



City of Westminster

Committee Agenda

Title: **Cabinet**

Meeting Date: **Monday 11th July, 2022**

Time: **6.30 pm**

Venue: **Room 18.01 18th Floor, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**

Adam Hug (Chair)	David Boothroyd
Tim Roca	Paul Dimoldenberg
Aicha Less	Liza Begum
Nafsika Butler-Thalassis	Matt Noble
Geoff Barraclough (apologies)	

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

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**Email: dbonfanti@westminster.gov.uk
Corporate Website: www.westminster.gov.uk**



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

AGENDA

PART 1 (IN PUBLIC)

1. WELCOME

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 note that the minutes from the last meeting of Cabinet on the 17th February 2022 are an accurate representation of the proceedings of that meeting under the previous administration.

(Pages 3 - 8)

4. MEDIUM TERM FINANCIAL PLANNING

Report of the Executive Director of Finance and Resources

(Pages 9 - 20)

5. FUTURE OF WESTMINSTER COMMISSION

Report of the Chief Executive

(Pages 21 - 36)

**Stuart Love
Chief Executive
1 July 2022**



CITY OF WESTMINSTER

MINUTES

Cabinet

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Cabinet** held on **Thursday 17th February, 2022**, Rooms 18.01 - 18.03 - 18th Floor, 64 Victoria Street, London, SW1E 6QP.

Members Present: Councillor Tim Mitchell (Chairman), Timothy Barnes, Matthew Green, David Harvey (virtually), Tim Mitchell, James Spencer, Paul Swaddle, OBE

Also Present: Councillor Gotz Mohindra, Bernie Flaherty, Executive Director of Adult Social Care and Public Health, Gerald Almeroth, Executive Director for Finance and Resources

Apologies for Absence: Councillor Rachael Robathan and Councillor Heather Acton

1 WELCOME

- 1.1 Councillor Mitchell assumed the role of Chairman due to Councillor Robathan giving apologies.
- 1.2 Councillor David Harvey attended virtually owing to COVID isolation. Councillor Harvey was present for the discussion but did not participate in voting on any items.
- 1.3 Bernie Flaherty, Executive Director of Adult Social Care and Public Health attended in place of Stuart Love, Chief Executive

2 DECLARATIONS OF INTEREST

- 2.1 There were no Declarations of Interest.

3 MINUTES

3.1 Fees and Charges – amendment to report of 13 December

- 3.2 Councillor Mitchell explained that an error had been identified in a Fees and Charges report presented to Cabinet in December 2021. An appendix to the report set out the detail of each fee and charge, by service, showing the current charge

and proposed new charge to be agreed. An error affecting the calculation of a group of charges have since been identified.

3.3 A schedule of corrections to the relevant fees and charges has been sent to the Cabinet Member for City Management and Environment for approval so that the intended changes can be correctly implemented.

3.4 [A copy of the corrected appendix is available here.](#)

3.5 [A copy of the Cabinet Member Report can be accessed here.](#)

RESOLVED: Councillor Mitchell, with the consent of the Members present, signed the minutes of the meeting held on 13 December 2021 as a true and correct record of the proceedings

4 PAY POLICY

4.1 Councillor Mitchell introduced the report and explained that the City Council is required to publish its pay policy annually by the 31st of March.

RESOLVED: That they Pay Policy for 2022/23 be recommended for approval at Full Council.

5 BUSINESS AND FINANCIAL PLANNING 2022/23 TO 2024/25

5.1 Councillor Tim Mitchell invited the Chairman of the Budget Task Group (BTG), Councillor Gotz Mohindra, to give an update on the work of the BTG in scrutinising the proposed budget.

5.2 Councillor Mohindra asked that his thanks, and thanks of the wider BTG be put on record to officers for their rigour and commitment in preparing the budget papers for this series of task groups and engaging with members and their questions.

5.3 Overall Councillor Mohindra commented that the draft budget appears robust and that officers have provided assurances on several points raised by members, including managing the impact of changing service demand priorities, the deliverability of a number of projects, and how external economic factors will continue to put pressure on the Council's finances.

5.4 Councillor Paul Swaddle introduced the report and gave his thanks to officers and the BTG. The budget report sets out a balanced 2022/23 budget alongside a medium-term financial plan to 2024/25, all of which is underpinned by our City for All strategy. The net 2022/23 budget requirement of £185m is supported by Council Tax and Business Rates retention.

5.5 Cabinet heard that in response to the cost-of-living pressures that residents are experiencing the general element of Council Tax will be frozen for the forthcoming

year. The Adult Social Care precept will increase by 1% to support service delivery. This translates to an increase of 9p per week for a Band D property. The Council is also maintaining its Council Tax Support scheme so that people on low incomes will receive 100% support in respect of their council tax bills.

5.6 Councillor Swaddle explained that the budget includes £16.7 million of savings for next year (2022/23) and that these savings have been made either through income generation or from efficiencies, with no cuts in services.

5.7 Gerald Almeroth, Executive Director of Finance and Resources addressed the Committee. He confirmed that as s151 officer he considered that the budget setting process had been robust, including the scrutiny budget task group meetings.

RESOLVED: That the recommendations set out in the report be recommended for approval at Full Council.

6 CAPITAL STRATEGY 2022/23 TO 2026/27

6.1 Councillor Paul Swaddle introduced the report and explained that the Capital Strategy plays an important part in the Council achieving its overall City for All strategy, whether that's delivering a significant number of affordable homes in the borough; rolling out more electric vehicle charging points; investing in our public realm to support the economy; or improving our Smart and Digital offer.

6.2 The Capital Strategy sets out the Council's overall plans for capital investment with a gross spend of £2.7 billion over the next 15 years.

6.3 Gerald Almeroth, Executive Director of Finance and Resources addressed the committee, explaining that the programme is funded from a variety of sources, grants and external funding including £1.1 billion of capital receipts generated through development schemes.

6.4 Cabinet also heard that the report sets out the important governance arrangements we have in place, in particular the Capital Review Group, and the business case process that we follow for significant investments.

RESOLVED: That the recommendations set out in the report be recommended for approval at Full Council.

7 HOUSING REVENUE ACCOUNT BUSINESS PLAN 2022/23

7.1 Councillor David Harvey introduced the report and explained that the HRA helps to maintain and renew our housing stock (20,000 homes across Westminster).

7.2 Cabinet heard that the HRA will support a programme of investment totalling £2.215 billion over the next 30 years. This includes £850m to deliver new affordable homes in Westminster. The remaining funding (£1.359 billion) is earmarked to ensure that the Council's existing housing stock is maintained to a high standard and continues

to provide residents with good quality homes that are both safe and energy efficient in line with the Council's carbon reduction targets.

- 7.3 Councillor Harvey explained that the business plan assumes that rents will continue to rise in line with the limits prescribed by the regulator, which provides a fair basis for rents across the whole country. Westminster rents will remain, on average, £170 per annum lower than the national target rent set for our homes which demonstrates that they continue to offer value for money.
- 7.4 Councillor Harvey assured Cabinet that the HRA business plan includes provision to support those tenants that need it, including a £575k Hardship Fund for any tenants that experience financial difficulty over the next 12-24 months.

RESOLVED: That the recommendations set out in the report be recommended for approval at Full Council.

8 TREASURY MANAGEMENT STRATEGY STATEMENT FOR 2022/23 TO 2026/27

- 8.1 Gerald Almeroth, Executive Director for Finance and Resources introduced the report. The annual Treasury Management Strategy sets out the important plans and limits for borrowing, cash investments and prudential indicators for the Council.
- 8.2 Cabinet heard that the foundation of the strategy is to provide security, stability and prudence in the Council's need for borrowing as well as how surplus cash is managed. This strategy will support the capital investment plans whilst maximising affordability within the revenue budget plans.

RESOLVED: That the recommendations set out in the report be recommended for approval at Full Council.

9 INTEGRATED INVESTMENT FRAMEWORK 2022/23

- 9.1 Councillor Paul Swaddle introduced the report, explaining that the Council holds a significant value of investments in different forms and that the report sets out the risk and return parameters.
- 9.2 Cabinet heard that the annual Integrated Investment Framework sets out the council's broad investments portfolio. The framework also sets out Council's strategic objectives from investments; its approach to risk and other parameters such as medium-term target returns and limiting direct property investment to strategic in-borough only acquisitions.

RESOLVED: That the recommendations set out in the report be recommended for approval at Full Council.

10 RESPONSIBLE PROCUREMENT AND COMMISSIONING STRATEGY

- 10.1 Councillor Paul Swaddle introduced the report and explained that the strategy will inform how we spend the money we have. The Council spends a significant amount of money through third party services and contracts and therefore we have the

potential to drive positive action on important issues aligned to the City for All objectives such as tackling the climate emergency through our supply chain.

- 10.2 This strategy provides a flexible framework to support the delivery of having greater social impacts through our contracts and will provide incentives for greater benefits for our small and medium sized businesses in Westminster as well as our residents and communities.
- 10.3 Cabinet heard that over time responsible procurement and commissioning will just become business as usual but for the next few years it needs a real focus.

RESOLVED:

That Cabinet

- Approves the Responsible Procurement & Commissioning Strategy and the 16 commitments contained in phase 1 of the strategy.
- Approves all other recommendations contained within the report.

Reasons for Decision

The council spends over £500million each year on third party services and contracts. We have the potential to drive positive action on increasingly important issues such as tackling the climate emergency, contributing to local and national recovery, ensuring human and labour rights and greater diversity and inclusion in our supply chain. It is imperative that we update this strategy now to work with our supply chain to address the climate emergency, improve worker rights and have diverse and inclusive services for Westminster's residents.

The Meeting ended at 5.34PM

CHAIRMAN: _____

DATE _____

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City of Westminster

Cabinet Report

Decision Maker:	Cabinet
Date:	11 July 2022
Classification:	Open
Title:	Medium Term Financial Planning (2023/24 to 2026/27)
Wards Affected:	All
Key Decision:	Yes
Financial Summary:	This report sets out the financial framework for the budget setting cycle and medium-term financial planning for this year
Report of	Gerald Almeroth, Executive Director – Finance and Resources

1. Executive Summary

- 1.1. This report outlines the Council's updated financial position over the next four years and provides the financial framework for the Council to deliver its key policy objectives. While the Covid-19 pandemic continues to have a residual impact on the Council's finances, the dominant feature now affecting the Medium-Term Financial Plan is the impact of high inflation.
- 1.2. The local election in May this year saw a change in Westminster City Council's administration to Labour and therefore a change in the Council's priorities. The new corporate plan is currently under review and this MTFP will form a key part of how the Council prioritises its expenditure to support the achievement of these new objectives.
- 1.3. This report updates the medium-term budget assumptions approved at Full Council in March 2022 and extends it a further two years to 2026/27 to coincide with term of the new administration. The funding position for local government is still undetermined at this point

and will be impacted by several central government policy initiatives due over the coming years including the Fair Funding Review, Adult Social Care reform and the impact of the 2021 Census.

- 1.4. The financial position has been updated and provides an indicative position for planning purposes, which shows a budget gap of £10.9m in 2023/24, rising to £61.3m by 2026/27.

2. Recommendations

- 2.1. To note the revised medium-term financial planning forecast to 2026/27 and to agree the budget process approach as set out in the report.

3. Reason for Decision

- 3.1. The preparation of the budget and four year medium-term financial plan is the first stage of the annual business planning cycle for the forthcoming financial year 2023/24. There is a statutory requirement to set a balanced budget and submit budget returns to the Department of Levelling Up, Housing and Communities (DLUHC). Approval of the revenue estimates constitutes authority for the incurring of expenditure in accordance with approved policies.

4. National Context

- 4.1. In 2021 there was a relatively strong rebound in the economy as it emerged from pandemic restrictions, but the war in Ukraine and the subsequent increasing energy prices has resulted in a more difficult economic picture in 2022, with inflation hitting 9.1% in May and the Bank of England forecasting it to go above 10% by the end of 2022. The Bank has also recently announced a third consecutive increase in interest rates with the base rate now at 1.25%.
- 4.2. UK policy makers are particularly concerned at the growing risks of both a 'wage-price spiral' and of 'stagflation' (high inflation combined with falling economic activity). A particularly 'hot' labour market (caused in part by a large rise in the number of people becoming economically inactive post-pandemic restrictions) will be increase workers bargaining power which could result in higher wages which in turn further fuel price inflation. There are early signs that this is starting to materialise, with stronger pay growth in some sectors, and average pay rising by 4% in the year to April 2022. Despite this, price inflation of more than 9% means that 'real' wages (wages adjusting for inflation) are falling, and we are starting to see falls in consumer confidence and retail spending.
- 4.3. As a result, both the Organisation for Economic Coordination and Development (OECD) and International Monetary Fund (IMF) have downgraded their outlook for the UK

economy, and the Bank of England's central forecast is for calendar year GDP growth to be broadly flat in 2023.

- 4.4. This more difficult economic picture will have an impact on London and Westminster. While the borough's more affluent residents will be relatively insulated from the cost-of-living pressures, residents on lower incomes are particularly vulnerable, and research suggests that Londoners face inflation that is higher than that seen across the UK. While some of the sectors in Westminster will be relatively resilient (e.g. professional services), retail, hospitality and arts and culture had not fully recovered after the pandemic (with footfall across the borough still down around a third on pre-pandemic levels) and will be particularly vulnerable to falls in consumer spending.
- 4.5. Next year – 2023/24 – will be the second year of the Government's three-year Comprehensive Spending Review (CSR), and at the time of writing remains the driver of the Local Government's funding. Additionally, the Department for Levelling Up, Housing and Communities (DLUHC) is set to continue with its Fair Funding Review which seeks to reset the formula that drives core funding across authorities, based on a different set of assumptions on need and resources. The conclusion of this review has been postponed several times now, but recent comments from the Minister suggest it is very much still on the agenda.

5. Local Policy Context

- 5.1. The Council has a new administration following the local elections in May 2022 and work is underway to revise the Council's overall vision statement and objectives to reflect the new political priorities. The Council is aiming to launch this in September.
- 5.2. In a concurrent report on this agenda the Council is setting up a Commission to look at the Future of Westminster and act as an advisory board to assist the Council in shaping and delivering the actions to deliver on these new political priorities. The Commission will have four themes of enquiry, namely:

Housing: – Advise on increasing the supply of genuinely affordable housing to meet housing need in the city. As a priority advise on options for improving: the way the Council responds to homelessness and housing need and the quality of services provided to the Council's own tenants and leaseholders.

Fairness and Equality: – Advise on policy approaches and initiatives that will enable and deliver a fairer, more equal and inclusive city.

Economy and Employment: Advise on how the Council enables more Westminster residents to share in the economic successes of the city.

Energy and Green Transition: – Advise on ways to enhance and accelerate climate action supported and delivered by the Council to achieve the objective of achieving net zero Westminster by 2040.

5.3. The Council's Medium Term Financial Strategy over the next four years will enable the Council to effectively invest its available financial resources to deliver the new administration's priorities.

6. Medium Term Financial Plan: 2021/22 to 2023/24

6.1. The MTFP approved at Full Council on 3 March 2022 outlined a total residual budget gap up to 2024/25 of £29.969m. This is summarised in the table below:

	2022/23 £m	2023/24 £m	2024/25 £m	TOTAL £m
Annual Budget Gap	0.000	14.304	15.665	29.969

6.2. The total budget gap is inclusive of £13m savings to 2024/25 which were approved by Full Council in March 2022. The updated budget gap assumes that these savings will be delivered in full.

7. Current Financial Position

7.1. The General Fund outturn position for 2021/22 was a net outturn of £2.0m (1.1%) overspend against an approved budget of £183m. The Council used its general reserve balance to absorb the final year-end position. This was a more favourable position compared to earlier forecasts mainly due to the wider use of Covid specific grants. These grants ceased in 2022/23 so the Council may be exposed to continued risks including ongoing reductions in commercial income.

7.2. The current forecast for 2022/23 is a balanced position against the budget. However, the sharp increase in inflation will provide challenges to that position as annual contract inflation becomes apparent. In addition to inflation, income volatility will remain as another significant risk both this year and in the medium-term as economic activity is expected to remain significantly lower than pre-pandemic levels.

7.3. The Council holds £57m in unallocated General Fund reserves as risk mitigation, which may be utilised to fund any net overspend this financial year. This is considered a robust level of reserves to manage in-year pressures that may arise from either reduced income levels beyond those factored into the 2022/23 budget or from inflationary pressures. It will also help manage the positive delivery of savings over the medium term and cover one-off shortfalls in between years in the budget process.

7.4. There are earmarked reserves for other specific risks, invest to save funds and capital financing. These will be reviewed to ensure that they are being held effectively and where appropriate released for investment in achieving the Council's policy objectives or for supporting ongoing savings delivery.

8. Medium Term Financial Plan: 2023/24 to 2026/27

8.1. The assumptions in the medium-term financial plans have been reviewed up to 2026/27 and the revised position is outlined in the table below. There is considerable uncertainty in forecasting over this period, but it is good practice to set a financial framework within which the Council can effectively plan.

8.2. The budget gap is estimated to be £61.3m up to 2026/27, which represents 12% of the Council's gross controllable 2022/23 budget, the equivalent of 3% per annum.

	2023/24 over 2022/23 £'m	2024/25 over 2023/24 £'m	2025/26 over 2024/25 £'m	2026/27 over 2025/26 £'m	Total £'m
Estimated Funding:					
Core Funding and Grants	(0.133)	(2.952)	(3.533)	(3.597)	(10.221)
Damped loss from Census / Fair Funding Review	0.000	9.000	9.000	9.000	27.000
Corporate Provisions:					
Capital Financing	3.000	3.000	3.000	3.000	12.000
Inflation: Pay	4.043	2.748	2.803	2.859	12.453
Inflation: Non-Pay	10.483	5.000	3.000	3.000	21.483
Corporate pressures and Investment provision	3.000	3.000	3.000	3.000	12.000
Approved Savings:					
Net existing savings approved	(9.507)	(3.915)	0.000	0.000	(13.422)
Budget Gap	10.886	15.881	17.270	17.262	61.299
2022/23 Gross Controllable Budget					£495m
% of gross budget					c12%

- 8.3. The changes since the March 2022 position taken to Full Council are broadly as follows:
- extension of MTFP horizon by a further two years to 2026/27;
 - assumption that base core funding will increase by 2% per annum each year to 2026/27;
 - delay of Fair Funding Review's expected implementation from 2023/24 to 2024/25, and;
 - increase in inflation assumptions underpinning cost estimates.
- 8.4. On 28 June 2022, the Secretary of State for Levelling Up, Housing and Communities announced his intention to introduce a two-year financial settlement for 2023/24 and 2024/25. Alongside this, DLUHC will also review the number of funding sources that have proliferated in recent years with the aim of streamlining those streams. These announcements are welcomed and give some certainty for Councils to be able to plan ahead more effectively.
- 8.5. Despite the certainty that a two-year settlement provides, the expected reduction in funding from the Fair Funding Review and the impact of the recently published census remains a significant risk to the Council's financial outlook. The outcome of the Fair Funding Review will be subject to consultation and therefore is unlikely to be implemented until 2024/25. The Council is also preparing a robust challenge to the census outcome, and it is unlikely that this will be concluded in time for the population estimates to be included in the funding settlement process for next financial year.
- 8.6. The MTFP maintains its income modelling assumptions in line with Government forecasts of economic recovery and considering local circumstances. Inflation on fees and charges has not been assumed in the forecasts yet so these will be reviewed in detail in due course. No assumptions for council tax increases have been made either.

9. Approach to identifying new savings and implementing current proposals

- 9.1. In terms of new savings, Executive Directors and their teams will be working collaboratively to identify opportunities for delivering both near term efficiencies and medium-term transformational change. Efficiencies in the near term are expected to include a focus on demand management interventions, greater automation, more use of data, analysis and intelligence to target resources more effectively, and continued property asset rationalisation. Transformational change will include digital innovation across services, use of advanced and predictive analytics to support deeper automation and operational targeting, prevention-based service redesign, and a highly collaborative approach across the organisation and its partners to find cost-reduction solutions whilst

still delivering key outcomes. Invest-to-save opportunities will be encouraged as part of the approach for both revenue and capital.

- 9.2. Delivery of existing savings commitments remains a key priority to ensure the Medium-Term Financial Plan does not become an even greater challenge, however these will be reviewed by the new administration during the planning process.

10. Housing Revenue Account

- 10.1. The Housing Revenue Account (HRA) is a statutory ring-fenced account that captures all transactions relating to the Council's duties as a social landlord and the operation of the Council's housing stock. Whilst it is separate to the General Fund, it is still required to undertake medium and long-term financial planning in much the same way. This is done via the HRA 30-Year Business Plan. It is a statutory requirement that this is updated at least annually and must demonstrate long-term financial viability whilst also delivering the Council's housing priorities.
- 10.2. The business plan considers all HRA revenue streams (principally tenant rents and leaseholder service charges, but also other sources of income) and sets these projections against anticipated expenditure on management and maintenance (both revenue and capital), staffing and other running costs (including a fair share of Council overheads recharged from the General Fund). The HRA holds its own reserves and can therefore operate a deficit in any single year where this can be covered by available reserve balances.
- 10.3. The sections below detail the key considerations for the 2022 business plan update that will be delivered in conjunction with the Council's wider MTFP process. The new iteration of the business plan will consider the 30-year period from 2023/24 onwards.

HRA Capital Capacity

- 10.4. The HRA capital programme is the vehicle through which the Council can identify and prioritise funds to support two important areas of investment: (1) improving the condition of its existing stock; (2) delivering new affordable housing.
- 10.5. In October 2018, restrictions on HRA borrowing (known as the Debt Cap) were eased to allow local authorities to set their own borrowing limits (in much the same way as they do for the General Fund). However, the HRA is still subject to the CIPFA Prudential Code and must therefore set borrowing limits that are sustainable within the context of the 30-year business plan. This means that all borrowing is ultimately underpinned by the affordability of interest on new debt within the HRA revenue budget.

10.6. The current approved HRA business plan set two simple parameters to assess the sustainable borrowing capacity of the HRA:

- a minimum HRA reserve level of £17m for the next 5 years (reverting to 10% of turnover thereafter, £11m), this is reflecting the higher risks during intense development periods, and;
- a minimum interest cover ratio of 1.20 to ensure that the operating surplus is not entirely committed to covering interest costs (and can therefore tolerate some volatility on interest rates, inflation, etc).

10.7. The MTFP process will involve a complete refresh of all assumptions that go into the business plan (including the capacity parameters noted above). There is a strategic requirement to increase HRA borrowing capacity to deliver a higher level of social and affordable housing, so the HRA is required to identify savings at a level that is consistent with the General Fund over the period and to help mitigate the increasing risks of higher inflation costs and anticipated investment in the service to improve its impact for residents

Rent Setting

10.8. A key consideration for the HRA business plan refresh is future rent levels, given that social rents are the main source of HRA revenue. Rent increases are subject to the government's policy on rents for social housing (which are regulated). The current policy was set for a five-year period, with 2023/24 being Year 4. This stipulates maximum annual rent increases of CPI+1% (based on September CPI).

10.9. The business plan currently assumes that rent increases will at least keep pace with inflation over the life of the plan. With the UK experiencing its highest rates of inflation for 40 years clearly these are assumptions that will need to be carefully reviewed. It is important to note that this could have a direct impact on HRA borrowing capacity if the revised assumptions leave the HRA with a lower operating surplus.

Risk Measures

10.10. Whilst the economic climate is creating some substantial financial challenges for the HRA business plan, each iteration of the plan contains a series of measures designed to help the HRA to manage the sort of volatility noted above. The capital programme holds a contingency, the revenue budget has a level of interest cover, and HRA reserves exist to manage short-term issues. These are all things that can be leveraged to keep the HRA on a sustainable footing, and a review of appropriate risk cover will form another integral part of the business plan update.

11. Capital Strategy Review

- 11.1. The approved capital programme has a gross spend of £2.7bn and a net spend of £1.5bn over the next fifteen years. This includes a significant housing development and regeneration programme that relies on capital receipts from private sales to help subsidise the affordable housing elements. The net capital cost is financed from revenue borrowing, which is allowed for in the MTFP. The capital programme will be reviewed this year with the new administration policy objectives in mind and in particular look to increase the amount of affordable housing delivered and to reduce the revenue borrowing impacts.
- 11.2. The Council is committed to embedding climate action and sustainability into all areas of work and the Climate Emergency Action Plan includes work to incorporate carbon impact assessments into all capital-funded project proposals, to maximise the climate benefit of council investments and limit new sources of emissions wherever possible.

12. Dedicated Schools Grant

- 12.1. The DSG has a cumulative deficit of £1.167m after an in-year overspend of £3.554m in 2021/22. £2.290m of the in-year overspend relates to special educational needs and disabilities (SEND) mainly due to an increasing number of pupils with Education, Health and Care plans (EHCPs) and significant increases in allocations via the new education banding tool (EBT), which is being corrected over 2022/23. £0.746m related to school restructuring costs which will not continue as schools have agreed to fund a budget to pay for these going forward. The remaining overspend relates to one off Early Years allocations.
- 12.2. A deficit management plan is being finalised for submission to the Department for Education (DfE) and this will return the DSG to a balanced position within three years after taking account of actions agreed at the Schools Forum in March regarding the EBT review to cap some of the banding values and carry out a recalibration to amend the other overfunding currently in the system. These actions are estimated to reduce the top up allocations to schools (while still meeting the cost of identified provision).
- 12.3. There are 11 schools (out of 40) with deficit balances at 31st March 2022 compared to 13 last year. Two of the schools with deficits will amalgamate from September 2022 and the others have or are finalising deficit recovery plans. Falling pupil rolls have played a significant part in schools having difficulty in managing their budgets and with the impact of higher inflation on costs there is a risk that this will become more difficult.

12.4. The Department for Education (DfE) has confirmed the Government’s ambition that all mainstream schools funding will be via the National Funding Formula (NFF) rather than the current local formula allocations. The full move to the NFF is expected within five years (2027/28 funding year) with a gradual pace of change, starting with a requirement to move 10% closer to the NFF factor values in 2023/24. The move to the NFF may lead to some schools benefiting from an increase in funding and others having funding which is protected at a historical level with minimum future increases. The DfE will also review the central school services block which may result in lower funding for central services such as admissions, leadership costs, finance, and the virtual school. The DfE will consult with authorities on these changes in due course.

13. Timelines

13.1. The broad timeline of this year’s budget setting cycle is outlined in the table below:

Group	Month	Comments
Cabinet	11 July 2022	Financial planning report – review assumptions, set out four-year budget gap and agree savings approach
Executive Leadership Team (ELT)	July to September 2022	ELT, directors, and officers review service expenditure across directorates, identify savings options
Budget and Performance Scrutiny Task Group	Late January 2023	Scrutiny of the MTFP and savings options and proposed capital programme
Cabinet	13 February 2023	Agree the 2023/24 budget and four-year MTFP
Full Council	8 March 2023	Approve the 2023/24 budget and four-year MTFP

14. Legal Implications

- 14.1. This report is submitted to the Cabinet in accordance with the Finance procedure rules. Cabinet is asked to note the revised medium term financial forecast to 2026/27 and to agree the budget process approach as set out in the report.
- 14.2. The function of calculating the City Council's budget requirement and the City Council's element of the Council Tax, and the function of setting the Council Tax, are the responsibility of the full Council. The function of preparing estimates and calculations for submission to the full Council is the responsibility of the Cabinet.
- 14.3. Section 25 of the Local Government Act 2003 requires that when a local authority is making its budget calculations, the Chief Finance Officer of the authority must report to the Council on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- 14.4. The Council has a statutory duty to have regard to the report of the Chief Finance Officer on these issues when making decisions about its budget calculations.
- 14.5. Some savings proposals may only be delivered after specific statutory or other legal procedures have been followed and/or consultation taken place. Where consultation is required, the Council cannot rule out the possibility that they may change their minds on the proposal because of the responses to a consultation, and further reports to Cabinet or cabinet member (as appropriate) may be required.
- 14.6. Apart from statutory duties relating to specific proposals the Council must consider its obligations under the Equality Act.
- 14.7. If General Fund Reserves are used to support the budget, they will need to be reimbursed at the earliest opportunity to provide the necessary, margin of safety in future years

15. Consultations

- 15.1. No specific consultations arise from the recommendations in this report, however, individual savings proposals that come forward as part of the budget process may require specific consultation.
- 15.2. The new administration has expressed an interest in introducing some form of participatory budgeting where residents are involved in the budget process and get to have a direct say in how their money is spent by the Council. Options on how best to do this in a meaningful way will be reviewed in due course.

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

Jake Bacchus, Director of Finance
jbacchus@westminster.gov.uk; 07811 723047

BACKGROUND PAPERS

- Medium-Term Financial Plan 2022/23 to 2024/25 (Cabinet, 17 February 2022)



City of Westminster Cabinet

Meeting or Decision Maker:	Cabinet
Date:	11 July 2022
Classification:	General Release
Title:	Future of Westminster Commission
Wards Affected:	All
Policy Context:	Creating a fairer Westminster
Cabinet Member:	Leader of the Council
Key Decision:	Yes
Financial Summary:	A budget of £150k is proposed to be established to fund the costs of administering the Commission. This will be funded from reserves.
Report of:	Stuart Love, Chief Executive slope@westminster.gov.uk

1. Executive Summary

- 1.1. The establishment of a Commission on the Future of Westminster is a key commitment of the new administration. The Commission will seek to review and make recommendations on the delivery of key council services to help deliver a fairer Westminster for residents.
- 1.2. The Commission will hold no formal decision-making power and will be purely advisory to the bodies of the Council, most notably the Cabinet.
- 1.3. The Commission will be made up of a core Commission Group with four dedicated work streams, each of which will have its own group of expert advisers to help develop new ideas and policy proposals.
- 1.4. Each workstream will be supported by the appropriate teams within the Council. These teams and the lead Executive Directors will work closely with the Commission and will brief the relevant Cabinet Members on emerging thinking, dynamically handling feedback and flows of information between the Commission and the Cabinet.
- 1.5. This report asks Cabinet to approve the recommendations set out below to enable the work of the Commission to commence.

2. Recommendations

- 2.1. That the Cabinet:
 - Approve the terms of reference for the Future of Westminster Commission as set out at Appendix A, thus establishing the Commission as an advisory body to the Cabinet.
 - Approve the creation of a budget of £150k for the administration of the Commission to be funded from reserves.
 - Delegate authority to the Chief Executive to make appointments to the Commission, including agreeing any associated costs and reasonable changes to the agreed budget, subject to the Council's Financial Regulations, Procurement Code and Human Resources Policies. Appointments will be made on advice from the Leader of the Council, and subsequently the Chair of the Commission.

3. Reasons for Decision

- 3.1. The new administration has made a public commitment to establish a Commission on the Future of Westminster with senior independent leadership and board members to help develop new ideas and policy proposals.
- 3.2. The Commission needs to be formally established with a term of reference and a budget allocated to support its administration.

4. Background, including Policy Context

- 4.1. A cornerstone of the new administration's public commitments was the establishment of a Commission on the Future of Westminster.

- 4.2. The Commission will bring together senior independent advisors, drawing on their expertise to review key service areas and to develop new ideas and policy proposals.
- 4.3. The Commission will take ideas and evidence from a range of organisations and individuals who display best practice in their area of expertise, as well as engaging and consulting with residents.
- 4.4. The Commission will have four strands of enquiry, namely:
- Housing:** – Advise on increasing the supply of genuinely affordable housing to meet housing need in the city. As a priority advise on options for improving: the way the Council responds to homelessness and housing need and the quality of services provided to the Council’s own tenants and leaseholders.
- Fairness and Equality:** – Advise on policy approaches and initiatives that will enable and deliver a fairer, more equal and inclusive city.
- Economy and Employment:** Advise on how the Council enables more Westminster residents to share in the economic successes of the city.
- Energy and Green Transition:** – Advise on ways to enhance and accelerate climate action supported and delivered by the Council to achieve the objective of achieving net zero Westminster by 2040.
- 4.5. The Commission will be structured as follows:
- A core Commission appointed to provide expert external input and challenge the thinking emerging in each workstream to improve outcomes, introduce new ideas, and maximise opportunities by joining up thinking across the range of the Commission’s responsibilities.
 - Neale Coleman will chair the Commission
 - Drawn from the core Commission there will be four work stream leads:
 - Claudette Forbes – Economy and Employment
 - Syed Ahmed – Energy and Green Transition
 - Karen Buck MP – Fairness and Equality
 - Steve Hilditch – Housing
 - Each work stream will in turn be advised by a range of individuals with subject specific expertise.
- 4.6. The individuals nominated to the Commission and each individual work stream have been recommended based on their skills and expertise. A full list of Commissioners is set out at appendix B.
- 4.7. The Commission is designed to be advisory to the core decision making processes of the Council, informing the future of service design and policy with final decisions reserved to the Executive or other bodies as necessary, and according to the Council’s Constitution.
- 4.8. Neither the Commission, nor its members, will have any authority to direct Council resource without the approval of the person or body within the Council which has

delegated authority to direct such resource. The Commission and its Members may however, request information which would otherwise be freely available or to request for information to be compiled to inform emerging thinking, subject to the agreement of the relevant Executive Director and, where the Executive Director deems it appropriate, the relevant Cabinet Member.

- 4.9. It is proposed that each workstream reports back to the appropriate Policy and Scrutiny Committee during 2022/23 and the work of the overarching Future of Westminster Commission will be reviewed by the Westminster Scrutiny Commission. This will be subject to the agreement of each Committee.
- 4.10. A small team will be established from existing Council staff. This team will exist to handle the business of the overarching Commission, including organising meetings, disseminating information to commissioners, quality assuring and managing linkages between work programmes and ensuring flow of information back into the Cabinet and ELT.
- 4.11. The Commission will be supported directly by the Chief Executive. Each work stream will be supported by the appropriate lead council department with senior responsible officers at Executive Director level as follows:
 - Economy and Employment – Executive Director of Growth, Planning and Housing
 - Energy and Green Transition – Executive Director of Environment and City Management
 - Fairness and Equality – Deputy Chief Executive and, Executive Director of Adult Social Care and Public Health
 - Housing – Executive Director Growth Planning and Housing, and Executive Director Finance and Resources.
- 4.12. The Council's core Policy, Strategy and Intelligence, Communities, Communications and Governance functions will also be deployed in support of the work of the Commission and individual workstreams.
- 4.13. Officers working on individual work streams will be expected to work in a dynamic and flexible manner, keeping Cabinet Members briefed on their work, seeking appropriate authority where necessary, while also enabling the Commission to develop radical, new, and implementable ideas to improve outcomes for our communities.

5. Financial Implications

- 5.1. It is proposed to establish a one-off budget of £150k to cover the administrative costs of the Commission and this will be funded from reserves.
- 5.2. There may be other costs associated with each work stream to support the work of the services including research and advice. This will be funded from within existing budgets in the appropriate service areas

6. Legal Implications

- 6.1. The Council has the power to establish the Commission under the Localism Act 2011 general power of competence. It will have no decision-making powers, its purpose being to advise the Council on the exercise of its functions.

7. Carbon Impact

- 7.1. There are no direct carbon implications because of the establishment of the Commission.
- 7.2. The Commission itself will investigate the extent of the Council's ambitions to tackle the climate emergency and this decision will therefore enable a range of work which we reasonably expect to have a net positive impact on carbon emissions in the city.

8. Equalities Implications

- 8.1. There are no direct equalities implications because of the establishment of the Commission, although due consideration has been given as to the make-up of the Commission in terms of the protected characteristics of Commissioners.
- 8.2. The Commission itself will investigate action taken by the Council to tackle inequality and will therefore enable a range of work which we reasonably expect to have a positive impact on equality and diversity both for internal Council staff and our residents.

9. Consultation

- 9.1. No public consultation on the establishment of the Commission has been undertaken. It is however a core commitment of the administration to establish the Commission and was set out in advance of the local elections which contributes to a democratic mandate for this decision.
- 9.2. The Commission and the supporting work streams will work to engage with communities and the public to inform their work and their approach to engagement will be reported back in subsequent reports to Council bodies.

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

Richard Cressey, Head of Governance and Councillor Liaison
rcressey@westminster.gov.uk

APPENDICES

Appendix A – Future of Westminster Commission Terms of Reference

Appendix B – List of Commissioners

BACKGROUND PAPERS

None

FUTURE OF WESTMINSTER COMMISSION| TERMS OF REFERENCE

The Future of Westminster Commission is established to advise the Council on areas of policy that are critical to the future success of the City. The Commission will seek to review and make recommendations on the delivery of key council services to deliver a fairer Westminster for residents.

The Commission will have four strands of enquiry, namely:

Housing: To increase the supply of genuinely affordable housing to meet housing need in the city. To improve the way the council responds to homelessness and housing need. To improve the quality of services provided to the council's own tenants and leaseholders.

Fairness and Equality: To identify policy approaches and initiatives that will enable and deliver a fairer, more equal, and inclusive City.

Economy and Employment: To enable more Westminster residents to share in the City's economic successes.

Energy and Green Transition: To enhance and accelerate climate action supported and delivered by the Council across the city towards the objective of achieving net Zero Westminster by 2040.

These four strands will be convened and led by members of the Commission supported by separate review teams.

The Future of Westminster Commission

The full Commission will:

- Receive regular reports on progress from the Convenors of the separate reviews and consider and comment on their work programmes and recommendations.
- Ensure integration between the separate reviews and the overlapping elements within them.
- Use meetings to engage directly with communities across the city and identify opportunities for co-production and community participation in the reviews.
- Ensure the work of the Commission and its reviews takes proper account of the need to ensure their recommendations do not inadvertently disadvantage anyone and, wherever possible, advance equality, diversity, and inclusion.

The full Commission will also have a particular focus on giving citizens and communities a far greater say in Council decisions and services and how the Council operates.

It will review:

- The Council's approach to consultation on policies and service delivery seeking to ensure this is done in an equal and reciprocal partnership with communities and residents.

- The Council's relationship with and support for the voluntary and community sector, including contracting and funding arrangements, developing, and supporting community hubs and expanding community ownership.

The Commission will report to the Leader of the Council and wider Cabinet and will engage widely with residents, local organisations, businesses, independent experts, academics and think tanks, other authorities, the Mayor of London, and central government departments. The Commission will be an active advisory body which will communicate its conclusions and recommendations to the Council through advisory notes, reports and presentations.

The Commission will be supported directly by the Chief Executive. The Commission is designed to be advisory to the core decision making processes of the Council, informing the future of service design and policy with final decisions reserved to the Executive or other bodies as necessary, and according to the Council's Constitution.

The Commission and its members will work with the person or body which has delegated authority within the Council to direct resource to the work undertaken by the Commission.

Housing Review

The Housing Review will initially focus on three separate priorities:

- How to increase the supply of genuinely affordable housing to meet housing need in the city. This review will be undertaken by the main Housing Review team.
- How to improve the way the Council responds to homelessness and housing need. This work will be undertaken by a joint group established by the Housing Review team and the Fairness and Equalities Review team.
- How to improve the quality of services provided to the Council's own tenants and leaseholders. This work will be undertaken through a 'Tenants Jury' made up of invited tenants and leaseholders, members of the Housing Review team, together with the Cabinet Member and Deputy Cabinet Member for Housing Services.

Housing Supply

The purpose of the Housing Supply review is to examine and analyse the factors that limit the Council's ability to deliver sufficient social and truly affordable housing in Westminster and to advise and make recommendations to the Council on strategy and measures to meet Westminster's housing needs.

The Housing Supply review team will work collaboratively with Cabinet Members and Council Officers to:

- Review the capital resources available to the Council for supporting and enabling the increased delivery of social and intermediate housing and identify any new and additional sources of funding to meet this objective.

- Review the different forms of intermediate housing and recommend the most suitable form to pursue in Westminster having regard to local circumstance.
- Review the Council's new build and regeneration programmes and where possible, identify any scope for increasing the delivery of social and truly affordable housing, considering the financial implications for the Housing Revenue Account and General Fund.
- Review the Council's delivery arrangements for its new build and regeneration programmes, including the wholly owned company, Westminster Builds and the registered provider, Westminster Community Homes. Advising on the most effective arrangements for delivery and the management of these programmes, including the staffing resources required.
- Identify and advise on other ways to increase the supply of affordable housing, in particular, through the acquisition of properties and land for development.
- Advise on housing needs across the City and how the Council's planning policies and guidance could be amended and developed to raise the proportion of affordable housing from private developments to meet those needs.
- Review the performance, stock management and development plans of Registered Social Landlords operating in Westminster and advise on how the Council can work with them to increase their provision of affordable housing.
- Advise on delivering an effective strategy to identify and bring vacant properties and stalled development sites back into use.

The Review team will provide recommendations on:

- Maximising funding into the Council's delivery of affordable housing and all possible options for delivering additional homes for social or genuinely affordable rent.
- The best approach to the Council's planning policies to enable more affordable housing to meet housing needs in the city.
- How Registered Social Landlords can best support delivery of affordable housing to meet housing needs in the city.
- An empty homes strategy for the Council.

Homelessness and Housing Need

The purpose of the Homelessness and Housing Need Review is to analyse and challenge the Council's current strategy to better meet housing needs and identify better ways to support residents who need a home.

Other strands in the Housing Review will help the Council to improve the supply of genuinely affordable homes, which, long term, is the only sure way to address the city's homelessness crisis.

The Homelessness and Housing Need review team will work collaboratively with Cabinet Members and Council officers to:

- Review each element of the Council's existing homelessness and rough sleeping strategies, making recommendations to the Council on improved practices and services.

- Review the Council's use of temporary accommodation and make recommendations to reduce the number of people housed far away from Westminster, improve the quality of accommodation, and provide more support and assistance to households affected, including better liaison with receiving boroughs.
- Review the Council's use of private rented housing to discharge the Council's duty towards homeless households, recommending approaches to reduce dependence in the longer term.
- Review the advice, prevention and support services for homeless households and recommend improvements.
- Encourage housing-first solutions and work in partnership with the London Mayor and voluntary organisations to improve support services for rough sleepers and to develop new training employment and housing initiatives to tackle the problem.
- Review Westminster's allocations policies and recommend innovative approaches to maximise the Council's ability to meet the range of housing needs, including the contribution made by housing associations.

Housing Management

The purpose of the housing management review is to improve responsive repairs and major works performance, local service delivery and responsiveness to residents, offer better value for rent and service charge payers, deliver more effective engagement with council tenants and leaseholders giving them more say over decisions that affect their homes and estates.

The review will establish a 'Tenants Jury' made up of a majority of tenants and leaseholders working with members of the Housing Review and the Cabinet Member and the Deputy Cabinet Member for Housing Services.

The Tenants Jury will:

- Review the structures for resident participation to give residents a stronger say over how their homes are managed and make recommendations on issues such as: support for independent resident organisations, establishing a borough-wide representative body, and consultative mechanisms such as an annual residents' conference and other forums, encouraging new forms of management such as tenant co-operatives and greater resident control.
- Review the best means of securing better and more responsive services. This includes re-establishing estate offices, providing named housing officers, better advisory and information services, and more effective telephone and online contacts.
- Review and advise on a range of policies that impact on tenants. This includes terms of tenancies and access to transfers along with the review of multi-agency services for residents such as anti-social behaviour and pest control.
- Review the Council's approach to maintaining and improving the housing stock. This includes responsive repairs, fire safety, major works and standards on reletting, advising on a new repairs charter and compensation arrangements and identifying urgent repair issues to be tackled through a prioritised repairs plan.
- Recommend the adoption of a new leaseholders' charter covering consultation, charges, major works procurement, and complaints.

- Consider the resources available to the Council through the Housing Revenue Account and otherwise.

Economy and Employment Review

The purpose of the review will be to enable more Westminster residents to share in the city's economic successes. The review will examine the effectiveness of current programmes and projects in achieving this mission and support a programme of development and change for the Council's economic development services.

It will develop an Economic Opportunity Plan for a series of high impact, short term initiatives that will contribute to addressing structural inequalities in Westminster's economy and form part of a new Economic Development Strategy for the Council.

The review will be informed by an evidence base of Westminster's current economic and employment position and will work collaboratively with Cabinet Members and Council officers to consider in particular:

- How to develop skills, employability and coaching initiatives to create economic opportunity for local residents particularly those with the highest need for support and those from disadvantaged communities.
- Strengthening the Council's social value and business community partnership approach to increase residents' share of economic success.
- Increasing the effectiveness and accessibility of business and enterprise support with a focus on supporting businesses to offer innovative opportunities for residents.
- Initiatives to support local high streets allied to promoting economic and other opportunities for neighbouring residents with an initial focus on the Harrow Road between Royal Oak and Queen's Park Library.

Energy and Green Transition Review

The purpose of the review will be to enhance and accelerate climate action supported and delivered by the Council across the city towards the objective of achieving net Zero Westminster by 2040.

The review will identify opportunities to influence and engage with partners from across Westminster and beyond; focus on common barriers to delivery including technological or financial and establish partnership working to develop solutions; identify pilot or collaborative project opportunities.

The review will work collaboratively with Cabinet Members and Council officers to focus on:

- Efficient buildings, including how to drive investment in building decarbonisation at scale, address the skills shortage in retrofit and harness the full opportunity of the planning framework to drive zero carbon developments and achieve retrofit first.
- Clean and affordable energy, including how to increase the availability of local, low carbon energy sources, empower communities to develop viable local energy projects and decarbonise the Council's own energy sources including PDHU.

- Sustainable travel and transport, including the potential role of a local/pan-London zero emissions zone and how to promote active travel, balancing the infrastructure with restricted space and wider transport demands.
- Behaviour changes required to support a net zero 2040 vision, including how to create long-lasting, sustainable behavioural change, support residents, visitors, and workers to make those changes, for example by supporting recycling, and harness the Green Economy opportunities for our residents and workers.

Fairness and Equality Review

The purpose of the review will be to identify policy approaches and initiatives that will enable and deliver a fairer, more equal, and inclusive city.

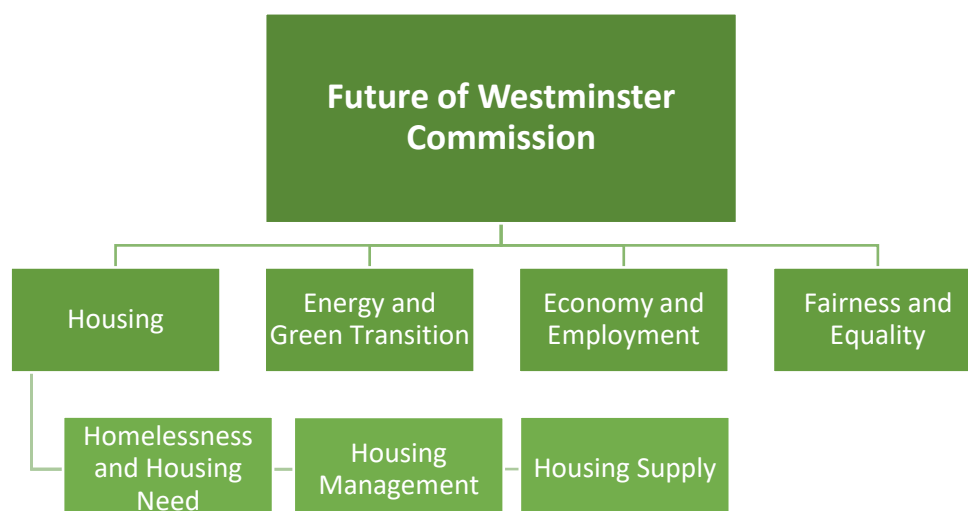
The review will be informed by an evidence base of data on Westminster's communities and citizens and will examine the effectiveness of existing Council policy and programmes that seek to meet the needs of more disadvantaged communities.

The review will identify new initiatives and recommendations for action by the Council and its partner organisations to tackle poverty and financial hardship, improve opportunities and life chances for the most disadvantaged residents and review how Council policies and resource allocation reflect the diversity of the City.

The review will work collaboratively with Cabinet Members and Council officers to focus on:

- Measures to address the cost-of-living crisis and food and fuel poverty including access to advice and advocacy and food support to families and children.
- Early years provision and access to affordable childcare.
- Young people and access to early help, including support for vulnerable families, youth services and addressing gangs and serious youth violence.
- Improving the quality of life in the most disadvantaged neighbourhoods of our city, including addressing anti-social behaviour and crime, access to sport and leisure and improving the local environment.
- Building healthy communities and addressing health inequalities, including improving the physical and mental well-being of older residents, and tackling loneliness and isolation.

Future of Westminster Commission | Membership



Future of Westminster Commission
Neale Coleman CBE: Chair of the Future of Westminster Commission <i>Member, National Infrastructure Commission; former GLA Director of London 2012; former Board member London 2012 Bid Company, Olympic Delivery Authority, London Legacy Development Corporation</i>
Steve Hilditch: Convenor Housing Review <i>Former Director of Policy Shelter; former Director of Housing, London Borough of Haringey</i>
Karen Buck MP, Westminster North; Convenor Fairness and Equality Review
Claudette Forbes, Convenor Economy and Employment review. <i>Board member Connected Places Catapult, Future of London, Independent Advisory Panel on Grenfell for UK Government; former Board member Peabody Trust, Business Link East London, former Executive Director for Business and Skills, London Development Agency</i>
Syed Ahmed, Convenor Energy and Green Transition Review <i>Director, Energy for London; Board member National Energy Action; Director Parliamentary and Sustainable Energy Group</i>
Lord Wooley of Woodford <i>Founder and Director, Operation Black Vote; Principal Homerton College, Cambridge</i>
Professor Tony Travers <i>Director, London School of Economics</i>
Dr Naomi Katz, GP <i>Clinical Director, Grand Union Health Centre; former Children's lead West London CCG</i>
Ben Commins <i>Executive Headteacher Queen's Park Primary</i>
Jackie Rosenberg <i>One Westminster; Deputy CEO Paddington Development Trust</i>
Phil Graham <i>Executive Director for Good Growth, GLA; former CEO National Infrastructure Commission</i>
Andrew Travers <i>Former CEO, London Borough of Lambeth</i>

Future of Westminster Commission | Membership

Fairness and Equality
Karen Buck MP (Convenor)
Helen Keenan <i>Managing Director, Project Hart, Grosvenor Estate</i>
Karen Barker <i>Head of Policy and Research London School of Economics, abrdn Financial Fairness Trust,</i>
June O'Sullivan <i>CEO, London Early Years Foundation</i>
Phil Barron <i>CEO, Young Westminster Foundation</i>
Anela Anwar <i>Director, Z2K (Zacchaeus 2000 Trust)</i>
Imran Hussein <i>Director of Policy and Campaigns, Action for Children</i>
Filsan Ali <i>Director, Midaye Somali Development Network</i>

Housing Review
Steve Hilditch (Convener)
Andy Whitley <i>Richmond Fellowship, former Chair, Westminster ALMO</i>
Andy Watson <i>Former CEO Waltherton and Elgin Community Homes</i>
Terrie Alafat CBE <i>Former Director General for housing Department for Communities and Local Government; former Director of Housing, RB Kensington and Chelsea; former CEO, Chartered Institute of Housing; Chair, the Riverside Group; Commissioner, Building Back Britain Commission</i>
Dr Janice Morphet <i>Visiting Professor, Bartlett School of Planning, UCL; Former CEO, Rutland County Council</i>
Sandra Skeete <i>CEO, Octavia Housing Group; Board member, One Housing</i>
Maureen Corcorane <i>Former Head of London Housing, Audit Commission</i>

Homelessness and Housing Need
Karen Buck MP (Co-Convenor)
Steve Hilditch (Co-Convenor)
Giles Peaker <i>Partner, Anthony Gold</i>
Joanna Kennedy <i>CEO, Z2K (Zacchaeus 2000 Trust)</i>
Francis Mapstone <i>Former Director of Housing, Westminster City Council</i>
Justin Bates <i>Barrister, Landmark Chambers</i>

Future of Westminster Commission | Membership

Housing Management
Steve Hilditch (Convenor)
Andy Whitley
Cllr Liza Begum <i>Cabinet Member for Housing Services</i>
Cllr Maggie Carman <i>Deputy Cabinet Member for Housing Services</i>
7-9 tenants and leaseholders (tbc)

Employment and Economy
Claudette Forbes (Convenor)
Neil Johnston <i>CEO, Paddington Development Trust</i>
Ola Badamosi <i>Deputy CEO Paddington Development Trust</i>
Phil Graham <i>Executive Director for Good Growth, GLA; former CEO National Infrastructure Commission</i>
Ruth Duston OBE <i>CEO, Primera Corporation; South Westminster BIDs and Cheapside Business Alliance</i>
Floran Bosch <i>Head of HR, Global Vodafone Business Platforms and Solutions</i>
Matthew Phillips <i>CEO, Carnival Trust</i>
Andrew Travers <i>Former CEO, LB Lambeth; London Councils lead on economic growth and recovery</i>
Stephen Evans <i>CEO, Learning and Work Institute</i>
Diana Spiegelberg <i>Deputy Director, Somerset House Studios</i>
John Spindler <i>CEO, Capital Enterprise</i>
Matthew Jaffa <i>Senior External Affairs Manager, Federation of Small Businesses</i>
Simon Harding Roots <i>London Managing Director, Crown Estate</i>

Future of Westminster Commission | Membership

Energy and Green Transition
Syed Ahmed (Convenor)
Cllr Ryan Jude <i>Deputy Cabinet Member for Climate Action and Biodiversity</i>
Lucy Yu <i>CEO, Octopus Energy Centre for Net Zero</i>
Anna Swathes <i>Head of Sustainability, Crown Estate</i>
Pancho Lewis <i>Climate Citizens Project</i>
Jill Rutter <i>Institute for Government</i>
Sachin Bhoite <i>Director of Climate Resilience, C40 Cities</i>
Tor Burrows <i>Executive Director for Sustainability and Innovation, Grosvenor Estate</i>
Lily Frencham <i>CEO of the Association of Decentralised Energy (ADE)</i>
Louise Hutchins <i>Head of Policy and Public Affairs, UK Green Building Council</i>