estate Roads	X105 Estate Road renewal - St Johns Wood Roads Term Contract	TBC	TBC	TBC	TBC								
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various								
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (South & Central)	TBC	0	TBC	TBC									

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year							
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Bayswater	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AB104 Gloucester Terrace decorations	81	77	158	204-210, 216- 272 Gloucester Terrace		●	●					
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X108 Westbourne Park externals (Leamington, Arnold, Elmfield)	90	100	190	66-84, 86-104, 106-124, 126-144, 146-164, 166-184, 188-204 & 206-224 Great Western Road, Aldridge Court, Arnold House, Artesian House, Ascot House, Elmfield House, Fermoy House, Leamington House, Macroom House, St Lukes Court & Windsor Gardens	●	●						
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T153(N) Distributed Street Properties Externals	112	123	235	Various on: Bravington Road, Fernhead Road, Bristol Gardens, Randolph Gardens, Kilburn Park Road, Westbourne Gardens, Durham Terrace, Sunderland Terrace, Gloucester Gardens, Warwick Avenue & Fernhead Road		●	●					
	Roof Renewal	AB120 Sutherland Court Roof Renewal	14	10	24	Sutherland Court	●							
	Windows	Z103 Swanleys window replacement works	19	23	42	Swanleys House				●				
	Mechanical	W255 Swanleys House pipework, radiators & water services	19	23	42	Swanleys House				●	●			
	Mechanical	AA252 Porchester Square boiler	TBC	TBC	TBC	Porchester Square		●						
	Mechanical	AA254 Bridgefield House boiler	20	0	20	Bridgefield House		●						
	Electrical	AB250 Door Entry 1-3 & 5-8 Porchester Square	9	32	41	1-3 & 5-8 Porchester Square	●							
	Electrical	Z104 Distributed Street Properties AFD & EL (a,b,c)	352	552	904	Various	●							
	Electrical	Z104d Distributed Street Properties AFD & EL	53	69	122	159 Porchester Terrace, Evesham House, 22-30 Balcombe House, Nassau House, & 136, 154, 162, 234 Ashmore Road, & 61, 71, 94, 100, 110, 144, 152, 158, 162, 164, 186, 190, 192, 200 Bravington Road, & 125, 156, 186, 196, 211 Portnall Road, & 188, 245, 272, 274, 278, 284 Shirland Road, 2 Errington Road, 56 Fordingley Road, & 4, 10, 26 Hornead Road, 262 Kilburn Lane, 14 Cumberland Street, 18 Denholme Road & 86 Saltram Crescent	●							
	Asbestos Remedial/Removal	AB113 Asbestos Monitoring/Removal (N) post 19/20	78	206	284	220, 222, 224, 226, 232 & Gloucester Terrace, 4 & 6 Westbourne Terrace Road, Princethorpe Houe, Fleming Court & Hanwell House	●							
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●	●
	FRA Works	S147a Gloucester Terrace FRA works	77	72	149	204-210, 216-244, 248-266 and 270-272 Gloucester Terrace	●	●						
	FRA Works	Y142 (N) Ph 2 & 3 Front doors (North) Phase 2 & 3	265	246	511	Atholl House, Braemar House, Bridgefield House, Casterbridge House, Farnaby House, Invergarry House, Keith House, Naylor House, Charfield Court, Oak Tree House, Rayne House & Weatherbury		●						
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●				
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●	●
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	●
Sprinklers	AC107a Sprinkler Works - Juniper	27	0	27	Juniper House		●							
Sprinklers	AE104 Sprinkler Works - Pinner, Glarus, Hardy & Bridgefield	96	0	96	Pinner House, Glarus Court, Hardy House & Bridgefield House			●						
Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●							
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (North & West)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	●	



# 2021/22 – 2027/28 Major Works Business Plan by Ward

## Financial Year

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year						
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Church Street	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	S162 Fisherton Street CBF roof repairs & estate decs	89	41	130	Capland House, Dickens House, Gibbon House, Huxley House, Landseer House, Lilestone House & Selina House		●	●	●	●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	W100b Morris House CBF	62	36	98	Morris House		●	●				
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T169 Eastlake, Tadema & Stanfield CBF decs & externals	65	94	159	Eastlake House, Stanfield House & Tadema House		●	●	●	●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	Z100 Church Street externals & FRA (Site 3)	99	84	183	Darent House, Eden House, Lea House, Medway House, Ravensbourne House, Roding House & Wandle House				●	●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AB101 Aubrey Mansions, Hunstanton & Sheringham House externals	38	33	71	Aubrey Mansions, Hunstanton House & Sheringham House				●	●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X111 Lilestone Estate & surrounding blocks decorations	124	130	254	Cotes House, Dicksee House, Frampton House, Frith House, Orchardson House, Poynter House, Westmacott House & Wyatt House				●	●	●	
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	W100 Church Street Externals	99	53	152	Kennet House, 12-16 & 32 & 38 Church Street, 1-24 Elmer House, 3-5 & 17-24 & 30-45 Ashbridge Street, 77/81 & 147-155 & 157-165 Lisson Grove, 3 Gateforth Street, 1 & 7 & 9 & 13 & 21 & 27 Broadley Street			●	●	●	●	
	Decorations, Windows, Roof & Electrical	V120 Lisson Green decorations & EL (emergency lighting)	471	213	684	Cottesloe, Dinton, Fingest, Fulmer, Gayhurst, Hardwick, Horwood, Jordans, Kimble, Lavendon, Linslade, Olney, Padbury, Risborough, Swanbourne, Tickford, Turville & Wycombe	●						
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD104 Central Street Properties	TBC	TBC	TBC	TBC					●	●	●
	External Communal Areas	V120c Jordans & Swanbourne House CBF	42	21	63	Jordans House & Swanbourne House		●	●				
	External Communal Areas	AC108 Church Street CBF (Cherwell, Loddon, Wey & Wytham)	39	50	89	Cherwell House, Loddon House, Wey House & Wytham House		●					
	Ventilation	V120b Lisson Green Ventilation	471	213	684	Cottesloe, Dinton, Fingest, Fulmer, Hardwick, Horwood, Jordans, Lavendon, Linslade, Olney, Padbury, Risborough, Swanbourne, Turville & Wycombe	●						
	Electrical	AB257 Morris House Emergency Lighting	62	36	98	Morris House	●						
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●
	FRA Works	Y142 (S) Ph 3 Front doors (South) Phase 3	299	207	506	17-44 Aubrey Beardsley House, Buckland House, Evesham House, Flaxley House, Fonthill House, Forsyth House, Ingestre Court, Kirkstall House, Melrose House, Robin House, Stourhead House & Tintern House			●				
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●			
	Sprinklers	AD111 Sprinkler Works - Devonshire, Chequers, 5 Queensborough Terrace & Rayne	169	0	169	Devonshire House, Chequers House, 5 Queensborough Terrace & Rayne House				●	●	●	●
	Sprinklers	AE104 Sprinkler Works - Pinner, Glarus, Hardy & Bridgefield	96	0	96	Pinner House, Glarus Court, Hardy House & Bridgefield House			●				
	Sprinklers	AF102 Sprinkler Works - Ellwood, Warren, Hughenden, Missenden & Fitzrovia	203	0	203	Ellwood Court, Warren Court, Hughenden House, Missenden House & Fitzrovia Court				●			
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●
Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	
Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●	●	●	●	●	●	
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (South & Central)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year						
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Churchill Page 37	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T168 Churchill Gardens Externals Phase 6 TC	168	167	335	Selden House, Gifford House, Erskine House, De Quincey House, Russell House, Chaucer House, Langdale House & Telford Terrace		●	●				
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AB100 Semley House & Fountain Court decs	122	74	196	Semley House & Fountain Court				●	●	●	
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AG102 Churchill Gardens Decs & Repairs Phase 1	190	176	366	Blackstone House, Bramwell House, Keats House, Littleton House, Lutyens House & Tyrrell House					●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AH102 Churchill Gardens Decs & Repairs Phase 2	135	229	364	Chippendale House, Elgar House, Lenthall House, Lowther House, Moyle House, Shelley House & Wedgewood House						●	●
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AI100 Churchill Gardens Decs & Repairs Phase 3	163	201	364	Anson House, Gilbert House, Maitland House, Ripley House, Sheraton House, Sullivan House & Wilkins House							●
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T153(S) Distributed Street Properties Externals	19	23	42	Claverton Street, Regency Street & Westmoreland Terrace		●	●				
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD104 Central Street Properties	TBC	TBC	TBC	TBC					●	●	●
	Decorations & FRA Works	Z120 Nash House basement welfare facility	N/A	N/A	N/A	Nash House	●						
	Roof Renewal	Z117 Anson House roof renewal	21	21	42	Anson House	●						
	Roof Renewal	AC111 Sullivan House Roof Renewal	33	27	60	Sullivan House		●					
	Ventilation	X251 Regency Estate & Semley House Ventilation	160	189	349	Brunswick Court, Dalkeith Court, Hide Tower & Semley House	●						
	Electrical	AB259 Nash House DES	37	28	65	Nash House	●						
	Electrical	Z104 Distributed Street Properties AFD & EL (a,b,c)	352	552	904	Various	●						
	Electrical	Z104d Distributed Street Properties AFD & EL	53	69	122	159 Porchester Terrace, Evesham House, 22-30 Balcombe House, Nassau House, & 136, 154, 162, 234 Ashmore Road, & 61, 71, 94, 100, 110, 144, 152, 158, 162, 164, 186, 190, 192, 200 Bravington Road, & 125, 156, 186, 196, 211 Portnall Road, & 188, 245, 272, 274, 278, 284 Shirland Road, 2 Errington Road, 56 Fordingley Road, & 4, 10, 26 Hornead Road, 262 Kilburn Lane, 14 Cumberland Street, 18 Denholme Road & 86 Saltram Crescent	●						
	Flooring	AB105 Gatliff Close waterproof floor system upgrade	57	63	120	Gatliff Close	●						
	Community Works	X122 Churchill Gardens Hall	N/A	N/A	N/A	N/A	●						
	Decorations & FRA Works	Z120 Nash House basement welfare facility	N/A	N/A	N/A	Nash House	●						
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various	●		●	●			
	Community Works	X122 Churchill Gardens Hall	N/A	N/A	Various	N/A	●						
Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●	
Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	
Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●		●	●		●	
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (South & Central)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year							
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Harrow Road	Decorations, Windows, Roof & Structural	Z115 3 Fernhead Road	2	0	2	3 Fernhead Road	●							
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD107 Lydford Estate externals	72	54	126	1 & 3 Sapperton House, Ashburton House, Drayford Close, Lapford Close, Pennymore Walk, Portgate Close & Riverton Close							●	
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X108 Westbourne Park externals (Leamington, Arnold, Elmfield)	90	100	190	66-84, 86-104, 106-124, 126-144, 146-164, 166-184, 188-204 & 206-224 Great Western Road, Aldridge Court, Arnold House, Artesian House, Ascot House, Elmfield House, Fermoy House, Leamington House, Macroom House, St Lukes Court & Windsor Gardens	●	●						
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T153(N) Distributed Street Properties Externals	112	123	235	Various on: Bravington Road, Fernhead Road, Bristol Gardens, Randolph Gardens, Kilburn Park Road, Westbourne Gardens, Durham Terrace, Sunderland Terrace, Gloucester Gardens, Warwick Avenue & Fernhead Road		●	●					
	Structural	AB110 80A&B Walterton Road structural works	2	0	2	80A&B Walterton Road	●							
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●	●
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●				
	Sprinklers	AD111 Sprinkler Works - Devonshire, Chequers, 5 Queensborough Terrace & Rayne	169	0	169	Devonshire House, Chequers House, 5 Queensborough Terrace & Rayne House				●	●	●	●	●
	Sprinklers	AF102 Sprinkler Works - Ellwood, Warren, Hughenden, Missenden & Fitzrovia	203	0	203	Ellwood Court, Warren Court, Hughenden House, Missenden House & Fitzrovia Court				●				
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●	●
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	●
	Estate Roads	W102 Estate Road renewal - Lydford Estate Roads	TBC	TBC	TBC	TBC							●	
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●						
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (North & West)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	●	

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year						
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Lancaster Gate Page 39	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X115 Hallfield Phase 3	41	83	124	Lynton House, Winchester House & Worcester House	●	●	●	●	●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	W104 Hallfield Phase 2	63	61	124	Marlow House, Taunton House & Newbury House	●						
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X116 Hallfield Estate phase 4	46	78	124	Bridgewater House, Clovelly House & Exeter House					●	●	
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X117 Hallfield Estate phase 5	51	51	102	Brecon House & Caernarvon House						●	●
	Security Works	AC114 Pickering House Security Works	19	7	26	Pickering House	●	●					
	Mechanical	AA253 Queensborough Terrace boiler	37	8	45	Queensborough Terrace	●						
	Mechanical	Y251 Berrington House Heating & Hot Water	12	11	23	Berrington House						●	
	Electrical	AB255 Boldero Place DES	8	16	24	Boldero Place	●						
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●
	FRA Works	V109 108-132 Westbourne Tce Fire Compartmentation works	58	41	99	108-132 Westbourne Terrace	●	●					
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●			
	Sprinklers	AD111 Sprinkler Works - Devonshire, Chequers, 5 Queensborough Terrace & Rayne	169	0	169	Devonshire House, Chequers House, 5 Queensborough Terrace & Rayne House				●	●	●	●
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●					
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (North & West)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year								
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28		
Little Venice	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T160 Paddington Decorations	174	145	319	Campbell House, Churchfield House, Crompton House Cuthbert House, Devonshire House, Edward House, Fleming Court, Gilbert Sheldon House, Hall Place, Hethpool House & Philip Court	●	●	●	●					
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD100 Hall & Braithwaite externals	14	66	80	Hall Tower & Braithwaite Tower									●
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AG103 Church St: Alpha House, Earl House, Mulready St & Salisbury St decs	42	38	80	Alpha House, Earl House, Mulready Street & Salisbury Street					●				
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	Y107 John Aird Court roofs & decorations (to remaining blocks)	95	133	228	John Aird Court			●	●	●				
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T153(N) Distributed Street Properties Externals	112	123	235	Various on: Bravington Road, Fernhead Road, Bristol Gardens, Randolph Gardens, Kilburn Park Road, Westbourne Gardens, Durham Terrace, Sunderland Terrace, Gloucester Gardens, Warwick Avenue & Fernhead Road		●	●						
	Ventilation	X254 Hall & Braithwaite Ventilation	14	66	80	Hall Tower & Braithwaite Tower	●	●							
	Structural	AC106 68 Blomfield Road structural works	2	6	8	68 Blomfield Road	●								
	Roof Works	AC112 59 Warwick Avenue Roof Works	2	3	5	59 Warwick Avenue	●								
	Security Works	AB111 Cuthbert, Hethpool & Crompton security works	57	51	108	Cuthbert House, Hethpool House & Crompton House	●								
	Mechanical	AA255 Devonshire House boiler and plantroom	41	0	41	Devonshire House	●								
	Electrical	AB251 John Aird Court Emergency Lighting	97	131	228	John Aird Court	●								
	Electrical	Z104 Distributed Street Properties AFD & EL (a,b,c)	352	552	904	Various	●								
	Electrical	Z104d Distributed Street Properties AFD & EL	53	69	122	159 Porchester Terrace, Evesham House, 22-30 Balcombe House, Nassau House, & 136, 154, 162, 234 Ashmore Road, & 61, 71, 94, 100, 110, 144, 152, 158, 162, 164, 186, 190, 192, 200 Bravington Road, & 125, 156, 186, 196, 211 Portnall Road, & 188, 245, 272, 274, 278, 284 Shirland Road, 2 Errington Road, 56 Fordingley Road, & 4, 10, 26 Hornead Road, 262 Kilburn Lane, 14 Cumberland Street, 18 Denholme Road & 86 Saltram Crescent	●								
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●	●	●
	FRA Works	Y142 (N) Ph 2 & 3 Front doors (North) Phase 2 & 3	265	246	511	Atholl House, Braemar House, Bridgefield House, Casterbridge House, Farnaby House, Invergarry House, Keith House, Naylor House, Charfield Court, Oak Tree House, Rayne House & Weatherbury		●							
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●					
	Sprinklers	AD111 Sprinkler Works - Devonshire, Chequers, 5 Queensborough Terrace & Rayne	169	0	169	Devonshire House, Chequers House, 5 Queensborough Terrace & Rayne House				●	●	●	●	●	●
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●	●	●
Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	●	●	
Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●	●	●	●	●	●	●	●	
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (North & West)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	●	●	

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# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year							
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Marylebone High Street	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	S165 Luxborough Tower externals & heating & hotwater	35	80	115	Luxborough Tower			●	●	●			
	FRA Works	AA104 Holcroft Court fire safety works	98	146	244	Holcroft Court	●	●						
	Decorations, Windows, Roof, Mechanical & Electrical	Y106 Holcroft Court internal decs & heating (FRA works within different project)	98	146	244	Holcroft Court			●	●	●			
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●		●
	FRA Works	AB107 York Mansions Balconies & Fire Doors	7	17	24	York Mansions	●							
	FRA Works	Y142 (S) Ph 1 Front doors (South) Phase 1	88	71	159	Exmoor House, Minehead House, Culbone House, Haddon House, Slowley House, Cloutsham House, Dunster House, 21 Carburton Street, 22 Carburton Street, 23 Carburton Street, 7 Greenwell Street, 184 Great Titchfield Street, 186 Great Titchfield Street, 188 Great Titchfield Street, Coryton House & Chester House	●							
	FRA Works	Y142 (S) Ph 2 Front doors (South) Phase 2	576	386	962	Charlwood House, Crawford Mansions, Crawford Buildings, Egmont House, Elgood House, Exeter Mansions, Fettes House, Fitzrovia Court, George Elliot House, 19-86 Joseph Conrad House, Morgan House, Nassau House, Odhams Walk, Parkinson House & York Mansions	●	●						
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●				
	Sprinklers	AF102 Sprinkler Works - Ellwood, Warren, Hughenden, Missenden & Fitzrovia	203	0	203	Ellwood Court, Warren Court, Hughenden House, Missenden House & Fitzrovia Court				●				
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●	●
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	●
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●	●	●	●	●	●	●
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme (South & Central)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	●

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year							
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Queen's Park	Decorations, Windows, Roof, FRA Works, Ventilation, Mechanical & Electrical	W103 Avenue Gardens roof & balcony surfacing & ventilation	147	80	227	Ash House, Cherry Tree House, Elm House, Fir House, Holly House, Larch House, Oak House, Pine House & Willow House	●	●	●					
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	W103b Birch House Avenue Gardens Roof (sub project from W103)	54	18	72	Birch House	●							
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T175 Z125 Queens Park Street Properties (tenant only)	565	0	565	Barfett Street, Droop Street, Enbrook Street, Fifth Avenue, Fourth Avenue, Galton Street, Huxley Street, Ilbert Street, Kilburn Lane, Kilravock Street, Lothrop Street, Marne Street, Nutbourne Street, Oliphant Street, Peach Road, Second Avenue, Sixth Avenue & Third Avenue	●	●						
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T156 (phase 1) Mozart Estate externals and internal communal decorations	TBC	TBC	TBC	TBC (Feasibility & stock surveys stage)		●	●	●	●	●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T156 (phase 2) Mozart Estate externals and internal communal decorations	TBC	TBC	TBC	TBC (Feasibility & stock surveys stage)			●	●				
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AC100 Queens Park Court externals	78	42	120	Queens Park Court				●	●			
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD106 Mozart estate externals	148	25	173	Batten House, Courtville House, Croft House, Mounsey House, Naylor House, Drakeland House & Macroom House					●	●	●	
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AC101 Queens Park/Mozart Street Properties	TBC	TBC		TBC		●	●	●				
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T153(N) Distributed Street Properties Externals	112	123	235	Various on: Bravington Road, Fernhead Road, Bristol Gardens, Randolph Gardens, Kilburn Park Road, Westbourne Gardens, Durham Terrace, Sunderland Terrace, Gloucester Gardens, Warwick Avenue & Fernhead Road		●	●					
	Mechanical	AC250 Avenue Gardens pipework & radiators	201	98	299	Ash House, Birch House, Cherry Tree House, Elm House, Fir House, Holly House, Larch House, Oak House, Pine House & Willow House		●	●	●	●			
	Dry Rot	AB112 34 Third Avenue dry rot	1	0	1	34 Third Avenue	●							
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●	●
	FRA Works	Y142 (N) Ph 2 & 3 Front doors (North) Phase 2 & 3	265	246	511	Atholl House, Braemar House, Bridgefield House, Casterbridge House, Farnaby House, Invergarry House, Keith House, Naylor House, Charfield Court, Oak Tree House, Rayne House & Weatherbury		●						
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●				
	Sprinklers	AC107a Sprinkler Works - Juniper	27	0	27	Juniper House		●						
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●	●
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	●
Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●							
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (North & West)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	●	

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year							
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Regent's Park	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AC103 Wharnccliffe Gardens window replacement and communal/external repairs & decorations	129	145	274	Ashby Court, Birch Vale Court, Brackley Court, Castleford Court, Cheadle Court, Elmton Court, Helsby Court, Hucknall Court, Pennyford Court, Rothley Court & Winchilsea House	●	●						
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	S149 Carlton Hill Externals (Foss House)	0	6	6	Foss House		●	●					
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AH104 Scott Ellis Gardens Decorations	208	136	344	TBC						●	●	
	Windows	Z102 Barrow Hill rectification works	TBC	TBC	TBC	TBC				●	●			
	Mechanical	AD251 Barrow Hill Estate MWS	TBC	TBC	TBC	Barrow Hill Estate	●	●						
	Mechanical	W253c Densham House Water Tanks	23	9	32	Densham House	●							
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●	
	FRA Works	AA108 Scott Ellis Gardens & Bronwen Court fire safety works	219	189	408	Scott Ellis Gardens & Bronwen Court		●						
	FRA Works	Y142 (S) Ph 2 Front doors (South) Phase 2	576	386	962	Charlwood House, Crawford Mansions, Crawford Buildings, Egmont House, Elgood House, Exeter Mansions, Fettes House, Fitzrovia Court, George Elliot House, 19-86 Joseph Conrad House, Morgan House, Nassau House, Odhams Walk, Parkinson House & York Mansions	●	●						
	FRA Works	Y142 (S) Ph 3 Front doors (South) Phase 3	299	207	506	17-44 Aubrey Beardsley House, Buckland House, Evesham House, Flaxley House, Fonhill House, Forsyth House, Ingestre Court, Kirkstall House, Melrose House, Robin House, Stourhead House & Tintern House			●					
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●				
	Sprinklers	AE104 Sprinkler Works - Pinner, Glarus, Hardy & Bridgefield	96	0	96	Pinner House, Glarus Court, Hardy House & Bridgefield House	●	●	●					
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●	
	Community Works	Z900 Lisson Green sports pitch	N/A	N/A	N/A	Lisson Green Estate	●							
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	
	Estate Roads	Y140 Barrow Hill car park	81	91	172 (estate works & no leasehold implications)	Barrow Hill estate car parking areas, estate entrance roads & central courtyard/garden		●						
	Estate Roads	X105 Estate Road renewal - St Johns Wood Roads Term Contract	TBC	TBC	TBC	TBC					●			
Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●	●	●	●	●	●		
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (South & Central)	TBC	0	TBC	TBC	●	●	●	●	●	●	●		

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year							
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
St James's	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	Z105 Irving House refurbishment	0	6	6	Irving House		●						
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	T154 Martlett Court decorations TC	31	94	125	Sheridan Buildings, Beaumont Buildings & Fletcher Buildings		●	●					
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AA100 Shaftesbury Avenue decorations - Egmont, Exeter & Nassau	69	21	90	Egmont House, Exeter Mansions & Nassau House			●					
	Decorations, Windows, Roof, FRA Works, Ventilation, Mechanical & Electrical	X107 Vale Royal House externals/windows/ventilation/laterals	80	37	117	Vale Royal House	●	●	●					
	Roof Works	AB119 Sheridan Buildings Emergency Roof Works	6	34	40	Sheridan Buildings	●							
	Lifts	AB802 Lyons Place, Wingham and Goldfield House Lifts	TBC	TBC	TBC	Lyons Place, Wingham House & Goldfield House	●							
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●	●
	FRA Works	Y142 (S) Ph 2 Front doors (South) Phase 2				Charlwood House, Crawford Mansions, Crawford Buildings, Egmont House, Elgood House, Exeter Mansions, Fettes House, Fitzrovia Court, George Elliot House, 19-86 Joseph Conrad House, Morgan House, Nassau House, Odhams Walk, Parkinson House & York Mansions	●	●						
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●				
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●	●
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	●
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●						
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (South & Central)	TBC	0	TBC	TBC	●	●	●	●	●	●	●	●	





# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year						
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Warwick Page 48	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●
	FRA Works	Y142 (S) Ph 3 Front doors (South) Phase 3				17-44 Aubrey Beardsley House, Buckland House, Evesham House, Flaxley House, Fonthill House, Forsyth House, Ingestre Court, Kirkstall House, Melrose House, Robin House, Stourhead House & Tintern House			●				
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●			
	FRA Works & Sprinklers	Z251 Glastonbury House cladding, sprinklers & FRA works	162	0	162	Glastonbury House	●						
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●					
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme (South & Central)	TBC	0	TBC	TBC	●	●	●	●	●	●	●



# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year						
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
West End Page 49	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	Y109 Coryton & Chester externals	6	18	24	Coryton & Chester House					●	●	
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●
	FRA Works	Y142 (S) Ph 3 Front doors (South) Phase 3				17-44 Aubrey Beardsley House, Buckland House, Evesham House, Flaxley House, Fonthill House, Forsyth House, Ingestre Court, Kirkstall House, Melrose House, Robin House, Stourhead House & Tintern House			●				
	FRA Works	FRA programme FRA programme continued post 21/22	TBC	TBC	Various	Various			●	●			
	FRA Works	AA107a Dufours Place fire safety works	53	19	72	Dufours Place	●						
	FRA Works	AA107b Kemp House fire safety works	45	12	57	Kemp House	●						
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	N/A	N/A	Various	Various	●	●	●	●	●	●	●
	Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	91	0	91	Various	●	●					
	Kitchens & Bathrooms	Kitchen & bathroom renewals programme (South & Central)	TBC	0	TBC	TBC	●	●	●	●	●	●	●

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year									
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28			
Westbourne	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X101 Amberley Estate decorations	182	151	333	Aldsworth Close, Barnwood Close, Charfield Court, Clerwell Drive, Downfield Close & Ellwood Court										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AB102 Hardy House externals (Community Supportive block)	28	0	28	Hardy House										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD101 Harford & Falloodon House decs, lateral & lighting	65	83	148	Harford House & Falloodon House										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AG104 Little Venice low-rise	170	224	394	Atherstone Court, 10-106 evens Bourne Terrace, 17-233 odds Bourne Terrace, Dartington House, Lapworth Court & Oldbury House										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AG105 Little Venice high-rise	41	319	360	Brinklow House, Gaydon House, Oversley House, Polesworth House, Princethorpe House & Wilmcote House										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AH103 Brunel Estate Decorations & Repairs	102	45	147	Buckshead House, Keyham House, Riverford House & Stonehouse House										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X108 Westbourne Park externals (Leamington, Arnold, Elmfield)				66-84, 86-104, 106-124, 126-144, 146-164, 166-184, 188-204 & 206-224 Great Western Road, Aldridge Court, Arnold House, Artesian House, Ascot House, Elmfield House, Fermoyle House, Leamington House, Macroom House, St Lukes Court & Windsor Gardens										
	Roof Renewal	Z121 Downfield Close roof renewal	90	100	190											
	Ventilation	X253 Brunel Estate Ventilation	37	41	78	1-78 Downfield Close										
	Mechanical	AB252 Harford House Pipework Upgrade	251	101	352	Combe House, Dainton House, Derrycombe House, Hanwell House, Keyham House, Mickleton House, Portishead House, Riverford House, Stonehouse House, Sunderland House & Truro House										
	Electrical	Z104 Distributed Street Properties AFD & EL (a,b,c)	34	70	104	Harford House										
	Electrical	Z104d Distributed Street Properties AFD & EL	352	552	904	Various										
	Electrical	Z104d Distributed Street Properties AFD & EL				159 Porchester Terrace, Evesham House, 22-30 Balcombe House, Nassau House, & 136, 154, 162, 234 Ashmore Road, & 61, 71, 94, 100, 110, 144, 152, 158, 162, 164, 186, 190, 192, 200 Bravington Road, & 125, 156, 186, 196, 211 Portnall Road, & 188, 245, 272, 274, 278, 284 Shirland Road, 2 Errington Road, 56 Fordingley Road, & 4, 10, 26 Hornead Road, 262 Kilburn Lane, 14 Cumberland Street, 18 Denholme Road & 86 Saltram Crescent										
	Lifts	AB801 LVT - H&S controllers	53	69	122	Gaydon House, Princethorpe House, Brinklow House, Oversley House, Wilmcote House, Polesworth House										
	Asbestos Remedial/Removal	AB113 Asbestos Monitoring/Removal (N) post 19/20	411	339	750	220, 222, 224, 226, 232 & Gloucester Terrace, 4 & 6 Westbourne Terrace Road, Princethorpe Houe, Fleming Court & Hanwell House										
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	78	206	284	Various										
	FRA Works	Y142 (N) Front doors (North)	TBC	TBC	Various	Brinklow House, Gaydon House, Oversley House, Polesworth House, Princethorpe House & Wilmcote House										
	FRA Works	Y142 (N) Ph 2 & 3 Front doors (North) Phase 2 & 3	412	338	750	Atholl House, Braemar House, Bridgefield House, Casterbridge House, Farnaby House, Invergarry House, Keith House, Naylor House, Charfield Court, Oak Tree House, Rayne House & Weatherbury										
	FRA Works	FRA programme FRA programme continued post 21/22	265	246	511	Various										
	Sprinklers	AE104 Sprinkler Works - Pinner, Glarus, Hardy & Bridgefield	TBC	TBC	Various	Pinner House, Glarus Court, Hardy House & Bridgefield House										
	Sprinklers	AF102 Sprinkler Works - Ellwood, Warren, Hughenden, Missenden & Fitzrovia	96	0	96	Ellwood Court, Warren Court, Hughenden House, Missenden House & Fitzrovia Court										
	Community Works	Community Halls/Playgrounds Community Halls/Playgrounds	203	0	203	Various										
	Climate Works	AC923 Weatherbury Cavity Wall Insulation	N/A	N/A	Various	Weatherbury										
Climate Works	Carbon Emissions reduction programme	0	39	39	Various											
Estate Works	AC113 Brunel Estate - Site Boundary Walls	TBC	TBC	Various	TBC											
Kitchens & Bathrooms	Kitchen & bathroom renewals programme 2020/21 (CityWide)	TBC	TBC	Various	TBC											
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (North & West)	91	0	91	Various											
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (North & West)	TBC	0	TBC	TBC											
Kitchens & Bathrooms	Kitchen & bathroom renewals programme (North & West)	TBC	0	TBC	TBC											

# 2021/22 – 2027/28 Major Works Business Plan by Ward

Ward	Scope of Works/Possible Scope of Works for Future Projects	Project Name	No. of Tenants	No. of Lessees	No. of Units	Blocks	Financial Year									
							2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28			
Various North & West  (Bayswater, Harrow Road, Lancaster Gate, Little Venice, Maida Vale, Queen's Park & Westbourne)	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	Y103(N) Distributed Street Properties	TBC	TBC	TBC	TBC										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AB103 West Street Properties	TBC	TBC	TBC	TBC										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD105 West Street Properties	TBC	TBC	TBC	TBC										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD108 (N) Community Supportive Housing externals (North)	TBC	0	TBC	TBC										
	Estate Roads	Y104(N) Estate Roads	TBC	TBC	TBC	TBC										
Various South Central  (Abbey Road, Bryanston and Dorset Square, Church Street, Churchill, Marylebone High Street, Regent's Park, St James's, Tachbrook, Vincent Square, Warwick & West End)	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	Y103(S) Distributed Street Properties	TBC	TBC	TBC	TBC										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD102 Pimlico Street Properties	TBC	TBC	TBC	TBC										
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD108 (S) Community Supportive Housing externals (South)	TBC	0	TBC	TBC										
Citywide	Climate Works	AB922 Grant funded internal wall insulation and storage heater upgrades phase 1A	TBC	TBC	Various	Various										
	Climate Works	AC920 Grant funded internal wall insulation and storage heater upgrades phase 1B	TBC	TBC	Various	Various										
	Climate Works	AC922 Carbon Reduction Works to Voids	N/A	N/A	Various	Various										
	Aids & Adaptations	Aids & Adaptations	Various	Various	Various	Various										
	Voids	Voids	N/A	N/A	N/A	Various										
	Condensation Works	W003 Condensation as part of Building Maintenance programme	Various	Various	Various	Various										
	Domestic Heating & Hot Water	K007 Domestic Boiler replacements & central heating system	Various	Various	Various	Various										
	Electrical	AC251 Sheltered Housing Warden Call upgrade works	TBC	TBC	TBC	TBC										
	FRA Works	Z113 FRA programme - Signage	Various	Various	Various	Various										
	FRA Works	Z122 FRA programme - works to street properties	Various	Various	Various	Various										
	FRA Works	Z123 FRA programme - works to blocks	Various	Various	Various	Various										
	Lifts	Lifts - H&S controllers	Various	Various	Various	Various										
	Lifts	Lifts -Renewals	Various	Various	Various	Various										
Kitchens & Bathrooms	AB117 Minor Works K&Bs	Various	Various	Various	Various											
Various	Z112 Minor works / planned maintenance projects (other)	Various	Various	Various	Various											
PDHU	PDHU Mechanical	PDHU Works	TBC	TBC	TBC	TBC										
	PDHU Mechanical	AB921 PDHU Boiler works	N/A	N/A	N/A	N/A										
	PDHU Mechanical	PDHU Climate Reduction Works	TBC	TBC	TBC	TBC										

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## Appendix 2

Health & Safety (FRAs)	Is there a high amount of high risk items included in the last fire risk assessment?	Specific fire precaution project or Grenfell related project	Significant fire safety works or risk to residents health, i.e. asbestos, condensation, OT work	Project on-site or low risk health and safety concerns	No low, medium or high health and safety concerns or the project is complete	
		4	3	2	1	
Project Stage	What stage is the project at?	NOE issued / Commencement order issued / Project on-site	PEP received / Pre-Commencement order issued / SPP received	Client brief handed over to CP / CP handed over to SP	Client brief submitted to Programme Board / Client brief submitted to Projects Board	Project scope briefing
		5	4	3	2	1
Resident aspirations / Councillor enquiries / Complaints	Is there a high level of interest / significant expectation in this project from our stakeholders?	Project scope finalised with considerable consultation with residents and / or high expectations	Project scope well developed with medium consultation with residents	Project scope in development and approved with residents input	Generally High Political / Public Views	Low Political / Public Views or project introduced to residents with consultation still in it's infancy
		5	4	3	2	1
Repair / Maintenance Issues (new proposed June 2020)	Does the repairs analysis report identify any high value repairs / maintenance issues?	Top quartile - repair cost per unit	2nd top quartile - repair cost per unit	3rd quartile - repair cost per unit	Lowest quartile - repair cost per unit	Project on-site/Completed
		4	3	2	1	0
Historical Project	Is the project older by > 5 years?	Project is more than 5 years old	Project is between 2 and 5 years old	Project is +/- 1 year old	Project is on schedule to be carried out	Project Completed (new)
		4	3	2	1	0
Carbon Emissions Reduction Potential	What is the carbon emissions reduction potential?	Top quartile - Total carbon saving	2nd quartile - Total carbon saving	3rd quartile - Total carbon saving	4th quartile - Total carbon saving	
		4	3	2	1	

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## Appendix 3

### Delivering The Capital Projects

The process within the term contracts is generally designed around the RIBA Plan of work. The process and sequence from inception to completion of capital works contracts is as follows:

Stage	Stage 0 Strategic Definition	Stage 1 Preparation and Brief	Stage 2 Concept Design	Stage 3 Detailed Design	Stage 4 Technical Design	Stage 5 Construction	Stage 6 Handover and Close Out	Stage 7 In Use
Lead Responsibility	Asset Strategy	Client Representative	Service Provider	Service Provider	Service Provider	Service Provider	Service Provider	Strategic Alliance
Project Stage		Client Brief	Project Execution Plan	Pre-commencement Order	Provider Proposals	Commencement Order		

The contract anticipates the Service Provider presenting two comprehensive documents before the commencement of any construction activity: those being a Project Execution Plan and subsequent Service Provider Proposal, representing stages two and four of the RIBA Plan of Work (the content of each stage may vary or overlap to suit specific Task requirements).

The Service Provider does not proceed beyond each stage without receiving further instructions from the Client's Representative. Below is the TPC agreed workflow.



### Client Brief

A draft Client Brief is prepared by Asset Strategy and passed to the Major Works team for completion and issue to the Service Provider.

The developed Client Brief issued to the Service Provider will comprise.

- Independent condition surveys
- Repairs history
- Consultation records
- A third party commissioned report to ensure that it is independent
- Cost plans
- Programme
- Preliminary design strategy
- Operations & maintenance manuals and Health & Safety files for the block(s)
- Fire risk assessment reports and any other fire assessment report
- Asbestos management surveys
- Site-specific risk registers
- Previous stakeholder consultation and communication
- Major works history
- Assessment of budget against indicative lessee liabilities
- Preliminary Risk Registers
- Required design standards, guarantees, warranties and the like
- Summary of works required

The final Client Brief is approved for issue by Programme Board which is a group of senior technical managers within the division.

### **Project Execution Plan - PEP**

The Service Provider is required to prepare and submit to the Client Representative a Project Execution Plan within four weeks of receipt of an authorised Client Brief.

The PEP shall comprise the following information and documents to inform the Client Representative of the Service Provider's intentions for the design, procurement and construction activities identified in any Client Brief.

- Design Strategy
- Programme
- Resource Plan and Preliminaries
- Provisional Cost Plan
- Enabling Works
- Risk Register
- Survey, Measurement and Scheduling Strategy
- Procurement Strategy
- Communication Plan

### **Service Provider Proposal - SPP**

Following receipt of any PCO, the Service Provider shall prepare and submit to the Client Representative a SPP in accordance with the agreed PEP.

The SPP comprises a detailed record of all information necessary for the Client or Client Representative to instruct the commencement of the Task works. These include:

- Design and Design Approvals
- Programme and Trade Resource Plan
- Site Overheads Resource Plan and Preliminaries
- Revised Cost Plan including Business Cases for work packages
- Risk Register
- Information Required
- Communication Plan
- Quality, and Inspection and Test Plan
- Construction (Design and Management) Regulations 2015

### **Notice of Estimate (NOE) – Section 20**

The final SPP and recommendations are approved by the Programme Board for subsequent issue of the NOE to leaseholders and Pre-commencement Order to the Service Provider.

### **Commencement Order (CO) and start on site**

The final SPP and recommendations are approved by the Programme Board for subsequent issue of a CO to the Service Provider.

Subject to leasehold observations received during the NOE period, the Client Representative issues the CO to the Service Provider in the format set out in the term contract based upon the Service Provider's agreed SPP. **Page 56**



The Service Provider will mobilise and commence works following receipt of a CO.

## **Project and Programme Financial Management**

Project costs are estimated, reviewed, checked, monitored and value engineered in the following way and at the following stages;

### **30 year programme**

The Asset Database has elemental costs which are updated periodically and give a high level budget cost for each element.

### **Client Brief**

Once a project is in the 5 year programme the client brief process will start and the scope and budget cost will be worked up. The budget cost is produced using various sources including external consultants, current and recently completed works. Additionally, the budget cost is also reviewed by the commissioning team and the contractor prior to finalising the client brief.

### **PEP/SPP/On site stage**

The Cost Plan for the Task submitted by the Service Provider is evaluated by the Commissioning Teams Quantity Surveyors to ensure this represents value for money, this budget figure is recorded on the monthly Dashboard/Status Reports giving transparency to the organisation.

The value of work is managed between the Service Provider through their monthly applications which would typically represent the tasks they have completed in that month; the application is then evaluated by the Client Representative and Quantity Surveyor to challenge and remove any "overvaluing of work". The Client has the right to justifiably reduce any value application from the Service Provider.

There are occasions when the Service Provider would be instructed by the Client Representative to carry out additional work to a particular on-going Task. The Service Provider will need to evidence their costings to the Client Representative and Quantity Surveyor, showing that it represents value for money and once it has been agreed, they can proceed.

The financial management is critical to ensure costs are controlled within the programme period and that value for money is demonstrated throughout the project duration.

There are scheduled monthly financial meetings with the Service Providers Quantity Surveyors, WCC's Quantity Surveyor and Client Representative; these meetings allow for both parties to discuss works that may have been signed off by WCC and the on-going works where it would be quantified by WCC and an agreed value would be paid.

The Quantity Surveyor is the gate keeper for cost control throughout the contract period; however, should there be unforeseen circumstances on a larger scale which may manifest, and if it is deemed a priority to address, then the team would need to raise a Change Request for the agreed value required to rectify the larger scale work, and this would go through two stages of governance which are the Project Board and Programme Board for approval.



## Appendix 4

### Monthly Meetings and their Terms of Reference - summary

#### **Project Board (Monthly) – Chaired by Client Surveying Manager**

The Project Board has collective responsibility for the technical review, scrutiny, strategy and allocation of tasks associated with the Client Brief process that informs the capital investment Programme. The board is effectively the scrutiny technical body that feeds directly in to the Programme Board. All key teams are invited to attend including the asset team, major works team, lessee services team, housing team, repairs team etc.

The board can also discuss and make decisions on other operation issues. If an item needs more senior approval it is referred to Programme Board where more high level items are covered. The Board's primary objectives are to consider and agree the following.

- Technical review and challenge of client briefs and project change request forms
- Agreement of appropriate stakeholder engagement
- Review of immediate pipeline of project e.g. the next 24 months
- Allocation of Tasks
- Component approval of final Client Briefs
- Identify such strategic, commercial and technical matters
- Review of draft Pre-commencement Orders
- Review of draft Commencement Orders
- Legal compliance
- Financial review, cash flow forecasting and business planning
- Be corporate conscience and offer appropriate challenge to any proposal
- Leaseholder implications

#### **Programme Board (Monthly) – Chaired by Divisional Head of Property**

Programme Board has collective responsibility for strategy, allocation of tasks and implementation of 'work' comprising the HRA capital investment programme. The Programme Board's primary objectives are to consider and agree the following.

- Allocation of Tasks from Asset Strategy to Capital Programme, Mechanical and Electrical Services and Building Maintenance
- Approval of draft Client Briefs and timely handover to the Capital Programme Commissioning team
- Approval of final Client Briefs presented by the Capital Programme team to be issued to a Service Provider
- Approval of Pre-commencement (Task) Orders presented by the Capital Programme team to be issued to a Service Provider
- Approval of draft Commencement (Task) Orders presented by the Capital Programme team to be issued to a Service Provider
- Approval of project change requests presented by the various contract management teams
- Legal compliance
- Financial review, cash flow forecasting and business planning including necessary compliance with the Financial Regulations
- Be corporate conscience and offer appropriate challenge to any proposal
- Quarterly KPI performance reporting

- Leaseholder implications and billing including agreement to release relevant Notice of Estimates.

### **Housing Capital Review Group (Monthly) – Chaired by the Director of Housing**

The purpose of the Housing Capital Review Group is to:

- Agree and monitor the HRA capital expenditure
- Provide strategic direction and oversight to all capital spend
- Identify and prioritise initiatives, such as programmes or projects across the directorate, as part of the 5-year programme
- Approve the 5 year business plan and programme
- Ensure investment decisions are in line with the strategic objectives
- Ensure the projects and programmes achieve the best return from the total investment
- Agree performance expectations and monitor progress taking remedial action where necessary
- Enhance transparency, accountability and corporate governance
- Be responsible for risk management within corporate context
- Own and oversee engagement and communication across all relevant stakeholders, meeting organisation and residents needs and expectations

### **Cabinet Member Review (Fortnightly) – Chaired by Cabinet Member for Housing**

This occurs on a fortnightly basis providing an overview of progress within the City. The programme and project updates are given to the Cabinet Member for Housing where issues can be raised if they are significant. This offers visibility and equally it is a platform for the Cabinet Member and or attending Councillors to voice any concerns and challenges.

The actual Terms of reference for these meetings can be seen below.

## **Name of group: Project Board**

Terms of reference 29 October 2021

### **Purpose and Objectives:**

The Project Board has collective responsibility for the technical review, scrutiny, strategy and allocation of tasks associated with the Client briefing process that informs the capital investment Programme. The board is effectively the scrutiny technical body that feeds directly in to the Programme Board.

The Project Board's primary objectives are to consider and agree the following.

- Technical review and challenge of client briefs and project change request forms presented by Asset Strategy (and occasionally by other teams) and timely handover to the appropriate delivery team
- Agreement of appropriate stakeholder engagement for each project
- Review of immediate pipeline of project e.g. the next 24 months – this will be via the Client surveying tracker
- Arrangement of on-site walk arounds to review the technical detail of the client briefs
- Allocation of Tasks from Asset Strategy to Capital Programme, Mechanical and Electrical Services and Building Maintenance
- Component approval of final Client Briefs (as set out in appendix one) prior to presentation to the Programme board. This will in effect be the handover to the appropriate delivery team to be issued to a Service Provider
- Identify such strategic, commercial and technical matters to be tabled at Programme Board where required
- Review of draft Pre-commencement Orders presented by the relevant delivery team to be issued to a Service Provider
- Review of draft Commencement Orders presented by the relevant delivery team to be issued to a Service Provider
- Legal compliance
- Financial review, cash flow forecasting and business planning including necessary compliance with the Financial Regulations
- Be corporate conscience and offer appropriate challenge to any proposal
- Leaseholder implications and billing including pre-agreement to release relevant Notice of Estimates

### **Meeting Frequency:**

The Project board shall meet monthly (usually 2 weeks before the Programme Board). They will review the immediate pipeline of projects and explore and scrutinise the technical detail of each client brief prior to final sign off at Programme Board.

The Project Board may be asked to meet urgently if discussion is required in order to make a decision.

### **Membership:**

The Project board will be made up of the following standing members or nominated deputies:

- Commissioning Manager – Capital programme team
- Client Surveying Manager – Asset strategy team
- Head of Building Maintenance
- Head of Mechanical and Electrical Engineering

- Leasehold Customer Services Lead
- Resident Communications and Consultation Team Leader
- Finance
- Health and Safety
- Fire Safety

Meetings will be chaired by the Client Surveying Programme Manager.

Papers will be prepared and circulated by the lead representative for each Task in advance of the meeting and who will be in attendance to present the same.

Formal minutes will be taken at every meeting and formally approved and accepted by each standing member. Distribution of minutes will be to members plus members of the Programme Board.

**Accountability:**

Members will:

- Prepare and present accurate and relevant client briefs and project change request forms to be circulated prior to the meeting
- Positively challenge Client Briefs prepared by Asset Strategy for handover to appropriate delivery team
- Provide written confirmation of component sign off of client briefs in a timely manner
- Positively challenge recommendations for the award of Task Orders presented by relevant delivery team
- Ensure risk identification and mitigation
- Ensure that any proposals received from a Service Provider are comprehensive and comply with their obligations described in the Term Briefs and Conditions
- Ensure budget availability (either by capital revenue or grant) and approval at project outset and for the project duration
- Ensure that activities comply with the Westminster City Council City for All Strategy

Appendix one – client brief component sign-off by section

<b>Component to be cleared by Project Board</b>	<b>Title of officer (delegate)</b>	<b>Responsible for signing off the following section in the client briefs</b>
<b>Asset Strategy</b>	Gavin Ridgewell (James Long)	All sections
<b>Property Maintenance</b>	John Hayden (Interim) (Sheila Allen)	All sections
<b>Finance</b>	Libby Eledah	2 and 9
<b>Lessee Services</b>	Andrew Pye (Jayne)	2, 4, 5, 6, 9 and 11

<b>Cap Programme Team</b>	Kevin Regan (Daniel Witt)	All sections
<b>M&amp;E Engineering</b>	Jason Killeen (Georgina Wingham)	All sections
<b>Communications</b>	Daren Townsend	All sections
<b>Health &amp; Safety</b>	Matt Curran (Bryden Rimmer)	4, 5, 9 and 10
<b>Asbestos</b>	Elliot Davey (Matthew Curran)	4
<b>Fire Safety</b>	David Edney (Matthew Curran)	4, 5 and 9

# Terms of Reference for Programme Board

## 1.0 Context

1.1 Westminster City Council seeks to manage and maintain the City Council's housing stock to the highest levels of resident satisfaction, to the highest professional standards and cost effectiveness, with continuing improvements in value for money and services. Service Providers will have a major role to play in meeting these objectives.

1.2 Westminster City Council has procured a number of services to cover the stock it is responsible for maintaining. That stock comprises:

- c. 22,700 flats and houses
- c. 7,518 garages, parking and sheds
- c. 49 play zones
- c. 16 halls

1.3 To deliver Westminster's capital; major works; repairs and voids programmes seven major term partnering contracts were let between June and September 2017. These contracts will last for ten years and will be worth approximately £440million.

1.4 Clause 2.2 of the Term Partnering Agreement 2005 sets out the following process requirements:

- The Service Provider will be expected to assist the Client in meeting the following requirements in respect of the standards of Services and value for money, specifically –
  - in demonstrating how they have ensured value for money has been secured and tested;
  - how plans and priorities for delivery of further value for money improvements will be implemented;
  - with arrangements for Residents to influence the services delivered;
  - meeting the Client's strategic aspirations for procurement;
  - implementing IT systems and on-line services

## 2.0 Purpose and Objectives

2.1 The Programme Board has collected responsibility for strategy, allocation of Tasks and implementation of 'work' comprising the investment programme.



2.2 The Programme Board's primary objectives are to consider and agree the following.

- Allocation of Tasks from Asset Strategy to Capital Programme, Mechanical and Electrical Services and Building Maintenance
- Approval of draft Client Briefs presented by Asset Strategy and timely handover to the Capital Programme team
- Approval of final Client Briefs presented by the Capital Programme team to be issued to a Service Provider
- Approval of Pre-commencement (Task) Orders presented by the Capital Programme team to be issued to a Service Provider
- Approval of draft Commencement (Task) Orders presented by the Capital Programme team to be issued to a Service Provider
- Approval of project change requests presented by the various contract management teams
- Legal compliance
- Financial review, cash flow forecasting and business planning including necessary compliance with the Financial Regulations
- Be corporate conscience and offer appropriate challenge to any proposal
- Quarterly KPI performance reporting
- Leaseholder implications and billing including agreement to release relevant Notice of Estimates.

### 3.0 Responsibilities

3.1 Members will:

- Prepare and present accurate and relevant performance reports at each meeting
- Review progress against the five year programme and full year business plan
- Positively challenge Client Briefs prepared by Asset Strategy for handover to Capital Programme team
- Positively challenge recommendations for the award of Task Orders presented by Capital Programme team
- Positively challenge project change request forms for change of scope or increased budget requirements
- Ensure risk identification and mitigation
- Ensure appropriate supply chain management is in place
- Ensure that any proposals received from a Service Provider are comprehensive and comply with their obligations described in the Term Briefs and Conditions
- Ensure budget availability (either by capital revenue or grant) and approval at project outset and for the project duration
- Ensure compliance with Section 20 of the Landlord and Tenant Act 1985 in relation to the serving of the notices, with due regard for the statutory consultation periods.
- Ensure that activities comply the Westminster City Council City for All Strategy

## 4.0 Membership

- 4.1 The Programme Board will be made up of the following standing members or nominated deputies:

Growth, Planning and Housing Director

Executive Director of Asset Strategy

Head of Capital Programme

Head of Building Maintenance

Head of Mechanical and Electrical Engineering

Lead Finance Business Partners (capital and revenue)

Leasehold Customer Services Lead

Resident Communications and Consultation Team Leader

Head of Procurement

Commercial and Performance manager

## 5.0 Meetings

- 5.1 The Programme Board shall meet monthly to agree strategies, review performance and approve or reject proposals received from its members.
- 5.2 Meetings will be chaired by the Director of Growth, Planning and Housing
- 5.3 Papers will be prepared and circulated by the lead representative for each Task in advance of the meeting and who will be in attendance to present the same.
- 5.4 From time to time a Service Provider may be invited to participate in the Programme Board meetings
- 5.5 Formal minutes will be taken at every meeting, submitted by noon on the Friday after each meeting and formally approved and accepted by each standing member.
- 5.6 Distribution of minutes will be to members plus Executive Team Members.
- 5.7 The Programme Board may be asked to meet urgently if discussion is required in order to make a decision.
- 5.8 Project Briefs may be approved virtually by Programme Board members. In order for a virtual forum to be quorate, all officers identified in Appendix A must participate.

## 6.0 Amendment of Terms of Reference

- 1.1 These Terms of Reference will be jointly reviewed with the Board at least annually in the first three years and then at least every two years after that.
- 1.2 The Board may propose a review, or agree to a request for a review, at any time in response to changing circumstances.

### Appendix A

<b>Component to be cleared by Programme Board</b>	<b>Title of Officer (Delegate)</b>	<b>Sections in client brief cover sheet to be signed off</b>
<b>Asset Strategy</b>	Gavin Ridgewell	All Sections
<b>Property Maintenance</b>	Jim Paterson (John Hayden)	All Sections
<b>Finance/Budget</b>	Libby Eledah/Finance Director	All Sections
<b>Lessee Services</b>	James Portsmouth	All Sections
<b>Cap Programme Team</b>	Matt Bundy (Jeff Tourmentin)	All Sections
<b>M&amp;E Engineering</b>	John Hayden (Jason Killeen)	All Sections
<b>Communications</b>	Daren Townsend (Relevant Communications Co-ordinator as named in section 11 of client brief)	All Sections
<b>Health &amp; Safety</b>	Matt Curran (Bryden Rimmer)	All Sections
<b>Asbestos</b>	Matthew Curran	All Sections
<b>Fire Safety</b>	Matthew Curran	All Sections

# CAPITAL PROGRAMME

## HOUSING CAPITAL REVIEW GROUP TERMS OF REFERENCE



Greener and Cleaner | Vibrant Communities | Smart City

## **Housing Capital Review Group - Terms of References**

### **1. Purpose**

1.1. The purpose of the Housing Capital Review Group is to:

- Agree capital spend
- Monitor capital spend
- Provide strategic direction and oversight to all capital spend (Group to agree what is covered in the capital spend)
- Identify and prioritise initiatives, such as programmes or projects across the directorate, as part of the 5-year programme
- Approve the 5- year business plan and programme
- Ensure investment decisions are in line with the strategic objectives
- Ensure the projects and programmes achieve the best return from the total investment
- Agree performance expectations and monitor progress taking remedial action where necessary
- Enhance transparency, accountability and corporate governance
- Be responsible for risk management within corporate context
- Own and oversee engagement and communication across all relevant stakeholders, meeting organisation and residents needs and expectations

### **2. Term**

2.1. These terms of reference are effective from August 2020 and continue until August 2021 unless terminated earlier.

- 2.2. The terms of reference will be reviewed annually from the date of approval of the Housing Capital Review Group.
- 2.3. These terms of reference may be amended, varied or modified in writing and after agreement of the Housing Capital Review Group members.

### 3. Membership

- 3.1. The Group will be chaired by the Director of Housing. The Chair has ultimate responsibility for decisions relating to the Housing Capital Review Group and must ensure that the Group is focused on achieving its objectives and delivering the benefits.
- 3.2. The Group has a key role in supporting the Chair in making decisions and providing both challenge and approval on issues affecting the progress of the programme.
- 3.3. The Contracts Governance Manager will have day to day responsibility for the administration of the board.
- 3.4. The table below lists the members of the Housing Capital Review Group .

Role	Name	Title	Membership
Chair	Neil Wightman (NW)	Director of Housing	
	Jim Paterson (JP)	Divisional Head of Property Services	
	TBA	Deputy Head of Housing Services Communications	
	Paul Halpin (PH)	Leasehold and Rents Service Manager	
	Matt Bundy (MB)	Head of Capital Programme	
	Gavin Ridgewell (GR)	Senior Client Programme Manager	
	Daren Townsend (DT)	Property Services Communications manager	
	Adam Coates (AC)	Senior Finance Manager	
	James Green (JG)	Director of Development	
	Joe Smith (JS)	Programme Manager Development	
	Gaurav Choksi (GC)	Programme Manager Development	
	Chris Shoubridge (CS)	Divisional Head Customer Experience	

	Alex Bevan (AB)	Special Projects Manager	
Group administration and minutes	Linda Fendt (LF)	Contracts Governance Manager	

3.5. The Group is quorate if the Chair (SRO or a designated lead) and at least three other members are present.

3.6. If Group members are unable to attend meetings, they may send a proxy with appropriate experience, knowledge and delegated authority to contribute towards discussion, in their place.

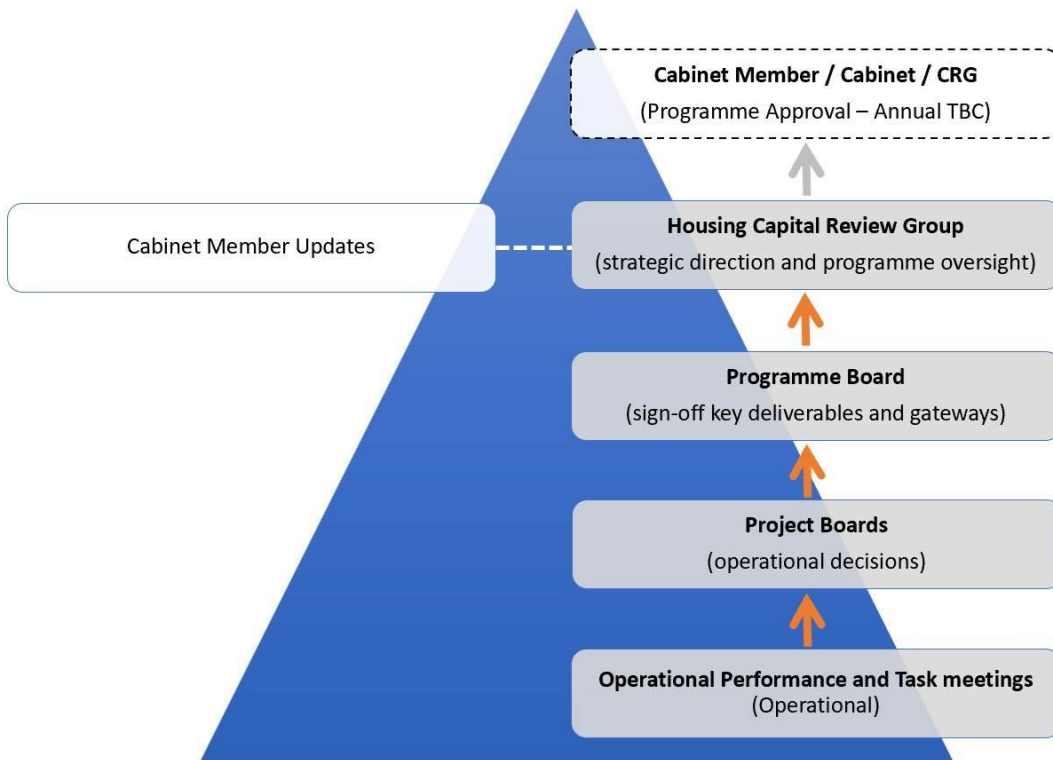
3.7. Other individuals will be asked to attend meetings to present agenda items as required by the Group.

#### 4. Administration

- The Group will hold a meeting once every month.
- The Group may be requested to meet urgently if discussion is required to make recommendations for decision.
- The Contracts Governance Manager will act as administration for the meeting.
- Meeting agendas will be agreed by the Chair.
- The standard reporting suite will include the agreed action list from last meeting, progress report, programme and cash flow summary and controls register (risks, assumptions, issues and dependencies log).
- Papers will be circulated at least three days before the meetings.
- Papers may be tabled on the day of the Group meeting with the consent of the Chair.
- An assumption will be made that all Group members have read circulated papers before the meeting.
- Draft minutes and actions arising will be circulated within 3 days of the meetings being held for review and clarifications
- Final version of the minutes will be circulated with the documents for the following meeting for agreement

#### 5. Governance

5.1. See attached governance structure.





## Appendix 5

### Little Venice Towers Re-Cladding to 6 no. 20 storey tower blocks.

#### Example of a live Major Works project

##### **Background**

Following the fire which destroyed Grenfell Towers prompted greater focus on tower blocks. The Department for Communities and Local Government (CLG) – at that time had asked all councils to check any similar Aluminium Cladding Material (ACM) on their tower blocks and if appropriate send for testing.

Westminster identified 6 such tower blocks at the Warwick & Brindley Estate (Little Venice Towers). A proactive stance was adopted and we engaged with our then incumbent contractor in removing all cladding to the 6 tower blocks as such we chose to pilot this estate and to remove the existing aluminium composite material.

We then entered a full testing programme with various cladding manufacturers to review the testing data and live performances of multiple cladding proposals to ascertain the best option. After careful consideration it was decided to endorse the installation of a rendered external wall insulation system. This approach gave the city the confidence by way of compliance, the installation was carried out by our Term Partnering Contractor Axis Europe.

##### **Application for 100% Reimbursement and Liaison with Government**

On 17<sup>th</sup> July 2018, following an application with associated provision of evidence, the Ministry for Housing, Communities and Local Government (MHCLG) confirmed that Westminster City Council were eligible for funding that would cover direct costs associated with the removal of the cladding and for the design, supply, and installation of the replacement cladding providing that it met the specific criteria of the suggested amended Building Regulations. This funding was part of the Government's £400 million 'Social sector cladding remediation fund'.

At that time City West Homes (CWH) submitted the application in August 2018 for £6.65 million with the External Wall Insulation system details updated and presented on the Greater London Authority (GLA) Open Project System.

It was confirmed in writing by the Ministry of Housing, Communities & Local Government (MHCLG) on 17 October 2018 that the works would qualify for funding and would be paid directly to Westminster City Council.

The funding would be paid to Westminster City Council in two stages:

Stage 1 (completed) – CWH and latterly Westminster City Council, provided initial information and cost estimates as part of the first stage of the process. Upon satisfactory provision of information, 80% of the eligible costs were paid. This equated to £5.322m

Stage 2 (on-going) – This is the final 20% and will only be paid once the final costs of qualifying works are known along with issuing of final payment certificate. This equates to £1.331m.

This project has now been final accounted, and we have submitted our summation for payment.

## **Delivering the works**

The basis of these works was to re-clad 6 Tower Blocks on the Warwick & Brindley Estate: aka (Little Venice Towers), with a non-combustible material that passes BRE 135 and tested to BS:8414.

Our Service Provider engaged a specialist from their supply chain to ensure that these programmed works were to be undertaken by a qualified contractor that would, upon completion provide a Solid Wall Insulation Guarantee Agency: aka (SWIGA) which is an insurance system backed guarantee for a minimum of 35 years.

SWIGA are the only dedicated solid wall insulation provider – their remit is to regularly attend site and inspect the ongoing works at varying stages to ensure that the installation practices are correct, and that the works are therefore compliant.

In advance of starting these works, the Service Provider Proposal included the submission of their Gantt Chart programme detailing how they would sequence these works to the 6 tower blocks – the programme outlined the critical path in how this task would be delivered with the least amount of impact to our residents and the surrounding community, the main feature outlined was that the installations would be carried out using Mast Climbers as being the most efficient method. The programme was evaluated by our construction team to ascertain the fluidity of work and lack of disruption, as such the programme demonstrated two tower blocks starting at any one time and this was an effective approach to execute these works.

The Gantt Chart acts as a tracker to demonstrate progress on the task project and allows Westminster Officers to accurately evaluate improvement based on their various visits. It would be fair to note – as the project matured and we approached COVID, the Gantt Charts were subject to revisions taking into consideration any delays to re-evaluate controls under the CLC guidance note.

Throughout the life of the task project, the project partnering team attended monthly task review meetings to jointly review the following:

1. Construction and programme of critical paths
2. Cost review, monthly valuation, instructions, and monitoring
3. Task Project Risk Register to evaluate and design out potential future risks
4. Health and Safety
5. Stakeholders' issues, concerns, and complaints
6. Resident Interaction
7. Quality matters and reviews.

As with any contract, there will be additions or omission to the scope of works.

Given this project had grant funding it was essential that any variations were controlled and to this end, the Service Provider would have to fully value engineer their costing for submission and once the project commercial team were satisfied an instruction would be formally issued by the Client Representative.

The Term Partnering Contract allows for the client to view all supporting quotations and payments made by the Service Provider to ensure we have that transparency.

Little Venice Towers maintained good traction throughout the construction stages during the pandemic and maintaining quality and value for money was paramount. The Service Providers – Quality Management Plan (QMP) was the agreed model we adopted to monitor and deliver all elements of works to a required benchmark standard. Axis Europe worked very hard through these stages to maintain consistent management, resource, and support to ensure that we achieved time quality and value.

The project team reviewed these matters monthly to ensure compliance, each of the tasks were reviewed and methods of work were assigned a traffic light rating – red, amber or green to prioritise each component of work as a critical path to each task onsite.

Alongside Axis Europe's site management team, we visited the site regularly to track performance against programme and to ensure all agreed COVID-19 secure methods are adhered to, and still in situ.

### **Managing the contract during Covid and Resident Engagement and Leaseholder involvement**

Given the high priority of this programme it was felt that the key to the successful completion of these works, was communication between all stakeholders, but most importantly our residents.

Following the direction, discussion, and agreement with WCC, the Service Provider in conjunction with the council contacted our residents to advise them, on how the works will continue and how the Service Provider will respond to COVID.

During lockdown the service provider and council managed the Covid-19 and Coronavirus communications very effectively; this included, implementing Safe Systems of Work (SSoW) and as a result the outcome was to comply with the Construction Leadership Council (CLC) site operating procedures – this practice had been specifically designed to ensure the safe working for all throughout the pandemic.

This involved mandatory wearing of PPE, communal area working, resident engagement was continued by in-person visits to the site offices and housing centres being appointment only.

The CLC works between industry and the Government to identify and deliver actions to support UK construction. The guidance received assisted the team in carrying out risk assessments as the current working arrangements needed to be reviewed and then revised, this would include adopting social distancing and installing sanitised stations on site to allow the resources to work as safe and as best as possible. These parameters guided our Service Provider to provide new Risk Assessments and Method Statements

Examples of these risks that were identified under the re-evaluation by the Service Provider are as follows:

1. Individuals feeling unwell
2. How to deal with residents and those most vulnerable
3. Social distancing around a fully occupied site
4. Welfare amendments to allow works to keep social distance of 2m.
5. Evaluating the reality of working in "bubbles" – is it practicable

6. Communication with residents adopt new working methods such as online meetings.
7. Respond to complaints, make appointments via telephone, text messaging, email, or teams.
8. How do resident and visitors attend the site compound offices if they need to talk directly to personnel.

The overall resident engagement was a collective one using the “Teams” platform for all to communicate; however, this was not only limited to this format but extending to text messaging and email, the Comms Team issued fortnightly updates to both leaseholder and resident by an email newsletter and by updating the poster boards in the lobby areas of each block, giving an overview of where progress was at that time.

Moreover, our website had confirmed the above format of communication and sign-posted residents and leaseholders to additional web pages to offer support and guidance if needed.

### **Financial Outcome**

The Little Venice Towers project was a successfully delivered contract under difficult and unprecedented circumstance, and both our officers and partners displayed a collaborative partnering approach to ensure we kept our resident safe and informed. The main sense of satisfaction was to embrace the fact we had alleviated the concerns of those residents regarding the national uncertainty of cladding, and by giving them an external wall insulated system which is safe and compliant.

The finances were strictly controlled, monitored, and evaluated by our Project Manager and commercial team in conjunction with Axis Europe.

The task completion figures were accurately calculated and ratified and the figures below evidences effective commercial management within the Capital Programme team.

Y147 Axis task order value	£3,701,406
Y147 Axis agreed final account	£3,507,501

Our Project Manager throughout the contract period ensured that there was no major programme slippage that would impact our total delivery stage – the delivery of a project of this scale during COVID required a higher level of attendance and involvement, and the result was a landmark that highlights that the City of Westminster had completed a high-profile cladding project.

### **Dashboards**

As explained elsewhere within the report, monthly task based operational meetings are held with the Service Provider and from that a dashboard is populated to reflect programme and progress, the commercial position and the evaluation of risk as well as resident feedback. Below are excerpts of a status report Power Bi format capturing some of the project reporting on Little Venice Towers



City of Westminster

# GUIDE TO MAJOR WORKS PROJECTS



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### Introduction

Major works projects are ‘large scale’ repairs such as window or roof replacements, fire safety work and communal decorations. The City Council is responsible for these works to maintain the common parts and fabric of the building.

Major works projects need a considerable amount of organising before they start. This document sets out what to expect at each stage of a major works project, including our commitments and how you can get involved.

Please note that the process described here, primarily relates to larger traditional major works projects delivered by our major works term contractors. It also relates mainly to projects covering blocks of properties on estates.

The process may differ for individual street properties or smaller projects delivered by one of our other contractors such as fire safety works or emergency lighting upgrades. This is because they may differ in size in terms of budget, number of properties or timescales, or the work may need to be done urgently.

Where this is the case, we will still consult with residents. This includes formal leaseholder consultation known as ‘Section 20’ consultation. Further details of this process are set out in the **Leaseholder Handbook** and **Major Works Service Charges Explained** document. For any queries, please contact us, using the details on page 5.

### Major works contractors

At the start of 2018, we entered a ten-year partnering contract with two major works contractors to deliver major works– one in the north and one in the south of Westminster. The benefits of doing this include:

- Reducing costs associated with the procurement of major works.
- Helping to reduce internal project management fees to less than 12% per project.
- Allowing us to give more reliable dates when works are due to start.
- Enabling us to manage contractors more effectively.

In addition to the major works contractors, we also have contractors to carry out specialist work such as lift replacement, heating and hot water upgrades and electrical and mechanical work. Some projects will be done by these contractors.



## The stages of a major works project

There are four key stages in the delivery of most major works projects:

1. Initial planning
2. Detailed design and approvals
3. Onsite work
4. End of works - completion

### 1 Initial planning

Major works projects are programmed up to five years in advance by our Asset Strategy Team. Works are programmed based on a range of factors including repairs history, age of the parts, time since the last major works, and health and safety requirements such as fire safety.

The outline programme of works is agreed every year and published on the Westminster City Council website.

In the 12 – 18 months prior to major works due, the Asset Strategy Team will carry out initial inspections and surveys to confirm the scope of works required. They will also prepare budget estimates for the work.

As this preparatory work is nearing completion, we will write to all residents to outline the proposed works and ask for feedback. Depending on the size of the project, an introductory residents' meeting may be held, and a project webpage set up.

This preparatory work will be used to produce a **Client Brief**, setting out the scope of work. Once approved it will be published on our website.

#### Our commitments at this stage:

- Produce and publish a programme of works.
- Introduce the project written update / resident meeting / website page.
- We will publish the project documents for you to view and to comment.

#### How you can help / get involved:

- Please look at our proposals and give us your feedback.
- Please provide access when we need to carry out any survey or tests.

### 2. Detailed design and approvals

Once the **Client Brief** is agreed it is formally issued to the major works contractor for the relevant area. The contractor is responsible for developing a detailed plan to deliver the works. At this stage, the contractor will produce a **Project Execution Plan** setting out how they plan to deliver the project.

Following scrutiny and review of this document, we will give the contractor



permission to move forward with the final design details of the project. This will see surveys for things such as asbestos and lead carried out. Any ballots required will be carried out, as well as any planning approvals sought. At this stage the contractor will prepare a **Service Provider Proposal**. Once approved, we will publish the plan on our website.

Leaseholders will then be sent a **Section 20 Notice of Estimate**. The notice sets out the description and reasons for each aspect of the work. It will detail the project costs and estimated leaseholder liabilities. Leaseholders have 37 days to make written observations. At this stage we may offer 1-2-1 surgeries for leaseholders to meet and discuss the payment options available.

Once the detailed designs are agreed and resident consultation completed, the contractor will receive a commencement order which allows them to start work onsite.

Before work starts, the contractor will write to you to introduce their onsite team, their contact details, and invite you to a meet the contractor event. This will give you an opportunity to meet the team and ask any questions about the works being carried out to your property or estate.

#### **Our Commitments at this stage:**

- We will discuss our proposals with you and consider any feedback.
- We publish the project documents for you to review and to comment on.
- We will consult with leaseholders via a Section 20 Notice of Estimate.
- We will set out the planned timescales for the work and keep you updated.
- Where there is a choice, for example colour choices, we will ask your views.
- If we ballot we will tell you about the likely difference in cost between options.
- We may arrange pilot works for things like windows or show you samples.
- We will introduce the contractor's onsite team before work starts.

#### **How you can help / get involved:**

- Please look at our proposals and give us your feedback.
- Leaseholders should check the information they receive and make any formal observations to the Section 20 Notice of Estimate.
- Carefully consider any options presented and choose the one you like most.
- Please provide access when we need to carry out any survey or tests.

### **3. Onsite work**

Once onsite, the contractor manages the delivery of the of work in partnership with the Council.

The majority of projects will have a dedicated resident liaison officer (RLO), who is responsible for keeping residents updated and informed throughout a project.





The onsite teams continue to work with the Council's project team throughout a project, including ongoing monitoring of communication, quality, and performance.

You can also contact the City Council if you would like to raise any queries via our customer services team at 0800 358 3783 or [housing.enquiries@westminster.gov.uk](mailto:housing.enquiries@westminster.gov.uk)

#### **Commitments at this stage:**

- We will make sure you have the details of the key people working on the project.
- You will know how to contact the contractor with a question or complaint.
- We will give you a programme of works and timescales.
- We will tell you how the works that are taking place might affect you, for example, noise, lifts not being available, restricted access to the block etc.
- You will be updated on progress and any delays will be explained to you, for example, bad weather, severe congestion, illness etc.
- We will monitor the works to ensure the right standards are being delivered and work is being carried out safely.
- We will ensure that the contractor's operatives work to a standard code of conduct and respect your home.

#### **How you can help / get involved:**

- Please provide access to your property to allow works to be completed.
- Please contact the contractor or us if you have any concerns so that we can help.
- Please let either the contractor or the council know if you have any queries.
- Be aware of health and safety and security, particularly where scaffold is in use.
- You may be contacted for a satisfaction survey, please share your views on the contractor's onsite performance.

#### **4. End of works - completion**

Once the works are complete and approved by the Council, we will write to confirm the project is moving into the 12-month defects period.

The defects period means that any issues that occur with the works during the next 12 months, can be referred to the contractor to address at no additional cost.

The nature of the defect reported will affect how quickly this is attended to. If there is a roof leak to a new roof for example, we will call the contractor back as soon as possible. If the issue relates to something like failing paintwork however, we will log this and pick this up at the end of the defect period.

Large items such as roof replacements and window replacements will come with specific manufacturer guarantees. Any issues with these items will be covered by those guarantees for a longer timeframe.

Any issues with major works should be reported via our customer services team at 0800 358 3783 or [housing.enquiries@westminster.gov.uk](mailto:housing.enquiries@westminster.gov.uk)



**Our commitments at this stage:**

- We will tell you when the project has been completed
- We will advise you when the 12 months ‘defects period’ starts and ends.
- We will tell you how to report any issues or concerns about the work.
- We will investigate any issues and arrange for the contractor to return if needed.
- We will keep you updated on the timescales for resolving concerns reported.

**How you can help / get involved:**

- Let us know if anything has not been completed or if there are any issues so we can investigate and, if required, ask the contractor to fix it.
- You may be contacted to complete a satisfaction survey, please share your views on the overall project – planning, communication, standard of work and the contractor’s performance.

**Leaseholder consultation and service charges**

There is a separate guide for leaseholders which covers specific leaseholder issues. The guide is called **Major Works Service Charges Explained** and covers:

- Major works service charges.
- Section 20 consultation.
- Payment options.
- Borrowing money to pay your bill.

**Contact details**

<b>Westminster City Council Housing</b>	In the first instance if you have any queries about your property or lease, contact us on: Telephone: 0800 358 3783 Email: <a href="mailto:housing.enquiries@westminster.gov.uk">housing.enquiries@westminster.gov.uk</a> Website: <a href="http://www.westminster.gov.uk/housing">www.westminster.gov.uk/housing</a>
<b>Compliments, comments or complaints</b>	If you have any comments or complaints about our service, please contact Westminster City Council’s Complaints Team W: <a href="http://www.westminster.gov.uk/housing">www.westminster.gov.uk/housing</a>



City of Westminster

# MAJOR WORKS SERVICE CHARGES EXPLAINED



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## GENERAL INFORMATION

We will issue a section 20 notice for any proposed works before an estimated bill is issued. If there is a scheme planned in the Council's annual major works programme to your block (or estate) an estimated major works invoice will be issued with your estimated service charge account. This estimated major works charge will be based on the service provider's finalised full estimated cost for the works and will therefore be in line with your section 20 consultation notice.

Once the works have been completed on site and after the defects periods has ended, we will issue the final account for the actual expenditure on the whole contract. Defect periods are usually for a period of 12 months.

If you have been affected by COVID-19 and you have any concerns about your major works service charge invoice and how to make payment, please do not hesitate to contact Leasehold Operations directly where our staff will be able to discuss the payment options available to you:

Telephone: 0800 358 3783

Email: [housing.enquiries@westminster.gov.uk](mailto:housing.enquiries@westminster.gov.uk)

<https://www.westminster.gov.uk/housing/leaseholders/service-charges/book-20-minute-telephone-appointment>



## MAJOR WORKS SERVICE CHARGES EXPLAINED

### What are Major works ?

Major works projects are 'large scale' repairs such as window or roof replacements, fire safety work and communal decorations. The City Council is responsible for these works to maintain the common parts and fabric of the building.

Major works projects need a considerable amount of organising before they start.

This document sets out what to expect at each stage of a major works project, including our commitments and how you can get involved.

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The process may differ for individual street properties or smaller projects delivered by one of our other contractors such as fire safety works or emergency lighting upgrades. This is because they may differ in size in terms of budget, number of properties or timescales, or the work may need to be done urgently.

### Who carries out major works ?

At the start of 2018, Westminster City Council entered into a ten-year partnering contract with two major works contractors. Axis Europe & United Living. United Living will deliver all major works projects in the south and central areas of the borough.

In total we work with six long term contractors. In November 2020 Axis Europe had given us notice of their decision to end the contract because of a change in business circumstances.

### Important changes to major works in the north / west of Westminster - Axis Europe

When we entered a 10-year partnership contract with Axis Europe, they delivered major works projects across the north and west of Westminster. As mentioned above Axis Europe has given us notice of their decision to end the contract because of a change in business circumstances.

We have contacted residents with projects onsite or planned to start in the next year to explain the decision and the steps we are taking to minimise any delays.



We are consulting on our proposals for United Living, who deliver major works in the south and central areas of the Westminster, to manage some of the projects that Axis Europe will be unable to deliver. This includes consultation with leaseholders.

You can read the FAQs using the following link :

<https://www.westminster.gov.uk/yourhousing/media/1942>

## **How are charges for major works billed ?**

Before any major works contract are started, we will issue a section 20 notice (Please see page 4 on details of section 20 consultation).

In April of each year, we will issue you the estimated costs for both service charge and major works. Major works estimates are based upon the contract cost identified in the specification of the works. Under the terms of the lease you are required to pay on estimated invoice, this means payment will be due in April. Payment options are available for major works (please see page 5)

When the contract has completed and the defect liability period has ended, the final account is prepared by the contract manager. The Final account details the works that was agreed on site and the amount that has been paid to the contractor to carry out the work. We will use the final account to revise the estimated cost that was billed to you to reflect what was actually spent on your block and (or) estate.

If we have overestimated the charges, you will receive a credit on your account, but if we have underestimated the charges you will receive an invoice for the additional costs.



## SECTION 20 CONSULTATION

### What is Section 20 consultation ?

Landlords, including councils, are legally required to consult with leaseholders before carrying out major works. This means that leaseholders are entitled to further consultation, often called a “Section 20” consultation because it was introduced by Section 20 of the Landlord and Tenant Act 1985.

### What does the section 20 letter include?

A section 20 notice includes the following:

- a description of the works
- the name of the contractor
- an estimate of the proposed works
- an estimate of your contribution to the proposed works
- notice period of 35 days to send us back your observations on the proposals.

We will respond to all written observations within 21 days of receiving it.

### What is an observation ?

The law says you have a right to respond to a Section 20 notice up to 30 calendar days from the date of the notice, however Westminster City Council will give you up to 35 days from date of the section 20 notice. Your reply is known as an ‘observation’.

Westminster City Council must reply to any observations we receive within 21 calendar days. We must consider any comments or concerns you raise before going any further with the proposed works.

### How do I make an observation ?

All Section 20 Observations must be made in writing to:

**S20observations@westminster.gov.uk** or Leasehold Operations, 137 Lupus Street, London, SW1V 3HE.

Please ensure you are quoting the contract number and S20 observation in the subject line. We cannot accept observations by telephone.



## PAYMENT OPTIONS

### Please talk to us

If you think you will find it difficult to pay your major works bill. The team is here to help and we can go through payment plans with you. It's important that you contact us as soon as possible to set up an agreement. Any delays may in some cases result in debt recovery action being taken and this may limit the help we can offer you.

### Paying in instalments

If we send you an estimated bill for more than £200 you can choose to pay in instalments. There are a number of instalment options, depending on how much you need to pay:

INVOICE AMOUNT	PAYMENT OPTIONS AVAILABLE
£200 – £2000	If the bill is under £2,000 you can spread your payments over a year in 12 equal monthly payments No interest or administration fee will be payable
£2000 AND ABOVE	If you receive a bill for more than £2,000 you can spread payments over two years in 24 equal monthly payments No interest or administration fee will be payable
£5000 AND ABOVE	If you receive a bill for more than £5,000 you may be able to spread payments up to five years To be eligible you must live in your property as your main home and not own any other property Years one and two no interest will be charged Years three, four and five interest will be charged at one per cent above the Bank of England base rate An administration fee will be payable at the beginning of the scheme.





## BORROWING MONEY TO PAY YOUR BILL

If you need to borrow money to pay your bill, there are a number of options available:

### Applying for a private loan

A loan from your mortgage lender will probably be the cheapest way to borrow money to pay for bill. You will usually be able to borrow money from your existing mortgage lender as a further mortgage or home loan. Any money that you borrow in this way will be secured against the value of your property.

To apply you should contact your mortgage lender and let them have a copy of your outstanding bill.

### Getting a secured loan

If you have a large bill (for example more than £2,000) and you do not have a mortgage, you may wish to contact a lender to arrange a secured home loan.

The interest rate on secured home loans is lower than it is for unsecured loans. Please note your home is at risk if you fail to keep up repayments on a secured home loan.

We can provide you with details of banks and building societies that have granted mortgages recently on properties close to your home.

### Getting an unsecured loan

A loan which is not secured against your property will charge a higher rate of interest than a secured home loan.

However, this type of loan may be more appropriate to pay for bills under £2,000 as you are not normally charged the legal and administration costs.

### Getting a loan from the council

If you bought from the council and are in the first 10 years of your lease, have a low income and are unable to obtain a mortgage or loan privately, you may be entitled to a loan from the council. However, the Government requires us to charge a relatively high interest rate, so this should *not* be your first choice. You will also need to pay the administration costs involved.



## SUMMARY OF TENANTS' RIGHTS AND OBLIGATIONS

1. This summary, which briefly sets out your rights and obligations in relation to variable service charges, must by law accompany a demand for service charges. Unless a summary is sent to you with a demand, you may withhold the service charge. The summary does not give a full interpretation of the law and if you are in any doubt about your rights and obligations you should seek independent advice.
2. Your lease sets out your obligations to pay service charges to your landlord in addition to your rent. Service charges are amounts payable for services, repairs, maintenance, improvements, insurance or the landlord's costs of management, to the extent that the costs have been reasonably incurred.
3. You have the right to ask the First-tier Tribunal to determine whether you are liable to pay service charges for services, repairs, maintenance, improvements, insurance or management. You may make a request before or after you have paid the service charge. If the tribunal determines that the service charge is payable, the tribunal may also determine-
  - who should pay the service charge and who it should be paid to;
  - the amount;
  - the date it should be paid by; and
  - how it should be paid.

However, you do not have these rights where-

- a matter has been agreed or admitted by you;
  - a matter has already been, or is to be, referred to arbitration or has been determined by arbitration and you agreed to go to arbitration after the disagreement about the service charge or costs arose; or
  - a matter has been decided by a court.
4. If your lease allows your landlord to recover costs incurred or that may be incurred in legal proceedings as service charges, you may ask the court or tribunal, before which those proceedings were brought, to rule that your landlord may not do so.
  5. Where you seek a determination from the First-tier Tribunal, you will have to pay an application fee and, where the matter proceeds to an oral hearing, a hearing fee, unless you qualify for fee remission or exemption.. Making such an application may incur additional costs, such as professional fees, which you may have to pay.
  6. The First-tier Tribunal and the Upper Tribunal (in determining an appeal against a decision of the First-tier Tribunal) have the power to award costs in accordance with Section 29 of the Tribunals, Courts and Enforcement Act 2007.



## SUMMARY OF TENANTS' RIGHTS AND OBLIGATIONS

7. If your landlord –

- proposes works on a building or any other premises that will cost you or any other tenant more than £250, or
- proposes to enter into an agreement for works or services which will last for more than 12 months and will cost you or any other tenant more than £100 in any 12 month accounting period.

Your contribution will be limited to these amounts unless your landlord has properly consulted on the proposed works or agreement or the First-tier Tribunal has agreed that consultation is not required.

8. You have the right to apply to the First-tier Tribunal to ask it to determine whether your lease should be varied on the grounds that it does not make satisfactory provision in respect of the calculation of a service charge payable under the lease.

9. You have the right to write to your landlord to request a written summary of the costs which make up the service charges. The summary must –

- cover the last 12 month period used for making up the accounts relating to the service charge ending no later than the date of your request, where the accounts are made up for 12 month periods; or
- cover the 12 month period ending with the date of your request, where the accounts are not made up for 12 month periods.

The summary must be given to you within 1 month of your request or 6 months of the end of the period to which the summary relates whichever is the later.

10. You have the right, within 6 months of receiving a written summary of costs, to require the landlord to provide you with reasonable facilities to inspect the accounts, receipts and other documents supporting the summary and for taking copies or extracts from them.

11. You have the right to ask an accountant or surveyor to carry out an audit of the financial management of the premises containing your dwelling, to establish the obligations of your landlord and the extent to which the service charges you pay are being used efficiently. It will depend on your circumstances whether you can exercise this right alone or only with the support of others living in the premises. You are strongly advised to seek independent advice before exercising this right.

12. Your lease may give your landlord a right of re-entry or forfeiture where you have failed to pay charges which are properly due under the lease. However, to exercise this right, the landlord must meet all the legal requirements and obtain a court order. A court order will only be granted if you have admitted you are liable to pay the amount or it is finally determined by a court, tribunal or by arbitration that the amount is due. The court has a wide discretion in granting such an order and it will take into account all the circumstances of the case.



## IMPORTANT CONTACT DETAILS

IMPORTANT CONTACT DETAILS	
Westminster City Council Housing	In the first instance if you have any queries about your property or lease, contact us on: Telephone: 0800 358 3783 Email: <a href="mailto:housing.enquiries@westminster.gov.uk">housing.enquiries@westminster.gov.uk</a> Website: <a href="http://westminster.gov.uk/yourhousing">westminster.gov.uk/yourhousing</a>
Leasehold Operations team	The <b>Leasehold Operations team</b> can be contacted using the above-mentioned contact details. Alternatively, you can write to the team at the following address: <b>Leasehold Operations</b> South Area Service Centre 137 Lupus Street, London, SW1V 3HE
Compliments, comments or complaints	If you have any comments or complaints about our service, please contact Westminster City Council's Complaints Team W: <a href="http://www.westminster.gov.uk/complaints">www.westminster.gov.uk/complaints</a>
OTHER USEFUL CONTACTS	
The Leasehold Advisory Service	W: <a href="https://www.lease-advice.org/">https://www.lease-advice.org/</a>
Gas leaks	Phone: 0800 111 999
Thames Water	Customer services: 0844 448 8694 24 hour emergency phone: 0845 9200 800
Pest control	Phone: 0800 358 0514
London Fire Brigade	Non-Emergency Switchboard: 020 8555 1200
Citizens Advice Westminster	T: 0300 330 1191 W: <a href="http://www.westminstercab.org.uk">www.westminstercab.org.uk</a>
National Debtline	T: 0808 808 4000 W: <a href="http://www.nationaldebtline.org">www.nationaldebtline.org</a>

# Appendix 8

 <p><b>BY PHONE WITH A DEBIT OR CREDIT CARD</b></p> <p>Using the 24-hour automated debit or credit card telephone payment line service on 020 7823 2601.</p> <p>You will need your <b>ten-digit account number</b> which you can find on your service charge invoice.</p>	 <p><b>ONLINE BY DEBIT OR CREDIT CARD</b></p> <p>Over the internet at <a href="https://payments.westminster.gov.uk/housingpayments/">https://payments.westminster.gov.uk/housingpayments/</a> and follow the instructions under the heading 'view or pay your Westminster housing rent or service charges'</p>
 <p><b>BY DIRECT DEBIT</b></p> <p>This is the easiest and safest way to pay. Cover by the 'Direct Debit Guarantee' also provides additional protection and reassurance. Once you set up a Direct Debit, you don't need to take any further action, as your payments will automatically transfer from your account. The amount payable each month will be the due balance, divided by twelve. If you'd like to switch to this option, please complete and return the enclosed Direct Debit form to our Leasehold Operations team. To set up a Direct Debit for major works, please complete both the Direct Debit and 'Alternative Payment Agreement for Major Works' forms.</p>	 <p><b>BY STANDING ORDER</b></p> <p>A bank standing order mandate can be requested on 0800 358 3783 or by visiting your local area office. You will need to complete it and send it to your bank.</p> <p>For the day to day management and maintenance aspect of your service charges only, you can pay direct from your bank account. The amount payable each month will be the account balance divided by twelve.</p> <p><b>You are responsible for informing your bank of any changes needed when they are required.</b></p>
 <p><b>DIRECT TO BANK ACCOUNT (VIA BACS)</b></p> <p>Payments can be made to</p> <p>Account Name: <b>City Of Westminster</b></p> <p>Sort Code: <b>30-00-00</b></p> <p>Account Number: <b>00250821.</b></p> <p>International Codes:</p> <p><b>BIC: LOYDGB2LCTY - IBAN: GB24 LOYD 3000 0200 3500 82</b></p> <p>When making a payment, <b>please quote your account number in full</b>, omitting any dashes, spaces or characters.</p>	 <p><b>BY POST</b></p> <p>Cheques and postal orders must be <b>made payable to City of Westminster</b> and sent to Westminster City Council at Income Manager Team, Finance and Resources Directorate, City Hall, 16th Floor, 64 Victoria Street, London SW1E 6QP. On the reverse of your cheque, please clearly write your <b>account number on the top right-hand side</b> and your <b>name and property address on the left-hand side.</b></p>
 <p><b>SERVICE CHARGE LOANS</b></p> <p>Housing Regulations 1992 SI 1078. In the Landlord's opinion the service charge demanded in this notice may entitle the leaseholder to a loan. Please apply in writing to Westminster City Council, Leasehold Operations, 137 Lupus Street, London SW1V 3HE.</p>	 <p><b>USE OF DATA</b></p> <p>Information provided to the Council may be shared across departments and services within the Council, and with contractors employed by the council, for the purposes of recovering any sum owed by you to the Council, updating our records, preventing and detecting fraud, and for research and statistical analysis. The Council will not disclose confidential information except to the extent that the law requires or allows.</p>
<p style="text-align: center;">The Landlord and Tenant Act 1987 Section 47 &amp; 48</p> <p style="text-align: center;">The name of your landlord is: The Lord Mayor and Citizens of Westminster</p> <p style="text-align: center;">The address at which notices may be served is: Westminster City Hall, 64 Victoria Street, London, SW1E 6QP.</p>	

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# APPENDIX 9

## Major Works / Capital Works Programme

### Governance and Reporting summary – for P&S Committee

26th October DRAFT

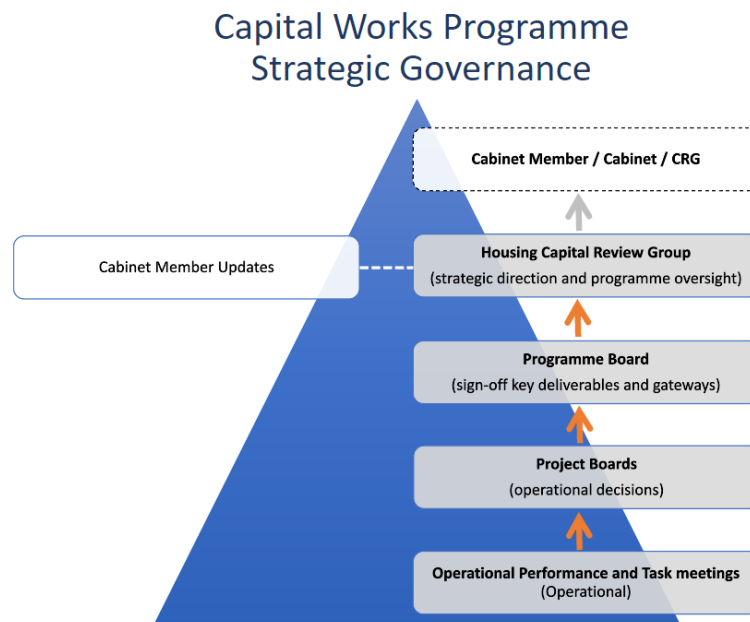
#### Governance:

An end to end approval and governance process is in place to oversee individual project approvals, which starts at Client brief and follows the RIBA 2013 stages through to completion of works. This process is overseen by project and programme boards which provide approval and oversight at key stages.

Prior to the creation of the Client Brief, works are identified by the Asset Strategy team, either through stock condition surveys or through a referral by the business. Agreed procedures are in place which document processes for the identification and approval through to client brief stage.

On an annual basis a high-level programme and budgets are set through the CPSR process and business plan submission which is monitored at monthly meetings between Finance and the Divisional Head of Housing Property.

The Housing Capital Review Board was introduced in the summer of 2020 to provide strategic direction and programme oversight, and ensure key decisions are noted and information communicated to stakeholders.



#### Reporting:

To ensure appropriate oversight and scrutiny of individual projects, a monthly monitoring reporting process is in place which includes the completion of monthly status reports by project teams. Status

reports capture key project information and provide a summary of past/forthcoming activities, along with key financial information and a summary of risks and issues.

These monthly updates feed into PowerBI dashboard reports which are presented at programme and strategic boards.

During summer 2021 work has taken place, in partnership with the Corporate Programme Management Office (CPMO), to create and implement a version of the council's 'Innovation and Change' dashboard which includes both a project and programme level view of the Capital Programme and ensures a consistent reporting format.

Work to refine and improve these dashboards is ongoing, with a particular focus on capturing resident feedback and engagement activities. Examples of the status report and previous/current dashboard views can be found below.

Status report snapshot example:

<b>Project (Task) Name</b> V120b Lisson Green Ventilation		<b>Programme</b> Major Works		<b>Report Period</b> 10	
<b>Work - Stream</b> Lisson Green Ventilation		<b>Image Upload link</b> V120b			
<b>Project Address</b> Cottesloe, Dinton, Fingest, Fulmer, Hardwick, Horwood, Jordans, Lavendon, Linslade, Olney, Padbury, Risborough, Swanbourne, Turville and Wycombe		<b>Project Scope (Works)</b> Communal ventilation and associated fire safety works			

<b>Unique Project Code</b> V120b	<b>Total approved budget</b> £2,096,822.00	<b>Area Service Centre</b> Central
<b>Current Stage</b> Onsite	<b>Total forecast budget</b>	<b>Ward</b> Church Street
<b>Ward Member</b> Barbara Grahame, Aicha Less and Aziz Toki	<b>Budget variance</b>	<b>Ward member</b> Barbara Grahame, Aicha Less and Aziz Toki
<b>Service Provider</b> United Living	<b>Contractors Total</b>	<b>Properties</b> 973
<b>Client Rep</b> Oscar Esparza	<b>Ledger Costs</b>	<b>Leaseholders</b> 289
<b>Communications Representative</b> Marie Baker	<b>Leaseholder bills (Highest)</b> £5,817.00	<b>Tenants</b> 684
<b>Other Officers (TBC)</b> David Haizelden, Lee Hodgson	<b>Leaseholder bills (Average)</b> £2,963.00	
	<b>Leaseholder bills (Lowest)</b> £623.00	

<b>Programme</b> Green	<b>Budget</b> Green	<b>Residents</b> Amber	<b>Quality</b> Green
------------------------	---------------------	------------------------	----------------------

Key Dates Summary										
Activity	Project Board sign off	Pre Resident Consultation	Client Brief Issued to SP	PEP	SPP	NOE (\$20) Issued	NOE (\$20) sign-off	SOS	Practical Completion	End of Defects
Baseline	07/12/18	07/12/18	02/08/18	16/08/18	30/12/18		13/09/18	06/02/19	26/06/19	25/06/20
Actual / Current Forecast	27/07/19	12/07/18	28/08/18	22/09/18	10/05/19		05/09/19	11/11/19	23/07/21	22/07/22
Variance (days)	#VALUE!	-148	28	37	131	0	357	278	758	#VALUE!


Key Risks and Issues			
Top 3 Risks	RAG	Top 3 Issues	RAG
Due to lockdown access issues in a few flats to allow installation of intumescent air grilles and flow regulators	Amber	N/A	N/A
Potential fire risk in the flats where the intumescent air grilles and flow regulators has not been installed due to access limitations	Amber	N/A	N/A
Validation/commissioning of indwelling ventilation system due to lockdown	Amber	N/A	N/A
<b>Risk Summary</b>	<b>RAG</b>	<b>Issue Summary</b>	
Foreseen risks expected in this type of Task in addition to some resourcing issues due to COVID however the Task team are progressing well in managing and containing these with the current assessment being that there is low impact risk to the Task.	Green	N/A	N/A

Operational dashboard example (now superseded):



**City of Westminster** Housing Capital Review Group P2 - S159 MEMO external Phase 3 & 4

S159 MEMO external Phase...



**Scope**  
Cyclical decorations (ext. and int.), external repairs, windows, doors, roofing, lateral mains, electrical, DES, water mains and drainage, asbestos works and FRA works

**Engagement**  
As the project is onsite, United Living is managing the operational communications once approved by the City Council. This includes a regular residents' update, via newsletter and meeting with the Tenant Management Organisation (TMO) every two weeks.

United Living's onsite team is continuing with pre-start surveys, via telephone, to help plan and schedule any in-flat work required including window repairs and replacement of lateral mains (electricity supply).

There has been criticism of the lack of visible work onsite since the project started in October 2020, and the time it has taken to put up the scaffold at the first two blocks. There are concern about changes to designs and suppliers from the planning stage resulting in delays and potential increase in costs. In addition, residents have asked for clarity on the installation of the lateral mains, the cable runs and the impact on an internal decorations.

Westminster working hard to get United Living to clarify brickwork issues and quality of both brickwork and window surveys, although this is difficult due to pressures and complicated by queries to United Living's surveys for planning purposes. United Living are in delay due to failure consider discharging planning conditions within their programme and the priority of this with the planning department.

Cost uncertainty around change of specialist. Westminster's delivery team are pushing for United Living to complete benchmarks of all elements of work and continues to carry out regular inspection to check on the work that has commenced. United Living need to do more with regard to supervision of their supply chain as Westminster have identified ongoing issues with the window repairs - as a result of observations to RepairCare (manufacturer) and supplier update training has been brought forward and RepairCare will be inspecting more regularly to ensure their guarantee is not affected.

Programme	Quality
Red	Amber
Budget	Residents
Amber	Red

Agreed Budget £6M  
Forecast Budget £6M  
Budget Variance £0  
Properties 306  
Leaseholders 167  
Tenants 139  
Ledger Cost £1.15...  
Ward Vincent Square

Leaseholders bills Highest £30K Average £11K Lowest £3.852  
Ward Members Danny Chalkley, David Harvey and Steve Summers  
Service Provider United Living  
Client Representative David Haizelden  
Comms Representative Lindsay Jenkins  
Other Officers Lee Hodgson

**Updates from Last Month**  
Scaffold commenced to Mulready House.  
Planning have discharged the window repair condition for Morland House and half of Maclise House: works to Maclise House have commenced.  
Communal electrical work to install containment and new emergency lights continuing but delays encountered with in flat work as noted above.

**4 Weeks Look Ahead**  
UL to provide revised cost breakdown for window and brick repairs for agreement of Westminster to allow accurate costing of repairs to be calculated.  
Finalisation of designs by United Living. CR to work closely to resolve Westminster actions.  
CR to push fire engineer for final report on containment to allow a decision to be made on whether communal fire alarms are required and what other passive fire measures are required.

United Living to complete discharge submissions with Planning Authority and reflect this within revised programme.  
United Living to complete benchmarks for acceptance by Westminster and RepairCare.

Milestones	01. Project Board sign off	02. Pre Resident Consultation	03. Client Brief issued to SP	04. PEP	05. SPP
Baseline	02/11/2018	11/06/2018	23/11/2018	12/12/2018	26/12/2018
Actual / Current Forecast	11/02/2018	11/06/2018	23/11/2018	01/02/2019	10/04/2019
Variance in days	-264	0	0	51	105

Milestones	06. NOE (S20) Issued	07. NOE (S20) sign-off	08. SOS	09. Practical Completion	10. End of Defects
Baseline	18/01/2019	13/03/2019	29/03/2019	04/12/2019	03/12/2020
Actual / Current Forecast	18/11/2019	30/04/2020	05/10/2020	23/09/2022	22/09/2023
Variance in days	304	414	556	1024	1023

**Risk Summary**  
As this Task contains buildings subject to Planning Condition discharge, this process could impact the programme. Weather will remain a key variable to affect progress due to the nature of external repairs and required weather condition suitability. Almost all design elements from the SPP have been identified to require development, this is causing delays to the programme. The Task team are actively raising the risks to mitigate Task impact as far as possible and a productive meeting has been held with the planning department which it is hoped will reduce time to discharge planning conditions.

**Issue Summary**  
Scaffolding design and linked Planning issues were identified by the Task Team (and not United Living) and this caused an initial delay to the start of the scaffold erection to Morland House. The requirement of survey and works execution in terms of quantity and keeping our promises to residents carries an issue with procurement, supply chain and resourcing which the Task team are actively working to solve and maintain. The CR initially raised concerns with United Living not issuing a change request for scaffold and doors in December and the major works management team have failed to resolve this despite it being discussed at Core Groups. FRA works on hold whilst more detailed survey undertaken by specialist fire engineer.

**New Dashboard (Project View)**

**Project reporting dashboard** S159 MEMO External Phase 3 & 4

Project Name	Project Manager	Programme	Stage	Strategic Alignment	Total Budget	Forecast Budget
S159 MEMO External Phase 3 & 4	David Haizelden	Major Works	3 - Delivery	Continuous Improvement	5.3M	4.07M

Completion 35% Residents Budget Programme Quality Overall

**Delivery**

Milestone	Baseline Date	Forecast Date	RAG
MEMO S159 Start on Site	29-Mar-19	05-Oct-20	Green
MEMO S159 SPP	26-Dec-18	10-Apr-19	Green
MEMO S159 Client brief issued to SP	23-Nov-18	23-Nov-18	Green
MEMO NOE (S20) Issued	18-Jan-19	18-Nov-19	Green
MEMO NOE (S20) Sign-off	13-Mar-19	30-Apr-20	Green
MEMO S159 PEP	12-Dec-18	01-Dec-19	Green
MEMO S159 Resident consultation	11-Jun-18	11-Jun-18	Green
MEMO S159 Practical Completion	04-Dec-19	23-Sep-22	Green

**Scope**  
Cyclical decorations (ext. and int.), external repairs, windows, doors, roofing, lateral mains, electrical, DES, water mains and drainage, asbestos works and FRA works.

**Time/Quality/Cost**

The Westminster delivery team are liaising with United Living to arrange virtual meeting with residents to explain the delays and to give more information on internal work with regard to the replacement of lateral mains.

**Updates from last period**  
There has been criticism of the lack of visible work onsite since the project started in October 2020, and the time it has taken to put up the scaffold at the first two blocks. Residents are skeptical about the programme and the timetable for completing the work. There is concern about changes to designs and suppliers from the planning stage resulting in delays and potential increase in leaseholder costs. United Living's cost plan sets out two full time resident liaison officers but this has not materialised onsite. United Living and the Westminster Council resident team are meeting with the Tenant

**4 week look ahead**  
Client Rep to chase fire engineer for initial report and to arrange internal 'destructive' surveys to confirm floor construction. Work with Service Provider to bring quality standards up to the required level. Finalisation of designs by United Living. CR to work closely to resolve Westminster actions.

**New Dashboard (Programme View)**

# Programme/Pillar Dashboard

Major Works



## Programme overview

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Agreed Budget

£33.1M

Forecast Outturn

£25.5M

SpendToDate

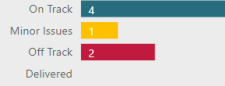
### Projects by Status



### Projects by Stage



### Projects by Overall RAG



### Projects by Strategic Pillar Alignment



### Projects in Progress and above Future works stage

Project	Area	Project Manager	Finish	Size	Progress	Overall	Residents	Budget	Programme	Quality	Budget Spent
X251 Regency Estate and Semley House Ventilation	GPH	Keith Rouse	23/02/22		50%	●	▲	▲	●	●	57%
Y147 Little Venice Towers	GPH	Keith Rouse	04/05/21		95%	●	●	▲	▲	●	95%
Z251 Glastonbury House Cladding	GPH	Emma Cope	01/12/21		65%	▲	▲	●	▲	▲	13%
V120b Lisson Green Ventilation	GPH	Oscar Esparza	23/07/21		80%	●	●	●	●	▲	72%

### Projects in Future works stage

Project



## Communities, Regeneration and Housing Policy & Scrutiny Committee

<b>Date:</b>	17 <sup>th</sup> November 2021
<b>Classification:</b>	General Release
<b>Title:</b>	<b>2020/21 Work Programme</b>
<b>Report of:</b>	Head of Governance and Councillor Liaison
<b>Cabinet Member Portfolio:</b>	Cabinet Member for Housing and Cabinet Member for Communities and Regeneration
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Hannah Small</b> <a href="mailto:Hsmall@Westminster.gov.uk">Hsmall@Westminster.gov.uk</a>

### 1. Executive Summary

1. This report asks the committee members to consider items for the Committee's 2021/2022 work programme.

### 2. Meeting dates for the 2021/2022 year

- 2.1 The Committee is advised that the scheduled meeting dates for the 2021/2022 year are:
  - 26<sup>th</sup> January 2022
  - 17<sup>th</sup> March 2022

### 3. Suggested topics

- 3.1 The November meeting will cover the management of the Capital Works Programmes in relation to Housing and a call-in on Church Street Sites A, B and C. The Committee is therefore asked to reflect on and discuss the suggested work programme for the remainder of the municipal year.
- 3.2 The Committee will also note that the work programme includes a list of suggested task group topics for its consideration. Committee members may have other suggested topics for task group work. Otherwise, the Committee is asked to review this list.

**If you have any queries about this report or wish to inspect any of the background papers, please contact Hannah Small.**

[Hsmall@westminster.gov.uk](mailto:Hsmall@westminster.gov.uk)

Appendix 1 – Terms of Reference

Appendix 2 – Work Programme

## **Appendix 1. Terms of Reference**

### **COMMUNITIES, REGENERATION AND HOUSING POLICY AND SCRUTINY COMMITTEE**

#### COMPOSITION

Eight (8) Members of the Council (five Majority Party Members and three Minority Party Members), but shall not include a Member of the Cabinet.

#### TERMS OF REFERENCE

(a) To carry out the Policy and Scrutiny functions, as set out in Article 6 of the Constitution in respect

of matters relating to all those duties within the terms of reference of the Cabinet Members for

Communities and Regeneration and the Cabinet Member for Housing.

(b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's

non-executive Committees and Sub-Committees, which are within the broad remit of the Committee,

in accordance with paragraph 13(a) of the Policy and Scrutiny procedure rules.

(c) Matters within the broad remit of the Cabinet Members referred to in (a) above which are the

responsibility of external agencies.

(d) Any other matter allocated by the Westminster Scrutiny Commission (WSC).

(e) To have the power to establish ad hoc or Standing Sub-Committees as Task Groups to carry out the

scrutiny of functions within these terms of reference.

(f) To scrutinise the duties of the Lead Members which fall within the remit of the Committee or as

otherwise allocated by the Westminster Scrutiny Commission.

(g) To scrutinise any Bi-borough proposals which impact on service areas that fall within the Committee's terms of reference.

(h) To oversee any issues relating to Performance that fall within the Committee's terms of reference.

(i) To have the power to scrutinise those partner organisations whose services fall within the Committee's terms of reference.

(j) To consider any Councillor Calls for Action referred by a Ward Member to the Committee

*February 2021*

**Appendix 2. Draft Work Programme 2021/2022  
Communities, Regeneration & Housing (CRH) Policy and Scrutiny Committee**

<b>ROUND ONE 10<sup>th</sup> May 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Housing, Cllr David Harvey
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Communities and Regeneration, Cllr Heather Acton
Report of the Metropolitan Police Service	To update the committee on crime within Westminster	Superintendent Michael Walsh (Metropolitan Police Service)
Ward Budget Programme	To update the committee on a recent review of the Ward Budget Programme and discuss the recommendations for updating the programme	Richard Cressey, Director of Governance and Councillor Liaison Matt Gaskin, Senior Member Services Officer

<b>ROUND TWO 6<sup>th</sup> July 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Housing, Cllr David Harvey
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Communities and Regeneration, Cllr Heather Acton
Nuisance noisy vehicles and car meets	To discuss enforcement options for both Council and Police, current limitations in legislation and the experience of RBKC	Raj Mistry, Executive Director of Environment and City Management Calvin McLean, Director, Public Protection & Licensing

<b>ROUND THREE 14<sup>th</sup> October 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Housing, Cllr David Harvey
Written Update from Cabinet Member	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Communities and Regeneration, Cllr Heather Acton
Air Quality	Review of initiatives in Westminster aimed at reducing poor air quality, including the Air Quality Action Plan and the Draft Code of Construction Practice	Ceridwen John, Head of Environment Policy and Projects

<b>ROUND FOUR</b> <b>17<sup>th</sup> November 2021</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Communities and Regeneration, Cllr Heather Acton
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Housing, Cllr David Harvey
Capital Works Programme [Housing]	To scrutinise how the Housing directorate manages and monitors its capital works programme	Debbie Jackson, Executive Director of Growth, Planning and Housing Neil Wightman, Director of Housing Jim Paterson, Divisional Head of Housing Property
Church Street – Sites A, B and C	Call-in	Debbie Jackson, Executive Director of Growth, Planning and Housing

<b>ROUND FIVE</b> <b>26<sup>th</sup> January 2022</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Housing, Cllr David Harvey
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Communities and Regeneration, Cllr Heather Acton
Affordable Housing SPD	To review the affordable housing supplementary planning document (SPD)	Debbie Jackson, Executive Director of Growth, Planning and Housing Deirdra Armsby Director of Place Shaping & Town Planning Marina Mollà Bolta, Planning Officer
Rough Sleeping Strategy	To discuss the development of the Council's Rough Sleeping Strategy, whether there is the correct balance of enforcement and supportive measures and to discuss the	Debbie Jackson, Executive Director of Growth, Planning and Housing Kerry Simpkin, Head of Licensing, Place & Investment Policy Kirsty Munro, Principal Policy Officer

<b>ROUND SIX</b> <b>17<sup>th</sup> March 2022</b>		
<b>Agenda Item</b>	<b>Reasons &amp; objective for item</b>	<b>Represented by</b>
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Communities and Regeneration, Cllr Heather Acton



Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Cabinet Member for Housing, Cllr David Harvey
Anti-Social Behaviour Strategy	To discuss the development of the Anti-Social Behaviour Strategy for residents and visitors to the City	Raj Mistry, Executive Director of Environment & City Kerry Simpkin, Head of Licensing, Place & Investment Policy Kirsty Munro, Principal Policy Officer

### SUGGESTED UNALLOCATED ITEMS

Agenda Item	Reasons & objective for item	Represented by
Fire Safety Act and Building Safety Bill	To discuss how the Council is implementing the Fire Safety Act and central concerns on the Building Safety Bill – it has been noted that the new legislation has financial and reputational risk for the Council.	Debbie Jackson, Executive Director of Growth, Planning and Housing Neil Wightman, Director of Housing Deirdra Armsby Director of Place Shaping & Town Planning
Pandemic recovery and financial vulnerability of residents	To discuss how the council supports its residents that are financially vulnerable and how monitoring and data mapping could be improved to target support to those most vulnerable	TBC
Building Emissions	To discuss how the council can lower building emissions from listed buildings. A joint discussion between Climate Policy Team and Town Planners	Raj Mistry, Executive Director of Environment & City Deirdra Armsby Director of Place Shaping & Town Planning Amy Jones, Climate Resilience Programme Director Ceridwen John, Head of Environment Policy and Projects
Westminster Connects	To discuss the future of Westminster Connects and the co-ordination and information sharing between VCS and WWC	Director of Communities (TBD?) Christine Meads, Strategic Commissioner responsible for Westminster Connects
Social Housing	To discuss the Allocation Policy and whether it is working efficiently for residents as well as those on the housing register and the implementation of the Social Housing Charter	Debbie Jackson, Executive Director of Growth, Planning and Housing Neil Wightman, Director of Housing
Youth violence, exploitation and Modern Slavery – enforcement and support	To discuss the Metropolitan Police's KCPO pilot and the	Metropolitan Police & Council

	implementation of the Serious Violence Duty on Councils And how the Council supports victims of exploitation.	
Regeneration Projects	To discuss regeneration and new development projects taking place across Westminster. This was discussed in March 2021 and has been proposed as an annual standing item.	

<b>SUGGESTED TASK GROUPS AND STUDIES</b>		
<b>Subject</b>	<b>Reasons &amp; objective</b>	<b>Type</b>
Dangerous cladding on high rise buildings	<p>Council has been proactive in removing dangerous cladding from social housing. This should be praised, as other local authorities have been less proactive. However, potentially many private buildings (and/or housing association) still have dangerous cladding on properties rendering the properties worthless, dangerous, and subject to high interim fees.</p> <p>A task group should ascertain how many residents are affected by dangerous cladding and what levers the Council has to encourage developers and central Govt to remove the cladding as soon as possible and pay for spiralling costs.</p>	
How the council supports those with NRPF	A task group could investigate the financial burden this places on Westminster City Council and investigate what supportive measures the Council could put into place and lobby central Government on.	(Possibly joint with B&C P&S Committee)
Green/Sustainable Transport	<p>A task group could investigate how the council can facilitate and promote greener alternatives to transportation in Westminster.</p> <p>Greener alternatives to using cars and private hire vehicles include walking, cycling, e-scooters and car sharing.</p>	
Modern Slavery	A task group could investigate modern slavery of children and adults across Westminster	





## City of Westminster

### Committee Report

<b>Meeting or Decision Maker:</b>	Communities Regeneration and Housing Policy and Scrutiny Committee Report
<b>Date:</b>	17 <sup>th</sup> November 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Call in report: Cabinet Member Report 'Church Street Sites A, B & C, the public realm and the external Church Street Market infrastructure – Planning application approach'
<b>Wards Affected:</b>	Church Street
<b>City for All Summary</b>	The revitalisation of Church Street to provide new affordable homes and support local communities is a key commitment to Vibrant Communities in the City for All Plan.
<b>Key Decision:</b>	Key Decision
<b>Financial Summary:</b>	As per the Cabinet Member Report: 'Church Street Sites A, B & C, the public realm and the external Church Street Market infrastructure – Planning application approach'
<b>Report of:</b>	Debbie Jackson, Executive Director, Growth Planning & Housing Email: <a href="mailto:djackson@westminster.gov.uk">djackson@westminster.gov.uk</a>

## 1. Executive Summary

### 1.1 The Application

The Council has prepared a planning application for the regeneration of the Church Street Estate. The application is intended to enable the realisation of the ambition of the adopted Church Street Masterplan from 2017, which in turn built upon the principles established in the Futures Plan. The planning application concerns the sites known as 'A', 'B' and 'C', located between Broadley Street, Salisbury Street, Boscobel Street and the Edgware Road. The application's overarching ambition is consistent with the commitments made to the delivery of 'Vibrant Communities' in Westminster's 'City for All' Plan and the ambitions of the Church Street Masterplan. The proposed scheme for Sites A B and C is set out in a detailed application for Site A and outline for Sites B and C. The proposals will deliver approximately 1,121 new sustainable homes, of which approximately 560 will be affordable, significantly improved public realm, the introduction of a new traffic free street with extensive amenity and landscaping provision, new market and community infrastructure and facilities including a library and a community garden. There will be full re-provision of all the affordable housing existing on site, together with additional new affordable and private homes with an overall provision of 50% affordable housing. Church Street Sites A, B & C is a flagship placemaking and regeneration scheme for Westminster City Council and will bring wide ranging social and economic benefits to the local area.

### 1.2 The Call-In

The draft planning application has been prepared and on the 6<sup>th</sup> October 2021 the Cabinet Member made the following decisions regarding submission of the application:

“That the Cabinet Member for Communities and Regeneration:

Approves submission of the hybrid planning application on behalf of the Council as landowner for the regeneration of Church Street Sites A, B & C, as set out in section 3 of this report; and

Delegates authority to the Executive Director of Growth Planning and Housing to:

- i. approve the final details of the planning application for submission including the application boundary plans for Church Street Site A (detailed application), B, C, external Church Street Market infrastructure and public realm (outline application);
- ii. submit the planning application as soon as practicable and thereafter conduct the application process as officers see fit, including making amendments to the planning application documents as may be appropriate; and
- iii. approve the Council entering into any relevant planning agreement as landowner in respect of the hybrid planning application.”

Councillor Noble, Councillor Less and Councillor Aziz have subsequently exercised their right that the decision be “called-in” for scrutiny by the Committee on the grounds that the planning application will have an environmental impact; it will increase the density of development across the site to include tall buildings; it will have an impact on the level of community space available in the local area; and, through the delivery of private homes, it will have an impact on affordable housing and the local community.

### 1.3 The role of the planning application

The application, as with any major development application, will have an environmental impact; it will increase the density of development to include tall buildings; it will change the way community space is delivered; and it will deliver a range of housing types including affordable and private homes. In order to determine whether such an application should be supported, it is right and proper for the planning determination process to decide whether these changes are either 'in line' with policy, or, if not, whether there are material considerations which ought to be taken into consideration when assessing the balance of planning benefit. The merits of the scheme will not be capable of being properly assessed until such time as a formal planning application is made. It is therefore entirely appropriate for the proposed planning application to be submitted and for that to be the forum for discussion and decision.

It is useful for the Committee to note that the Cabinet Member's decision to approve a submission of a planning application by the Council as a landowner or developer (as is the case here) does not have any influence on the assessment and consideration of a local planning authority to the application itself. The local planning authority is entirely separate from the Council in its capacity as landowner or developer. It is also useful for the Committee to be aware that considerations around the nature of the scheme, impact and details, are matters that a local planning authority assesses under its processes. For example, consultations on planning applications are carried out to make sure that people who may be affected are aware of the application and have an opportunity to comment.

### 1.4 The Call-In issues

With regard to the four items raised by the Local Ward Cllrs in the call-in process, it is the view of officers and the appointed professional team that the planning application strikes an appropriate balance and a balance that ought to be capable of finding support. This balance has been reached having due regard to planning policy, local context and stakeholder feedback and subject to the Cabinet Member approval the officers are hoping to arrange to submit the application to begin the assessment by the local planning authority.

- 1.4.1 Under the first item of 'Environmental Impact', the proposals have been prepared to ensure that an appropriate level of light is achieved in Church Street where the market is held, driven through the careful design of Site 'A' to include an additional north-south street. In terms of carbon zero, the design has adopted measures under each of the heads of 'be lean', 'be clean' and 'be green', as detailed in the City Plan, enabling a site wide reduction in regulated carbon emissions of 61%. Taken together with an offset payment, the scheme is net carbon zero. In terms of open space, the scheme engages with the adjacent 'Green Spine' and this increases the quantum of accessible public open space by 40%, designed carefully to encourage walking and cycling, play and providing a safe environment for all. This is in line with the Masterplan's objectives which stated improving health and well-being in the Church Street area is fundamental and that up to a 40% increase in publicly accessible open space would be achieved. Courtyards are provided for the use of residents, the facilities for the market are upgraded, and trees are planted wherever possible.
- 1.4.2 Taking the second item of 'Building Height & Density', the proposals respond positively to policy which anticipates tall buildings in Housing Renewal Areas and encourages the optimisation of the potential of well located, highly accessible, previously developed brownfield land. Intensification enables the delivery of a greater number of homes across all tenures including affordable homes to meet need, and the taller buildings within the scheme have been designed to make a positive contribution to townscape as part of a varied composition that responds positively to local context. The effects of the proposed massing have been fully considered and technical analysis during design development has informed the arrangement of blocks and spaces. The Masterplan stated: 'A comprehensive delivery strategy supports the ambitious provision of increased density and homes at a range of type and tenure to meet the current and future needs of the community.'
- 1.4.3 Turning to the third item of 'Community Space', space is made for the re-provision of existing facilities where they are still needed; either within the scheme or within the wider Church Street Masterplan Area. The Library is core to the proposals. The new facility is of a suitable size to meet need and the quality of

the accommodation is significantly better than that which it replaces, including a library garden and flexible spaces, all informed through community engagement. The new library will be delivered before the existing facility is decommissioned ensuring continuity of service. Alongside the library, provision is made in the masterplan for the reprovision of the existing community centre, dental practice, and pub, should this be required. New sporting facilities have already been provided in Carrick Yard (opening 2022), directly accessible off the Green Spine which connects through the wider Church Street Masterplan area.

- 1.4.4 The fourth item centres around 'Housing Tenure'. Policy drives a target for 50% of homes to be 'affordable', inclusive of reprovision. Of the 50%, 40% will be available at social rents and 60% at intermediate rents, each tenure meeting a specific need. The detailed phase of the planning application is in line with Policy and achieves this level of provision. Later phases are expected to also be able to achieve this target. Homes have been designed to be tenure blind and receipts from market sales will help to cross-subsidise affordable housing provision. In addition, the proposals realise the delivery of many of the ambitions defined within the Church Street Masterplan, notably around quality and sustainability of new homes, to the benefit of the ward as a whole.
- 1.5 It is concluded that the request for Cabinet Member approval to submit a planning application for the redevelopment of Sites 'A', 'B' and 'C' at Church Street is consistent with the mandate set out in the Cabinet adopted Church Street Masterplan Document. If the decision is implemented, a submission of the planning application means the merits of the scheme can be scrutinised by the local planning authority and for stakeholder comments to be considered in the determination process of the local planning authority. It is our further conclusion that the proposals thus far have been developed through an appropriate process of community engagement, in line with best practice advice, and the design team has had due regard to the considerations of environmental impact, massing, community provision and tenure in formulating the proposals for which the current planning application is intended to be made.

## **2. Recommendation**

- 2.1 That the Committee reviews the decision outlined above at 1.2 and, in this instance, agrees one of the following options:
- (a) To endorse the decision made by the Cabinet Member for Communities and Regeneration
- (b) To refer the matter back to the Cabinet Member for Communities and Regeneration for reconsideration.

## **3. Background**

- 3.1 On 06 October 2021 notice of this decision was published in accordance with the Council's Constitution. The Statement of Decision can be found at Appendix A.
- 3.2 On 13 October 2021 a valid call-in from Councillor Noble, Councillor Less and Councillor Aziz was received. On 27 October 2021 further specific questions were received as further detail to the key issues initially raised in the call in. Set out below is a note of the issues raised by the Councillor together with a detailed response including the specific points raised on the 27 October.

## **4.0 Call in issues**

The original call in identified the four issues as set out below in 4.1, 4.2, 4.3 and 4.4. This was subsequently followed up with further questions, which have been included, underlined, and responded to individually.

### **4.1 Issue 1: Environment impact**

#### **4.1.1 Response - Sunlight/Daylight market impacts**

The Westminster City Plan (2021) (the City Plan) Policy 7 requires development to be ‘neighbourly’ by protecting and where appropriate enhancing amenity, by preventing unacceptable impacts in terms of daylight and sunlight, sense of enclosure, overshadowing, privacy and overlooking. Overshadowing to Church Street has always been a key consideration as the design has developed. On Site ‘A’, the buildings are split into two distinct elements with the new garden street creating a break to the building massing, allowing daylight and sunlight to reach Church Street. Sunlight analysis of Church Street illustrates that the proposals lead to an increase in sunlight reaching Church Street at 9am and 10am in comparison to the existing condition, whilst from 2pm, the street continues to receive full afternoon sunshine as per the existing condition.

#### 4.1.2 Response - Carbon zero/sustainability

The London Plan requires a zero-carbon target for the residential element of all major new developments to minimise carbon dioxide emissions to the fullest extent possible in line with the Greater London Authority’s Energy Hierarchy (Be Lean, Be Clean, Be Green). The City Plan Policy 36 (B) states that all development proposals should follow the principles of the Mayor of London’s energy hierarchy and major development should be net zero carbon and an energy strategy should demonstrate how this target can be achieved.

The energy assessment for the planning application includes a series of measures that have been adopted into the design. These include:

<b>Be Lean</b>	<b>Be Clean</b>	<b>Be Green</b>
Enhanced thermal efficiency of the building fabric	A building level heat network designed to reduce distribution losses is proposed with provision to connect to a future area-wide district heating network or a site-wide heating network (incorporating low carbon technologies that may be available at the time of later phases) as the site evolves across the phasing program.	Renewable energy systems in the form of low carbon Ambient Loop Heat Pump (ALHP) system comprising of central Air Source Heat Pumps (ASHP) and individual Water Source Heat Pumps (WSHP) in homes
Improved air tightness		
Mechanical ventilation and heat recovery		
Low energy lighting		
Highly efficient heat network within the buildings to reduce heat loss		
Openable windows		Solar photovoltaics are proposed on appropriate areas of roof to maximise on-site renewable energy generation

The overall effect of these measures is that the regulated carbon emissions are reduced by 62% for domestic and 35% for non-domestic uses, giving a site wide improvement of 61% over Building Regulation requirements. The remaining CO2 emissions for the residential and commercial elements will be met through a payment to the Council’s carbon offset fund, making the development net zero carbon.

#### 4.1.3 To what extent does this in fact represent a clean scheme?

The proposed heat network is designed to comply with and to exceed the best practice standards (where possible) outlined in the Chartered Institution of Building Services Engineers Heat Networks: Code of Practice. It is aimed to improve the quality of the heat network by incorporating recommendations such as using low temperature systems, enhanced insulation to minimize distribution losses and high-quality heat pumps which would result in an heat network that will generate and deliver heat in an efficient and a low cost manner. The proposed “Be clean solutions” do not increase Co2 emissions.

#### 4.1.4 Has an estimate been made of the carbon produced during the demolition and construction phases of the scheme?

Yes, a full Whole Lifecycle Carbon (WLC) assessment of Sites A, B and C using industry standard modelling principles is included in the planning application which separates out offsite fabrication, transport to site and on-site construction. This technical assessment demonstrates that the proposal complies with the London Plan policy with respect to embodied carbon performance for a typical residential development with opportunities for further improvement as detailed design develops after the planning application.

**4.1.5 Is it true to say that environmental factors are outweighed by the desire to meet housing delivery targets?**

The scheme is compliant with the requirements of the Mayor's Energy Hierarchy as required by the City Plan and is net zero carbon. It also creates significant new public open space and new communal gardens for the residents. This is a significant investment in new open space for residents and the community, and its inclusion is at the expense of further homes in order to comply with the balanced objectives of the Church Street Masterplan to deliver real change for the community by creating great places, opportunities for a healthy and prosperous lifestyle as well as new homes.

**4.1.6 The HIA states that the air quality assessment within the ES judges the air quality effects of road traffic during the demolition and construction phase to be 'not significant'. This is an extraordinary conclusion considering the enormous volume of traffic involved in schemes much smaller than this one.**

A construction air quality assessment has been carried out following the widely accepted best practice guidance from the Institute of Air Quality Management. Section 8.8.1, of that guidance, sets out a series of mitigation measures that would be required to manage construction air quality effects to result in them being classified as not significant. The construction traffic assessment considered the pollution concentration increases (nitrogen oxides and particulate matter) that would be caused at locations surrounding the site during construction as a result of construction vehicles. The assessment concluded that the change in nitrogen oxides and particulate matter concentration levels would range from 0 to 0.6% respectively, falling within the 'not significant' threshold category for assigning effect significance. This is in line with standard and established methodology for carrying out air quality assessments for planning and EIA.

**4.1.7 The worrying conclusion here is reflected in many parts of the EIA and HIA which put forward the view that matters such as noise and air quality during construction can be mitigated simply. These are not relevant planning matters however they are relevant for good running of a local authority.**

Whilst there would be significant effects from the construction phase, this would be temporary and there will be mitigation measures in place to reduce the effect from major to moderate. The Code of Construction Practice (CoCP) sets out the minimum standards and procedures for managing and minimising the environmental impacts of construction projects within the City of Westminster, that will be acceptable to Westminster City Council, and it is expected that developments should meet and aim to exceed these for projects. Contractors will be expected to exceed these standards and good practices will be tested in the procurement of developer partners and/or contractors.

**4.1.8 The reports are stated to have been produced in conjunction with WCC project team. Has any independent assessment taken place of the findings in these reports? If not is the Cabinet Member Report and subsequent decision based on and taken purely on the information provided by WCC?**

The reports have been prepared by leading environmental consultants in their field which are recognised by national professional institutions. The selection of consultants has been in line with internal consultants and their work reviewed by independent planning consultants and planning lawyers.

**4.1.9 Response - open and green spaces**

Policy C6 of the City Plan states that sites located within the Church Street Housing Renewal Area should contribute to providing new green infrastructure and public realm improvements, including a north-south green route or 'green spine'.

Policy 43 of the City Plan also states that Development proposals should contribute a well-designed, clutter-free public realm with use of high quality and durable materials capable of easy maintenance and cleaning, and the integration of high-quality soft landscaping as part of the streetscape design.

The Church Street Masterplan sets out a more detailed framework for open space including:

- A greener neighbourhood with new public open spaces and public realm
- Up to 40% increase in publicly accessible open space
- A hierarchy of squares and gardens with play areas for children of all ages
- An improved street network with high quality streets that promote walking and cycling
- Public realm enhancement works to create an attractive and safe environment

The planning application will seek to address these masterplan objectives by improving the public realm offer for existing and future residents, creating a vibrant area that will feel safe and inclusive through the day and night by providing streets and parks that provide access to high quality public amenity and open space for all.

The landscape design within the planning application incorporates four key areas: Site 'A', Site 'B', Site 'C', and the public realm. The intent is to provide secure communal spaces for residents which allow a greater sense of security and privacy while providing spaces for growing, play, and socialising. Courtyards will be secure, overlooked, and only accessible by the residents. For the public realm the aim is to provide an updated public realm for the Church Street Market that is more aesthetically pleasing, more easily cleanable and more fit for use by the market traders, in accordance with City Plan policies.

Site 'A' consists of 3 distinct spaces, and the proposals are based around the creation of a new publicly accessible space called the 'New Street Gardens', a new area of public realm that is pedestrian dominated and located away from highways land. Courtyards are provided for residents of both proposed development blocks. In the larger of the two blocks, there is a ground level courtyard which consists of secure communal play and seating spaces, private rear gardens and a public managed library garden that attaches directly onto the new Church Street Library. In the second block behind properties on the Edgware Road, a podium level secure communal courtyard embraces the same principles as the ground level courtyard.

Site 'B' will comprise a single courtyard providing for residents with secure communal play and seating space.

Site 'C' will comprise a single courtyard block with landscaping with communal play and seating areas. A new open space will be created between the proposed building and Kennet House enhancing the setting of the existing building. There is the potential to use this space for some form of community garden space going forward.

For the Public Realm, the objective is to provide an updated public realm for the Church Street Market that is more aesthetically pleasing, more easily cleanable, more fit for use by the market traders and maximising pedestrian and active travel priority, whilst maintaining ease of access for servicing and market set up and decant.

Most of the planned planting is provided in raised planters to allow for necessary growing medium formation. Planting species have been selected to be drought and shade-tolerant and provide flowering interest. Deciduous tree species have been used to minimise shading in the winter and have been combined with herbaceous perennials to create a planting scheme that changes with seasons.

Policy 34 (D) of the City Plan requires a major development to provide new or improved public open space and space for children's active play. The overall Proposed Development (Site 'A', 'B' and 'C') would be expected to require 4,873sqm of play space. The Proposed Development aims to provide 5,664sqm of play space, an over provision of 791sqm for a range of age groups.

## 4.2 Issue 2: Building Height resulting in increased density

### 4.2.1 Response

The City Plan supports tall buildings within Housing Renewal Areas. Policy 42 of the City Plan also gives further guidance on by acknowledging that delivering large-scale public estate regeneration comes with viability challenges that are different to private developments. The policy emphasises that what is considered an appropriate height must be balanced against the wider public benefits the scheme is able to viably deliver. Furthermore, Part B of Policy 42 identifies the Church Street / Edgware Road Housing Renewal Area as an opportunity for renewal and taller buildings to be provided "*where they contribute to the creation of a place with a strong and enhanced character*".

The proposed development will provide buildings ranging up to 14 storeys in height of high architectural quality which is sustainable and durable. The principle of tall buildings in this location is acceptable due to the existing precedent of tall buildings, well-connected infrastructure, high PTAL rating and location within an existing brownfield site and a Housing Renewal Area.

At a specific level, the design team has carefully considered the proposed height and massing to ensure the scheme's environmental impacts are minimised whilst seeking to optimise the quantum of development. In particular the response to the "mansion block" typology which is typical in this area has led to an urban design solution that provides improved public realm and open space, with higher blocks at key points only, not as a repetitive form.

The development seeks to provide an appropriate transition in scale from the height and density of existing and emerging developments in Paddington Basin to the west, to the historic context of Marylebone to the east. Building heights gradually reduce from west to east, creating appropriate responses to the varying site contexts. Heights are typically 8-11 storeys with variation in height and the use of setbacks to provide a granular feel to the development. The use of projecting and recessed bays further seeks to reduce the perceived mass of the buildings from the street. Site 'A' has typical building heights of between 8-11, site 'B' 6-9 and site 'C' 4-8, however there are number points of increased and reduced height as noted below:

Localised points of height act as visual markers to punctuate important public spaces and views. These are located on:

- The eastern corner of Site 'A' addressing Broadley Gardens (14 storeys).
- The western corner of Site 'B' on the corner of Church Street and Penfold Street (12 storeys).
- The southern block of Site 'C' addressing Church Street (13 storeys).

Lower elements are introduced at notably sensitive areas to reduce impact. These are located on:

- The height reduces to 7 storeys at the western corner of Site 'A' in response to the existing buildings at 354-380 Edgware Road
- The height reduces to 6 storeys adjacent to Salisbury Street and closest to Lisson Grove Conservation Area on Site 'B'
- The height reduces to 2 storeys adjacent to Kennett House on Site 'C' and 4 storeys along portions of Venables Street to reduce the daylight impact to neighbouring buildings on Edgware Road.



4.2.2 Although there is a wind microclimate assessment, this does not refer to the market at all. Can this be confirmed to include the external public realm area including the market?

We can confirm the wind microclimate assessment included an assessment of the public realm area within the site, including all of Church Street where the market operates from. This assessment of wind conditions at the market location is represented through the assessment of (on-site) thoroughfares.

The assessment concluded that the wind conditions at Church Street (both after Site A and Sites B and C) are constructed would be suitable for sitting, standing and strolling category (under the Lawson Comfort Criteria approach). Wind conditions within these categories are judged to be suitable for a mixed-use development are not considered significant environmental effects.

It should be noted that the Lawson Comfort Criteria does not explicitly designate a particular wind speed threshold for market use, however in RWDI's opinion it would be reasonable to consider standing use conditions as a likely target wind environment given this implies a certain amount of lingering of pedestrians if it is a dedicated use for a space. Strolling-use conditions might be considered tolerable where market spaces are combined with throughfare routes through a site as a mixed-use.

Chapter 15 of the Environmental Statement presents the assessment configurations that show the difference between the existing wind conditions (as modelled by CFD software) and the predicted wind conditions once the development has been completed.

- Figures 15-8 shows the existing wind conditions at Church Street during the windiest season – the results show the site is suitable for sitting and standing along Church Street. This is deemed suitable for market operation activities in line with the above.
- Figure 15.10 shows the predicted changes to wind conditions during the windiest season with the introduction of the detailed component, Site A. The results predict a wind environment suitable for sitting and standing that is very similar to the existing conditions. A small area for strolling occurs at the junction with Penfold street on the thoroughfares and roadways where market stalls are not expected, therefore conditions remain suitable for market operation activities.
- Figure 15.17 shows the predicted changes to wind conditions during the windiest season after the complete development is constructed – Site A in detail, Sites B+C in outline. The Church Street market area becomes noticeably calmer around the junction of Penfold Street with a small area of strolling-use conditions present at the junction of Venables street instead, associated with outline components of the scheme. Wind conditions are likely to change with consideration of the detailed geometry for the outline sites in future, however notably the strolling-use conditions occur mainly on the roadway and mixed-use surfaces that will also form thoroughfares where strolling conditions would be acceptable.
- Figure 15-24 shows the predicted changes to wind conditions during the windiest season with the development is constructed – Site A in detail, Sites B+C in outline and also considering the cumulative schemes identified in the vicinity. The results predict no worsening of comfort categories to the previous configuration - and Church Street market area remains within categories suitable for sitting, standing with a small area suitable for strolling.

In conclusion, the wind assessment predicts an environment where conditions ranging from sitting to strolling will be experienced at the market and public realm areas within the site, with strolling conditions confined to localised areas rather than being widespread. This is considered a suitable range of conditions for a mixed-use site. The wind environment is likely to change as the details of the outline sites come forward, however the same range of wind effects would be targeted at-worst.

## 4.3 Issue 3 - Level of community space

### 4.3.1 Response

Policy 17 of the City Plan supports new community infrastructure where there is an identified present or future need. Part C of the policy seeks to protect existing community floorspace unless it can be

demonstrated that either: 1) the loss or relocation is necessary to enable service provision to be reconfigured, consolidated, upgraded, or delivered more effectively as part of a published strategy to improve services and meet identified needs; or 2) there is no demand for an alternative social and community use for that facility or floorspace, evidenced by vacancy and appropriate marketing for at least 18 months.

A summary of existing and proposed community infrastructure and a commentary behind the planning application approach is summarised below.

#### Church Street Library

Located on Site 'B', the library has been at the heart of our plans from inception. The existing library is set behind the existing residential blocks in Site 'B' with a small community garden adjacent to it. The library is approximately 848sqm gross internal area (GIA) in size and accessed via an undercroft from Church Street. It is single storey building with two basement levels, thus having limited access to natural sun and daylight and whilst the library is well used by the local community, it is considered outdated in comparison to modern day multifunctional spaces provided elsewhere in Central London.

It is the intention to deliver a new high quality facility at the heart of Church Street to provide greater opportunity for local residents. The library will be re-provided and upgraded to a flexible and useable space for existing and future residents to enjoy as part of Site 'A'. This new library will be accessible and visible with direct access of Church Street. Rather than waiting for the redevelopment of Site 'B' to come forward, the plan is to invest in and bring forward a new library facility within the first phase of development, to be opened before the existing facility is decommissioned, a decision informed by our community listening exercise. The proposed library is designed to be a flexible, usable and workable space. It will perform better in environmental terms than the existing facility and provide a range of uses such a workspace, reading, education, and community support. It will include a library garden to the rear for recreational use designed to enhance mental and physical wellbeing and be managed in order to accommodate and meet the wider needs of the local community in line with City Plan Policy 17 and the wider objectives of the Church Street Masterplan.

The proposed library area is 394sqm (GIA) with a recommendation to consider options to increase internal library space further without compromising flexibility or the range of events that can be hosted there.

#### Derry Hall Community Centre

Located on Site 'C' this facility provides a space for members of the local area to use for recreational activities. The Community Centre is approximately 23sqm (GIA).

The proposed development as part of the outline application in Sites 'B' and 'C', provides up to 606sqm (GIA) of community floorspace to enable reprovision and an enhanced offer for new community groups provision and support.

#### Dental Practice

The existing dental practice is located on Site 'B' and is approximately 120sqm (GIA) classified Use Class E (Commercial, Business and Services).

The proposed development allows the reprovision of up to 3,500sqm of Use Class E floorspace that is capable of subdivision into a range of sizes of units to suit demand.

#### Lord High Admiral Pub

City Plan Policy 17 Part B notes public houses will be protected throughout Westminster, except where there is no reasonable prospect of its continued use as a public house, as evidenced by appropriate marketing for a period of at least 18 months.

The Site contains an existing pub known as 'Lord High Admiral' located at Site 'A'. The pub comprises of 174sqm (GIA) of Public House Sui Generis floorspace. We have concluded in this instance that the

premises make no or little contribution to local townscape or identity, there are multiple pubs within the surrounding area to ensure diversity within the commercial offer, and the existing pub is not considered as a social hub based on the feedback received through extensive engagement from the local community.

#### Other facilities

Of importance to note is the Church Street Masterplan sets out other sites either due to come forward or where construction is already underway. These include Luton Street Development (now known as Carrick Yard), which will be complete by 2022 and which will provide three playing courts and a community room. The sports, leisure and community facility would be accessed from the Green Spine and can be used by the Church Street community.

In summary, the planned facilities provide a significant upgrade in the quality and flexibility of community space with a recommendation to explore a model or form of co-ordinating community infrastructure activities and groups to make them more accessible and available to residents and the community within the new facilities.

#### 4.3.2 What assessment was carried out of the consequences of further increase in population density in Church Street Ward?

Chapter 2: 'Achieving Sustainable Development' outlines the NPPF's vision of sustainable development, which the Government states should be seen as a common theme running through plan-making and decision-taking. The NPPF outlines that there are three dimensions to achieving sustainable development: economic, social, and environmental. To address the economic aspects of development, there is an emphasis on building a strong, responsive and flexible economy by ensuring sufficient supply of land is available to support growth, innovation and improved productivity. For the social dimension, importance is placed on encouraging strong, vibrant and healthy communities by fostering well-designed, beautiful and safe places, with accessible services and open spaces that reflect current and future needs and support communities' well-being. With regard to environmental sustainability, priority is given to protecting and enhancing the natural, built and historic environment.

The London Plan (2021) Policy GG1 Building strong and inclusive communities sets out the principles of delivering strong and inclusive communities which build upon London's tradition of openness, diversity and equality. This includes the provision of good quality community spaces, services, amenities and infrastructure that accommodate, encourage and strengthen communities, increasing active participation and social integration, and addressing social isolation.

Chapter 13 of the accompanying Environmental Statement assess the impact of the Proposed Scheme on the baseline socio-economic conditions and the impacts on the community and local economy including health care facilities, education spaces, play space, employment, and affordable housing.

The Proposed Scheme will also provide a significant money from the community infrastructure levy (CIL), C. £9.5 million of WCC CIL and £3.4 million of Mayoral CIL and S106 Obligations. These financial contributions can be used to mitigate any impact from the Proposed Development.

#### 4.3.3 The space allocated for the library however is significantly less than what is afforded at present. This too does not seem to marry up with the City for All agenda which commits to supporting people's mental wellbeing by creating active environments through for example recreation facilities.

We have explained above the limitations of the current facility and the intention to deliver a new high-quality facility and provide greater opportunity for the residents of Church Street. The proposed library will provide a more flexible space, with better light, accessibility and functionality and it sits alongside numerous benefits the hybrid planning application will provide, including 2,478sqm of new public open space, 5,664 sqm of play space and additional community floorspace within the outline element to come forward.

## 4.4 Issue 4 – Private sale flats and their impact on affordable homes and the community

### 4.4.1 Response

Paragraph 9.3 of the City Plan notes that estate regeneration scheme should maximise the amount of affordable housing and deliver 50% on public land where viable, taking account of any affordable housing that has been re-provided.

A key objective of the Church Street masterplan is to deliver more new homes across a range of types and tenure in the area.

The planning application seeks to deliver 50% affordable housing and on Site 'A' this is 214 affordable homes. In Sites 'B' and 'C' (outline elements) it is envisaged that the later phases will also deliver 50% affordable housing. Accordingly, the proposed quantum complies with the City Plan Policy.

The market sale homes are fully integrated into the design as a mixed tenure development. They are designed to market specification and demand requirements in this location and receipts will cross subsidise the affordable homes, allowing the Council to meet its affordable housing policy target and address housing need.

The affordable housing target is compliant with policy in providing 40% of new affordable units as social rent and 60% as intermediate rent. The intermediate rental product is an important tenure type addressing need from those that are not eligible for social rented product or are unable to purchase in the city.

### 4.4.2 At any point was consideration given to applying for Mayor of London funding, which would have allowed delivery of more affordable homes without the need for as many private market homes?

In 2014 the Council made an application to the Mayor of London's Housing Zone programme for the Edgware Road area. This was successful and the principles were agreed and £25.5m was allocated to the programme. £2m of this was designated for phase 1 projects including the Lisson Arches enabling works and the remaining £23.5m is earmarked for leaseholder acquisitions in phase 2 including the subject sites. The phase 1 monies were drawn down however the GLA did not wish to lend the phase 2 monies on the agreed terms.

More recently as part of the Council's submission for funding under the Greater London Affordable Housing Programme 2021-26 an application has been made for Site A in line with the Capital Funding Guide. However, the GLA have rejected the application.

These sums would have offset other Council funding contributions to the scheme which is already achieving policy compliant 50% affordable housing for estate regeneration schemes.

### 4.4.3 Assuming a similar price point for the 50% of all new homes in this scheme which will be for private sale, how is WCC meeting its City for All commitments?

The City for All Commitment is to enable 20,000 new homes to be built by 2040 of which at least 35% are affordable, helping people and families move into well designed green and affordable homes. This report has already set out how the development will be zero carbon, dual aspect and with private and communal amenity space. However, Paragraph 9.3 of the City Plan notes that estate regeneration scheme should maximise the amount of affordable housing and deliver 50% affordable housing on public land where viable, taking account of any affordable housing that has been re-provided. The Proposed Development seeks to deliver 50% affordable housing subject to viability discussions with the GLA and

it is therefore a scheme planning to deliver in excess of the City for All affordable housing targets, cross subsidised by the private sector homes.

4.4.4 What steps will WCC take to ensure these properties are not used by individuals or businesses to park cash obtained by suspicious methods or obtained in places where there is little regard for the rule of law?

There are several pieces of UK legislation that are designed to prevent property transactions being used for criminal purposes. These include the Proceeds of Crime Act (2002), Terrorism Act 2000, The Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 (as amended) and the Criminal Finances Act 2017

The Money Laundering (ML) Regulations 2017 were amended with effect from 10 January 2020. The Regulations set out what relevant businesses must do to prevent the use of their services for money laundering or terrorist financing purposes. These include parties involved in the property transaction process including estate agents, solicitors, financial advisors and banks which all have obligations under the Money Laundering Regulations.

The ML Regulations require agents responsible for sales to conduct checks on the identity of the purchasers. In addition agents must screen purchasers to check for higher risks for example Politically Exposed Persons, jurisdictions subject to sanctions and adverse media. Any suspicious activity needs to be escalated to the agent's nominated Money Laundering Reporting Officer.

The Council's solicitors will ultimately advise the client on whether or not to exchange contracts with any individuals or corporate entities. The decision to proceed with any buyer rests with the seller based on information about the buyer provided by the solicitors.

The Council has its own anti-money laundering protocol, *Anti Money laundering Policy and Procedure, December 2020*, and has its own Money Laundering Nominated Officer which will review any information passed to this post holder.

#### 4.5 Impact on Church Street ward as a whole

Policy 6 Spatial Development Priorities for Church Street / Edgware Road makes specific reference to the area comprising the proposed development and sets out specific targets for the delivery of new homes, jobs and community facilities. The planning application provides clear evidence of the benefits that the scheme provided within the Church Street Masterplan.

- 1,121 new homes mixed tenure homes, policy compliant at 50% affordable housing, re-providing for those that wish to return, with social rent homes aligned to housing need and providing a mixed and balanced community for the future
- High quality dual aspect homes with private amenity space and private community gardens for all residents of each block
- Between 696sqm and 1,000sqm of new quality community facilities, including the new library which are flexible and adaptable to a wide variety of community needs
- 1,013sqm of flexible and adaptable new employment floorspace to respond to community needs
- 252 net new construction jobs per annum during the construction
- An additional £12.2m of net additional expenditure in the London economy per annum
- Improved Church Street public realm and new access route between Church Street and Broadley Street
- 5,664sqm of new play space for children of all ages
- 34% reductions in CO2 emissions and a net zero carbon development
- 1,500 new cycle parking bays

- New van parking, storage and improved pitches and services for the market traders to enable them to flourish and benefit from increased footfall across an improved Church Street environment

## **5.0 The options available to the Committee are:**

Option A: Endorse the decision taken by Cabinet Member to give approval for the planning application to be submitted (and other related decisions) in the decision

Option B: Refer the decision back to the Cabinet Member to re consider.

If option B is chosen, the Cabinet Member should then reconsider the decision having regard to the views of the Policy and Scrutiny Committee within 10 working days, amending the decision or not, adopting a final decision. This option will have financial implications noted in Section 4.

- 5.1 The full Cabinet Member Report which was formally approved by Cabinet Member Heather Acton, Cabinet Member for Communities and Regeneration on 6th October 2021 is appended at Appendix B.

## **6. Financial Implications**

- 6.1 The Financial Implications of the Cabinet Member Report - Church Street Sites A, B & C, the public realm and the external Church Street Market infrastructure – Planning application approach are set out in the Appendices to that report.

## **7. Legal and Constitutional Implications**

- 7.1 The legal implications in the Cabinet Member Report apply to this report. A copy of the Cabinet Member Report is appended at Appendix B.

- 7.2 The Council's call in arrangements are set out in the Council's Constitution and include terms of reference and procedure rules. Once the Committee has concluded its scrutiny, the Committee is required under the Constitution to prepare a formal report and submit it to the proper officer for consideration by the Cabinet Member if the proposals are consistent with the existing budgetary and policy framework, or to the Council as appropriate e.g. if the recommendation would require a departure from or a change to the agreed budget and policy framework. In this instance it is considered that the proposals are consistent with the existing budgetary and policy framework to entail a formal report to the Cabinet Member rather than Cabinet. The Cabinet Member shall consider the report of the Committee at the earliest practicable opportunity.

## **8. Consultation**

- 8.1 The approach to consultation and engagement with Church Street residents has been transparent, consistent, and meaningful. The Council has used many ways to communicate with people, which meant that residents have been given a choice of options to view proposals and have their say throughout the process. The Council's project team, based at 99 Church Street, has also provided support and information for residents, Monday to Friday, on a drop-in basis. The office was only closed when Covid-19 restrictions were in place, and the Council used other forms of engagement.

- 8.2 At each stage of progressing the scheme, the Council has aimed to give residents clear and thorough information informed by our consultation methodology. The Council has built strong relationships with residents and community stakeholders. Consequently, the Council's project team has been able to use the feedback received to align the scheme's development with the values and needs of those living and working in the area. This is demonstrated in the 2019 Options Consultation, where residents expressed a preference for partial redevelopment and part refurbishment for Sites A, B and C. As a result, the Council have worked closely with the community to develop detailed designs to reflect this for the 2021 Pre-Planning Consultation.

- 8.3 The Council has prioritised making the regeneration of Sites A, B and C a truly empowering process, starting with Site A, setting out the opportunities to influence and understand each stage of the scheme. By balancing the needs of the community with the financial responsibilities of the local authority, the Council has created a planning application or a scheme that addresses the vital need for the regeneration of Church Street.
- 8.4 Since the Church Street Masterplan was launched in December 2017, the Council has:
- Carried out several consultations:
    - priorities (2018)
    - options (2019)
    - design update for Church Street Site A (2020)
    - delivery options/best value (2020)
    - two-stage pre-planning process (2021)
  - In total over 30 weeks of formal consultation exercises including drop-in events, webinars and stakeholder meetings with residents, Ward Councillors and amenity groups in the local area.
  - Provided up-to-date information online and in print to residents, businesses, and market stallholders.
  - Made sure that engagement remained high during the Covid-19 lockdown restrictions by using online activity, such as an online consultation platform on Commonplace which is recommended by the Mayors Good Practice Guide to Estate Regeneration, Zoom meetings and webinars, to make sure that people were able take part remotely.
  - With the easing of Covid-19 restrictions, consultation exercises included a hybrid of online and in-person events such as consultation drop-in sessions. During both stages of the 2021 pre-planning process the levels of engagement were higher than previous Options Consultation in 2019, with the first stage in March 2021 having double the amount of respondent feedback received.
  - In our most recent second stage pre-planning consultation in June/July 2021 key feedback figures included:
    - 78% of respondents felt positive or somewhat positive about the proposals for new homes
    - 80% of respondents felt positive or somewhat positive about the proposals for the Church Street Market
    - 81% of respondents felt positive or somewhat positive about the proposals to improve health and wellbeing
    - 82% of respondents felt positive or somewhat positive about our proposals to improve the way people get around Church Street
    - 79% of respondents felt positive or somewhat positive to how optimistic they felt about the proposals
    - 72% of respondents gave the highest scores of either 4 or 5 to how informed they felt about the proposals for Sites A, B and C
- 8.5 Overall, the majority of feedback received has shown a great level of support for the scheme and many residents and stakeholders in the area welcomed the designs. Many of those who have then taken part in consultation exercises are overwhelmingly positive about the plans and their long-awaited benefits for the area.
- 8.6 The Council received feedback from a small number of residents and stakeholders who raised issues with certain design aspects of the proposals. During the consultation process the Council continued to discuss the proposals with these groups and have set out design responses which are documented later in this report.
- 8.7 The consultation and design development for Sites A, B and C has been a thorough and extensive process. The Council will continue to work closely with the community as the project progresses.

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

*Insert report author contact details here*

**BACKGROUND PAPERS:**

*List background papers here*



NB: For individual Cabinet Member reports only

For completion by the **Cabinet Member** for *(add portfolio title)*

**Declaration of Interest**

I have <no interest to declare / to declare an interest> in respect of this report

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

NAME: \_\_\_\_\_

State nature of interest if any .....

.....

*(N.B: If you have an interest you should seek advice as to whether it is appropriate to make a decision in relation to this matter)*

For the reasons set out above, I agree the recommendation(s) in the report entitled

.....and reject any alternative options which are referred to but not recommended.

Signed .....

Cabinet Member for *(add portfolio title)*

Date .....

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional \_\_\_\_\_ comment:

.....  
.....  
.....  
.....

If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Head of Legal and Democratic Services, Chief Operating Officer and, if there are resources implications, the Director of Human Resources (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working

days have elapsed from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.

**Appendices:**

**Appendix A**

The notice of decision in accordance with the Council's Constitution for the report considered by the Cabinet.

**Appendix B**

The report considered by the Cabinet titled Church Street Sites A, B & C, the public realm and the external Church Street Market infrastructure – Planning application approach.

# APPENDIX A

## WESTMINSTER CITY COUNCIL

### STATEMENT OF DECISION

**SUBJECT: CHURCH STREET SITES A, B & C, THE PUBLIC REALM AND THE CHURCH STREET MARKET - PLANNING APPLICATION APPROACH**

Notice is hereby given that Councillor Heather Acton , Cabinet Member for Communities and Regeneration, has made the following executive decision on the above mentioned subject for the reasons set out below.

(Approval for the recommended hybrid planning application approach for the regeneration of Church Street Sites A, B & C, the public realm and the Church Street Market.)

### Summary of Decision

#### 1. Recommendations

- 1.1. That Appendix B and Appendix C of this report are exempt from disclosure by virtue of the Local Government Act 1972, Schedule 12A Part 1, paragraph 3 (as amended), in that they contains information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 1.2. That the Cabinet Member for Communities and Regeneration:
  - 1.2.1. Approves submission of the hybrid planning application on behalf of the Council as landowner for the regeneration of Church Street Sites A, B & C, as set out in section 3 of this report; and
  - 1.2.2. Delegates authority to the Executive Director of Growth Planning and Housing to:
    - i. approve the final details of the planning application for submission including the application boundary plans for Church Street Site A (detailed application), B, C, external Church Street Market infrastructure and public realm (outline application);
    - ii. submit the planning application as soon as practicable and thereafter conduct the application process as officers see fit, including making amendments to the planning application documents as may be appropriate; and
    - iii. approve the Council entering into any relevant planning agreement as landowner in respect of the hybrid planning application.

#### 2. Reasons for Decision

- 2.1. Assuming the recommendations in this report are agreed, the planning application can be submitted in early October 2021 as a 'hybrid' application that consists of two parts, as described below

- i. A detailed application for Site A
  - ii. An outline application with all matters reserved for Sites B & C, the public realm and external Church Street Market infrastructure.
- 2.2. It is intended that the planning application will be submitted for Church Street Sites A, B & C together as it will enable progress to be maintained by establishing design parameters and the overall approach.
- 2.3. The proposals include new homes, an improved and redesigned market, commercial and retail opportunities and many other community benefits for the local area. The planning application will be considered initially by the local planning authority and then referred to the Mayor of London because of the scale of the proposed development.
- 2.4. The list of properties contained within Sites A, B and C as at the date of this report can be found at Appendix A. All three sites contain commercial and residential properties. The external Church Street Market infrastructure and public realm is located along the length of Church Street.
- 2.5. Subject to approval of the recommendations in this report, the Council's design team for Church Street Sites A, B and C shall complete further work on the outline design (RIBA Stage 2) for Sites B and C, the public realm and external Church Street Market infrastructure and detailed design for Site A (RIBA Stage 3) to fully support the above planning strategy.
- 2.6. The Cabinet Member views the draft planning application submission documents at Appendix B (exempt from publication), noting that these may be subject to changes in line with the delegated authority sought in connection with the planning application.

**Stuart Love, Chief Executive,  
Westminster City Hall,  
64 Victoria Street  
LONDON SW1E 6QP**

**Publication Date:** 06 October 2021

**Implementation Date:** 13 October 2021

**Reference:** CR21-02

## APPENDIX B



# City of Westminster Cabinet Member Report

- Decision Maker:** Cabinet Member for Communities and Regeneration
- Date:** 05 October 2021
- Classification:** For General Release save for Appendix B and C be declared as exempt from publication. [For the purposes of the Scrutiny Committee this is now Appendix B.2 and B.3]
- Title:** Church Street Sites A, B & C, the public realm and the external Church Street Market infrastructure – Planning application approach
- Wards Affected:** Church Street
- City for All:** The proposed regeneration of Church Street Sites A, B & C and the external Church Street Market infrastructure will enable Westminster City Council to meet the City for All commitments, specifically:
- **Greener and Cleaner** - the scheme will improve the quantity and quality of public realm in the area and will have an emphasis on green technology such as electric vehicle parking spaces and an ambitious sustainability strategy.
  - **Vibrant Communities** - the scheme has been designed with the unique Church Street community in mind, it will deliver homes in a range of tenures beneficial to the local residents and improvements for the Church Street Market which is a centre point of the community.
  - **Smart City** – Use of up to date technology shall be considered during the development of the scheme. For example, the new library space, updates for the Church Street Market and the sustainability strategy for the homes and buildings.
  - **Thriving Economy** – A key focus of the Church Street Regeneration is in creating an environment that unlocks business opportunities, broadens the economic base, and creates jobs for all. This will be achieved by leveraging Church Street's unique location and potential to attract business, enterprise, and investment.

<b>Key Decision:</b>	Yes
<b>Financial Summary:</b>	The financial implications are summarised in Appendix C (exempt from publication). [For the purposes of the Scrutiny Committee this is now in Appendix B.3]
<b>Report of:</b>	Executive Director of Growth Planning and Housing – Debbie Jackson.

## 1. Executive Summary

- 1.1. The regeneration of Church Street Sites A, B & C, the public realm and the external Church Street Market infrastructure (Church Street Sites A, B & C) will provide a significant boost in housing supply, including a net increase affordable housing and bring about the long-term physical, economic and social sustainability of the neighbourhood. The Council will continue to work with Church Street residents, traders, business and other stakeholders to create a high-quality neighbourhood that offers an attractive mix of homes shops, public realm and community facilities.
- 1.2. The proposals for Church Street Sites A, B & C will deliver approximately 1,125 new homes, significantly improved public realm, the introduction of a new traffic free street with extensive amenity and landscaping provision, improved sustainable housing and market with new market facilities and community infrastructure facilities including a library and a community garden. There will be full reprovision of all the affordable housing existing on site, together with additional new affordable and private homes. Church Street Sites A, B & C is a flagship placemaking and regeneration scheme for Westminster City Council and will bring wide ranging social and economic benefits to the local area.
- 1.3. The primary purpose of this report is to seek Cabinet Member approval for the submission of the necessary hybrid planning application for Church Street Sites A, B & C, and to seek delegated authority for officers to conduct the planning application process on behalf of the Council as landowner.
- 1.4. The financial implications are summarised in Appendix C (exempt from publication).
- 1.5. This report asks the Cabinet Member to consider and take decisions on the recommendations listed below in section 2.

## **2. Recommendations**

- 2.1. That Appendix B and Appendix C of this report are exempt from disclosure by virtue of the Local Government Act 1972, Schedule 12A Part 1, paragraph 3 (as amended), in that they contains information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 2.2. That the Cabinet Member for Communities and Regeneration:
  - 2.2.1. Approves submission of the hybrid planning application on behalf of the Council as landowner for the regeneration of Church Street Sites A, B & C, as set out in section 3 of this report; and
  - 2.2.2. Delegates authority to the Executive Director of Growth Planning and Housing to:
    - i. approve the final details of the planning application for submission including the application boundary plans for Church Street Site A (detailed application), B, C, external Church Street Market infrastructure and public realm (outline application);
    - ii. submit the planning application as soon as practicable and thereafter conduct the application process as officers see fit, including making amendments to the planning application documents as may be appropriate; and
    - iii. approve the Council entering into any relevant planning agreement as landowner in respect of the hybrid planning application.

## **3. Reasons for Decision**

- 3.1. Assuming the recommendations in this report are agreed, the planning application can be submitted in early October 2021 as a 'hybrid' application that consists of two parts, as described below:
  - i. A detailed application for Site A
  - ii. An outline application with all matters reserved for Sites B & C, the public realm and external Church Street Market infrastructure.
- 3.2. It is intended that the planning application will be submitted for Church Street Sites A, B & C together as it will enable progress to be maintained by establishing design parameters and the overall approach.
- 3.3. The proposals include new homes, an improved and redesigned market, commercial and retail opportunities and many other community benefits for the local area. The planning application will be considered initially by the local planning authority and then referred to the Mayor of London because of the scale of the proposed development.
- 3.4. The list of properties contained within Sites A, B and C as at the date of this report can be found at Appendix B.1. All three sites contain commercial and residential

properties. The external Church Street Market infrastructure and public realm is located along the length of Church Street.

- 3.5. Subject to approval of the recommendations in this report, the Council's design team for Church Street Sites A, B and C shall complete further work on the outline design (RIBA Stage 2) for Sites B and C, the public realm and external Church Street Market infrastructure and detailed design for Site A (RIBA Stage 3) to fully support the above planning strategy.
- 3.6. The Cabinet Member views the draft planning application submission documents at Appendix B,2 (exempt from publication), noting that these may be subject to changes in line with the delegated authority sought in connection with the planning application.

#### **4. Background, including Policy Context**

- 4.1. The proposed redevelopment of Church Street Sites A, B & C form a part of the wider Church Street Masterplan.
- 4.2. The plans for regeneration within the area have evolved following the development of Westminster's housing renewal strategy and form part of the Church Street Masterplan which was approved by Cabinet in December 2017 as the Council's framework for informing the future regeneration of the Church Street area. Following an extensive public consultation, an equality impact assessment, soft market testing and stakeholder engagement exercise an option for partial redevelopment was identified and approved as the preferred way forward.
- 4.3. In April 2021 the City Plan was adopted which includes strategic policies supporting the regeneration of Church Street, as envisaged by the Masterplan (including Church Street Sites A, B & C). The proposed planning application for Church Street Sites A, B & C accords with the adopted City Plan.
- 4.4. The Church Street Masterplan, 2017 indicated the development sequence should begin with Site A, then Site B and finally Site C. It further indicates the redevelopment of Blackwater House as the first block within Site A. The intention to redevelop Site A with Blackwater House as the first block within that was confirmed in the options consultation exercise. As part of design development of the options, officers have considered programming and phasing matters and estimate 'start on site' on Site A to be in 2023.
- 4.5. Each phase of the development is expected to take between three to five years to complete, however there will be overlap between each phase. With this in mind the total length of the programme is currently estimated to be around thirteen years to deliver the development from commencement on site.
- 4.6. The external Church Street Market infrastructure and public realm upgrades will be delivered separately to the Site A, B and C works. Although, the market infrastructure will be improved with delivery parking, storage and welfare facilities within Sites A and B. A phasing strategy is being developed for the external Church Street Market



infrastructure and public realm upgrades, in order to minimise abortive works and disruption to local business, residents and visitors.

## **5. Site A Deliverability**

- 5.1. A “partnership - style” delivery route was recommended as the preferred option of delivery in August 2020. In advance of formal procurement, the participation and involvement of the housing funding, development and construction market is essential to test market opinion on the Church Street Site A deliverability.
- 5.2. The Council has presented the scheme previously during two rounds of soft market testing. Following this, another, more detailed period of market engagement took place during July 2021. This involved a procurement launch event at City Hall, detailed interviews and discussions with 9 potential partners who all followed up with written submissions on their thoughts.
- 5.3. In general, the proposal was well received with the majority of participants stating that they were very keen to be involved in the delivery and that they would be submitting tenders. The proposed 50/50 Joint Venture (JV) structure was received well by the market and is the preferred format as it ensures the venture is equitable and partners are equally incentivised.
- 5.4. In terms of design there were areas which partners suggested they could optimise but in general it was well received. Most participants recognised the Council’s desire to pursue a planning application in advance of partner selection and were positive about how they might input during detail design Stage 4.

## **6. Financial Implications**

- 6.1. Please refer Appendix B.3 for detailed analysis (exempt from publication).

## **6. Legal Implications**

- 6.1 Section 1 of the Localism Act 2011 provides a general power of competence for local authorities. It gives local authorities the same power to act that an individual generally has, provided it is not prohibited by other legislation. The Council has the capacity to develop and submit a planning application to bring forward a development scheme such as the Church Street Sites A, B & C scheme, under this power.
- 6.2 There is also section 111(1) of the Local Government Act 1972 that provides a local authority with the power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The test is not whether a particular activity is ancillary to the function of a local authority, but whether it is calculated to facilitate, or is conducive or incidental to the discharge of the local authority's functions.
- 6.3 Planning obligations are normally secured by bilateral agreements between a developer and a Council in its role as the Local Planning Authority (“LPA”). If there

are breaches of any of the planning obligations then the LPA can enforce the terms of the agreements. With the Church Street Sites A, B & C scheme, the Council is the majority landowner of the site and it is also the LPA. The Council is unable to enter into an agreement with itself. One approach in this situation is for a Council as landowner to enter into a unilateral undertaking under section 106 of the Town and Country Planning Act 1990. This is the expectation on the Church Street Sites A, B & C scheme. The Council (in its capacity as landowner) can give a unilateral undertaking planning obligation in connection with a planning permission, if granted, for the development, which will be secured on land which is owned by the Council. A unilateral undertaking sets out the intentions of the Council as landowner regarding the delivery of the development and the securing of the various benefits and ensures that, should any party (in addition to the Council) participate in the development that the same benefits are secured against that party. A unilateral undertaking will include mechanisms to ensure that it binds successors in title to the land.

## **7. Consultation**

- 7.1. As well as consulting in the early stages of the design process, the Council has undertaken an extensive two stage pre-planning consultation. During the pre-planning consultation the Council delivered consultation materials to approximately 7000 properties in the area at each stage, adopted covid-safe engagement methods when appropriate, and hosted an exhibition on the Church Street Triangle. There were just under 600 survey respondents who made over 27000 comment contributions over both stages of the pre-planning consultation.
- 7.2. At the Council's most recent stage 2 pre-planning consultation there were 268 completed surveys and 1,310 survey contributions. This suggested:
- Across the design themes 80% of respondents were either positive or somewhat positive about the scheme
  - 78% of respondents felt positive or somewhat positive about the proposals for new homes
  - 80% of respondents felt positive or somewhat positive about the proposals for the Church Street Market
  - 81% of respondents felt positive or somewhat positive about the proposals to improve health and wellbeing
  - 82% of respondents felt positive or somewhat positive about our proposals to improve the way people get around Church Street.
  - 79% of respondents felt positive or somewhat positive to how optimistic they felt about the proposals
  - 72% of respondents gave the highest scores of either 4 or 5 to how informed they felt about the proposals for Sites A, B & C.
- 7.3. Detailed consultation has also been undertaken with the local stakeholder groups and Ward Councillors. Whilst some of these groups raised issues about the height of the proposals and the smaller size of the library (compared to existing) there was also positive feedback from these groups. This includes the modern design standards of homes, the new green spaces, new facilities for market traders and the library remaining on Church Street. We continued to engage with these groups to understand and respond to their concerns in the design process during the two stage, pre-planning consultation.

- 7.4. The Council has noted and welcomed written feedback from stakeholder groups in response to the proposals presented during the second stage of the pre-planning consultation. This includes feedback from the Church Street Neighbourhood Forum, Tenants and Residents Association (TARA) Lisson Green, St. Marylebone Society, Friends of Church Street Library and Ward Councillors. The Council will continue to engage with these groups to discuss the proposals and the feedback they have raised.
- 7.5. More detail on the consultation can be found in the Statement of Community Involvement, contained within the supporting planning application documents.

## **8. Equalities Implications**

- 8.1. The Equality Act 2010 requires public authorities to have due regard to the need to eliminate discrimination and advance equality of opportunity. The Council must take into account its wider public sector equality duty under section 149 of the Equality Act 2010 when making decisions. For instance, the Council must have due regard to this duty in terms of the processes used, if a decision is taken to deliver the development scheme by way of a developer or delivery partner.
- 8.2. The Council has conducted an Equality Impact Assessment which shall be submitted as part of the planning application. The Council has noted the implications and recommendations in the Equality Impact Assessment and an action plan to deal with the mitigations is being developed. The Equality Impact Assessment is a document that is updated as appropriate, as the scheme continues.

## **9. Next Steps**

- 9.1. The planning application is due for submission in early October 2021. It is currently anticipated the application will be determined in Q2 2022.
- 9.2. After submission of the planning application the LPA is required to undertake a formal period of public consultation, prior to deciding a planning application. Anyone can respond to a planning consultation. In addition to individuals who might be directly affected by a planning application, community groups and specific interest groups (national as well as local in some cases) may wish to provide representations on planning applications.
- 9.3. The statutory publicity requirements for applications for planning permission which comprises a site notice or neighbour notification letter, newspaper advertisement and information about the application being made publicly available on the LPA's website. Separate to the statutory planning consultations, the Council is in the process of drafting a comprehensive communication and engagement plan to support the planning application submission.
- 9.4. In addition, the Council will set out more detail on how they will consult the community on the planning application in the Statement of Community Involvement which can be found within the supporting planning application documents (available on request).

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

Setareh Neshati [sneshati@westminster.gov.uk](mailto:sneshati@westminster.gov.uk) or

Serena Simon [ssimon@westminster.gov.uk](mailto:ssimon@westminster.gov.uk)

## **APPENDICES**

**B.1 (List of existing properties in Church Street Sites A, B and C)**

**B.2 (Draft planning application documents ((Not for Publication))**

**B.3 (Financial Implications ((Not for Publication))**

For completion by the **Cabinet Member for Communities and Regeneration**

**Declaration of Interest**

I have <no interest to declare / to declare an interest> in respect of this report

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
NAME: \_\_\_\_\_

State nature of interest if any .....  
.....

*(N.B: If you have an interest you should seek advice as to whether it is appropriate to make a decision in relation to this matter)*

For the reasons set out above, I agree the recommendation(s) in the report entitled Church Street Sites A, B & C, the public realm and the Church Street Market – Planning application approach and reject any alternative options which are referred to but not recommended.

Signed .....

Cabinet Member for Communities and Regeneration

Date .....

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:

.....

If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Director of Law, City Treasurer and, if there are resources implications, the Director of People Services (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.

## **Appendix B.1**

### **List of existing properties in Church Street Sites A, B and C**

All three sites contain commercial and residential property. The Church Street market and public realm is located along the length of Church Street. The list of properties contained within Sites A B and C as at the date of this report is as follows:

#### **Site A**

Blackwater House, Cray House, Ingrebourne House, Lambourne House, Pool House, commercial properties on Church Street (and market pitches in front of these buildings on Church Street). This includes; No's 125 – 127 and 129 Church Street and No's 382–386 Edgware Road.

#### **Site B**

Eden House, Lea House, Medway House, Ravensbourne House, Roding House, Wandle House, the Library, commercial properties on Church Street.

#### **Site C**

Colne House, Darent House, Derry House, Isis House, Windrush House, Mole House, commercial properties on Church Street (excluding those at the foot of Kennet House), Edgware Road, the west side of Venables Street.

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