



City of Westminster

Committee Agenda

Title: **Climate Action, Housing and Regeneration Policy and Scrutiny Committee**

Meeting Date: **Monday 14th November 2022**

Time: **7.00 pm**

Venue: **Rooms 18.01 & 18.03, 18th Floor, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**

Patricia McAllister (Chair)	Elizabeth Hitchcock
Gillian Arrindell	Alan Mendoza
Robert Eagleton	Cara Sanquest
David Harvey	

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

Admission to the public gallery is by ticket, issued from the ground floor reception. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.



If you require any further information, please contact the Committee Officer, Linda Hunting, Policy and Scrutiny Advisor.

**Email: lhunting@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 Head of Committee and Governance Services 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 approve the minutes of the previous meeting.

4. PORTFOLIO UPDATE - CABINET MEMBER FOR CLIMATE ACTION, REGENERATION AND RENTERS

(Pages 3 - 6)

5. PORTFOLIO UPDATE - CABINET MEMBER FOR HOUSING SERVICES

(Pages 7 - 10)

6. MANAGEMENT OF CAPITAL PROGRAMME (HOUSING)

(Pages 11 - 92)

7. COMMUNAL, COMMUNITY AND ENVIRONMENTAL IMPROVEMENTS

(Pages 93 - 98)

8. WORK PROGRAMME

(Pages 99 - 122)

**Stuart Love
Chief Executive
4 November 2022**



City of Westminster

Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date:	14 November 2022
Portfolio:	Climate Action, Regeneration & Renters
The Report of:	Councillor Matt Noble
Report Author and Contact Details:	Alexandra Deolinda Severino adseverino@westminster.gov.uk

- 1. Key decisions made in the preceding period since my last Policy & Scrutiny report dated 18 October:**
 - 11/10/2022 – GLA Negotiated Grant Agreement for Affordable Homes, Funding for Funding Uplift
 - 11/10/2022 – Grant Agreement for the GLA’s Affordable Homes Programme 2021-26
- 2. The following report includes my priorities and delivery progress to date of the new administration.**

Climate Action

Sustainable City Charter

The Sustainable City Charter has now been refined and finalised following feedback from business partners in late October. The launch of the Charter is set for tomorrow, 15 November 2022.

Energy Advice & Support

Our Green Doctors service has been extended to provide an additional 400 support slots to low income and vulnerable residents over the winter. The service has delivered 82 consultations since their mini contract extension in the summer – saving the average household £263. More information can be found via the link [The Green Doctor - Warm Home Advice | Westminster FIS](#).

Green Bond Update

Discussions continue with Finance colleague on the offer of the Council’s Green Bond. Officers are exploring a potential launch date of February 2023. An update will be brought to this Committee in due course.

Biodiversity in Westminster

In line with the New Administration’s ambitions to increase biodiversity in Westminster, officers met in a first Greening and Biodiversity Working Group to discuss how we streamline our approach in this

area and how we plan to meet national/ GLA requirements. A meeting has been scheduled for mid-November with Natural England to find out more about our responsibility within the new Local Nature Recovery Strategy requirements.

Regeneration

Truly Affordable Housing Strategy

Since its Cabinet signature on 17th October significant progress has been made under the Truly Affordable Housing workstream which aims to align housing delivery with our Fairer Westminster vision of meeting the demands of the housing waiting list and increasing the number of truly affordable homes in the borough. We plan to deliver at least 160 new homes to support affordable housing in Westminster, taking our total stock to at least 1362 affordable units (a breakdown of unit size can be found in the table below).

Our initial proposals include, change of tenure from intermediate rent to social rent at the Council's developments at Luton Street, Ashbridge, Luxborough, West End Gate, Torridon and Carlton Dene and change of tenure from market homes to affordable rent, and within affordable tenures, at 300 Harrow Road and Westmead development schemes. These initial tenure changes would result in an additional 143 social rent homes, primarily larger family sized homes. Discussions are ongoing and when notable progress is made an update will be made available to the Committee.

Affordable Unit Bed Sizes							
	1b	2b	3b	4b	5b	TBC	Total
Total	501	435	307	69	5	45	1362
%	37%	32%	23%	5%	0%	3%	100%

Infills Programme

Adpar, Queens Park Court and Torridon schemes have recently been approved for contract award and for works to start on site. The teams are mobilising, and construction is due to commence on these sites towards the end of the year. These three 100% affordable tenure schemes will deliver a total of 64 social rent homes, with 20 of these being provided as Community Supported Housing. The approval to proceed follows recent approval for additional GLA grant funding to support scheme viability.

Church Street Programme Update

The Church Street ballot has opened for registration, with voting set to go live on 28 November until 19 December. The public announcement of the results will then be made in January.

The delivery partner procurement is progressing, with the final procurement strategy going through internal governance approvals currently and we are aiming to implement in the early new year. There are 11 residential properties remaining in occupation, 6 of these are expected to be vacated shortly. The remaining 5 require further negotiations. There are 12 commercial occupiers

still in possession of the ground floor commercial units. Updated strategies for achieving vacant possession via negotiation are being assessed at the moment in order to make progress with this.

Ebury Programme Update

Work continues to explore the options available to deliver more social housing through this scheme and to secure GLA funding in support of more affordable delivery. Discussions to date have been positive.

Phase 1 delivery of 226 homes is continuing well and is on target for completion in accordance with the contract programme in Q2 2024.

Renters

Housing in Multiple Occupancy (HMO) Licensing Update

Since our HMO Licensing Policy went live in September 2021 we have recorded a Licence fee income of £1,682,156 to date. Officers have inspected 569 properties, and we issued a total of 1,465 licenses. Officers are currently exploring ways to expand this policy, aligning with the new Administration's goals of increasing protections for residents in the private rented sector.

Private Rented Sector (PRS) Update

Recently we have responded to a proposal for a Decent Homes Standard for the PRS. While we are supportive of its aims we are concerned that the proposal is not the best way of achieving this and will continue to push Central Government to be more forward thinking and do more in this area.

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Climate Action, Regeneration and Housing Policy and Scrutiny Committee

Date: 14 November 2022

Portfolio: Housing Services

The Report of: Councillor Liza Begum

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

- 1. Key decisions made in the preceding period since my last Policy & Scrutiny report dated 18 October:**
 - 24/10/2022 – The Passage – Bentley House
- 2. The following report includes my priorities and delivery progress to date of the new administration.**

Retrofitting Update

We plan to submit a grant funding application for the Social Housing Decarbonisation Fund (SHDF) again this year which aligns with our goals to have homes in our Housing Stock be as efficient and environmentally friendly as possible. Green Homes Local Authority Delivery Scheme Phase B (LAD1B) and LAS 2 Grant funded schemes have just ended and £800k of additional funding above the £3.3m SHDF funding has been received for these retrofit works to over 150 homes.

Update on VOIDS

Works to 134 VOIDS are currently in progress as of 1 October 2022. 31 of which are undergoing retrofit works. This year, the average time taken to complete a VOID on properties requiring minor works is 11 days, and 16 days for more extensive works such as replacement of kitchen, bathroom, or rewiring.

New tenants are surveyed and encouraged to feedback with the condition of their new homes, and we are currently waiting for the guidance from the Housing Regulator to confirm on the guidelines and criteria of reporting satisfaction.

Major Works

The Major Works aspect of the Capital Programme is being delivered across the city is on schedule and our spend in line with our forecast. In the South United Living are working on 11 live contracts and a further 8 Client Briefs are in development. In the North with Axis Europe, we are concluding 2 projects, with a further key 5 projects to start within October and November.

Repairs

Following my substantive report from the last Committee dated 18 October officers have taken back feedback and continue to complete repairs as requests come into the service. To date most repairs received by the service are plumbing and leaks, carpentry works and communal district heating repairs on our estates.

We recognise a large proportion of the service disconnect that is received by our customer satisfaction is based around delays in getting access to homes and in turn delays to resolve leaks, delays in making good and decoration works (after a leak has been resolved) and communication updates on repairs, officers are taking this back and updates regarding improving disconnect on repairs will be brought back to this Committee in due course.

Anti-Social Behaviour (ASB) Update

The Housing ASB Team currently have 172 active open cases. 49 of these cases relate to verbal abuse/ harassment / intimidation, 42 cases relate to noise complaints, and 31 cases relate to drugs misuse. The area with the highest number of cases includes the Mozart Estate, Lydford Estate and the Avenues with 30 cases.

Two cases were heard in court throughout the month of October. 1 x Possession on discretionary grounds in regard to a property in the West. This case was adjourned to later this month, and 1 x Injunction against a resident in the West. The case was adjourned.

Autumn Nights in Westminster

We want everyone to be able to safely enjoy Halloween and Bonfire Night in Westminster this year, that's why we have re-launched our Autumn Nights campaign running from 22 October 2022 to 5 November 2022. Teams are working together to ensure posters are displayed across estates regarding use of fireworks. Four Westminster Housing household occupants have been identified this year to receive a pre-Autumn Nights warning letter. These are individuals who came to notice last year due to ASB.

Fire and Building Safety Bill Update

Additional revenue and capital budget has recently been agreed to fund the new requirements set out in the Buildings Safety Act 2022 and Fire Safety Act 2021. A 2-phase service provider framework project has commenced to procure the required services to deliver new services set out in the legislation recently given royal assent. Further detail on this will be brought to Committee in due course.

Rough Sleeping in Westminster

227 rough sleepers were recorded during the September Street Count, down from 280 in the previous street count in July and returning to levels previously seen in June 2022. Housing Needs, together with our providers are working to engage rough sleepers with work options and for those who wish to return to their home country to support this process.

The hot spot areas where rough sleepers recorded in the September count (by ward) are St James's - 93, West End - 74, Vincent Square - 17 and Hyde Park - 9.

Supporting Residents Through the Cost-of-Living Crisis

We have set aside a sum of £400k for a 'Hardship fund' for tenants to help residents through the Cost-of-Living Crisis. We have identified our tenants who are in receipt of Universal Credit of Housing Benefit who are also in arrears so that we can target our support to who would benefit the most from the hardship sum.

There are 844 accounts with a balance of £507k in arrears where we are working with our tenants to understand if a payment from the hardship fund will assist our residents to maintain their rent account.

Community Thursdays

The Community Thursdays Programme has now completed its first round of visits with 18 sessions. Highlights to date include: 65 estates visited across 17 wards, 178 different members of staff have taken part, 12 different councillors have joined us, over 5000 doors knocked, and 2 homeless schemes visited. More information on this and the Residents First Programme will be available in my next report to this Committee in December 2022.

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Agenda Item 6

AGENDA ITEM No:



Climate Action, Housing and Regeneration
Policy & Scrutiny committee

Date: 19th September 2022

Classification: General Release

Title: Management of Capital Programme (Housing)

Report of: Neil Wightman, Director of Housing

Cabinet Member Portfolio Housing www.westminster.gov.uk/cabinet)

Wards Involved: All

Policy Context: For noting

Report Author and Contact Details: Jim Paterson, Divisional Head Sustainability & Housing Capital Programme
jpaterson@westminster.gov.uk

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1. Executive Summary

This report provides an overview of how the Housing directorate manages and monitors its capital works programme of circa £50m for 2022-23 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 Council's priorities.

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

Our Housing capital programme has an impact on our carbon footprint and recognises the impact our programme as part of the commitment to becoming a carbon neutral council by 2030 and a carbon neutral city by 2040. There is specific reference to this later in the report.

Additionally, it is recognised the Housing capital programme impacts on our residents quality of life, and therefore a separate piece of work is being carried out which is reviewing the end to end process for major works, including assessing resident communications and specifically improvements which can be made with leaseholder engagement.

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 council 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.

Due to its age, design and complexity the stock is challenging to manage. 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. Financial Comments

The current iteration of the HRA Business Plan (approved by Cabinet in February 2022) includes provision for £315m worth of works to existing housing stock over the next 5 years.

The current programme is fully funded within the plan. It is reliant on a combination of funding sources, which can vary each year, as follows:

- **Major Repairs Allowance** – this is the statutory contribution from the HRA revenue budget (i.e. rents) that must be committed annually, as a minimum, to fund planned works. It is equivalent to the value of depreciation across the HRA asset base
- **Grants** – these are mostly in relation to the climate works programme
- **Leaseholder Contributions** – recharges to leaseholders for their share of planned works

- **HRA Borrowing** – any residual funding requirement come from available HRA borrowing capacity

The programme for 2022/23 is forecast to spend just under £50m (which is within budget). This would represent a 25% increase on the level of investment delivered in 2021/22.

5. Developing the Capital Programme

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

- Active Asset Management
- Planned Preventative Maintenance
- Stock-wide projects
- 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.

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 3-5 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.

6. 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.

7 Carbon Impact

The works undertaken in the Capital Programme will improve the performance of the stock, therefore reducing the carbon emissions to aim to become a carbon neutral council by 2030 and a carbon neutral City by 2040.

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.
- The council submitted various bids to government to obtain grant funding to improve our carbon footprint. A recent example of this is a successful £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.

8 Delivering the Capital Projects

The process within the term contracts is generally designed around the recommended Royal Institute of British Architects (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 term partnering contract agreed workflow is as follows:



(the above abbreviations are explained in the following section of this report)

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.

9 Operational Management of the works

The Capital Programme Team operates in 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, attending schools and colleges to promote recruitment to the construction industry etc.

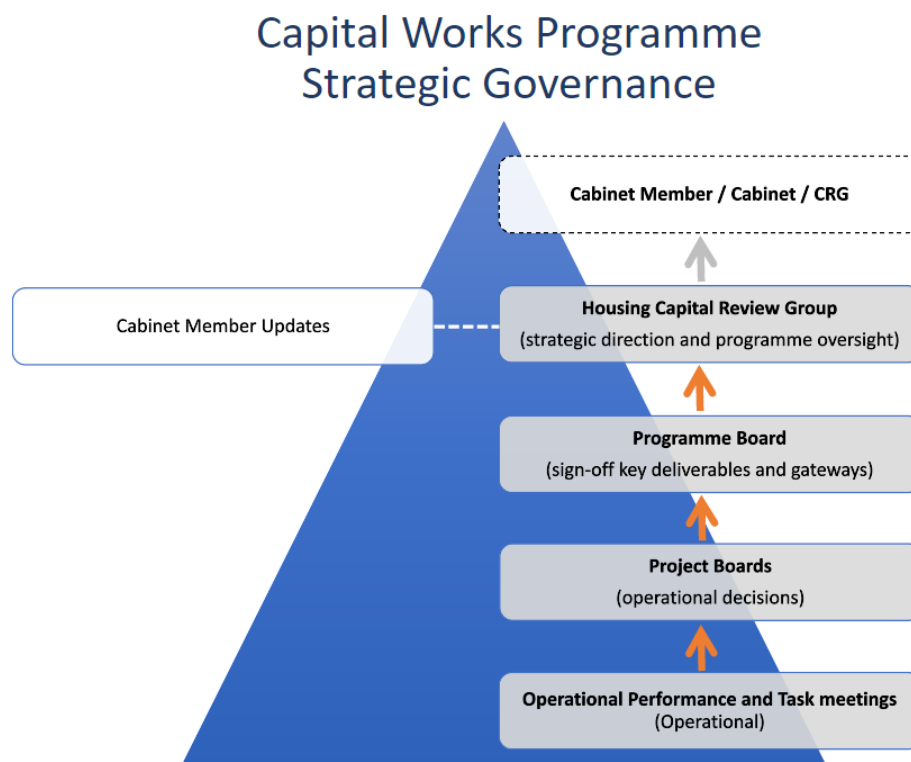
10 Governance processes and procedures

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.



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 Power-Bi dashboard reports which are presented at programme and strategic boards.

Dashboards

Over the last 12 months, 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 Major Works and Sustainability

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 – Chaired by Cabinet Member for Housing

This occurs on a quarterly 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.

11 Managing the Capital Programme Following the Pandemic and other Global Pressures

The cost of delivering the Capital Programme has been adversely impacted by the pandemic, Brexit and the situation within Ukraine.

The delivery of the programme is challenging. Over the last 12 months as came out of the pandemic and the arrangements which were put in place throughout Europe, we have seen how difficult it is for our contractors to recruit skilled and qualified trades operatives, as many operatives returned to their home countries during the pandemic and resource levels which has not fully returned to previous levels.

There is also a very buoyant construction market across the country, even more so in London, which has caused labour costs to increase. Whilst many of our contracts have already been priced and costs are built in and secure, we can see in future contracts, labour costs increasing as the general cost of living increases.

The cost of materials has risen considerably in the last year with costs on some of our frequent material usage plasterboard, plastic, timber, cement, aluminium, copper etc all increasing.

This will have a knock-on effect to future programmes and ultimately to leaseholder's recharges. The capital programme team have endeavoured to minimise this impact by bringing forward tenant only works as a priority. For example, a major £2,200,000 programme for Devonshire House decorations and sprinkler system and has prioritised kitchens and bathroom to tenants' properties where possible.

A recent report published by the RICS (Royal Institute of Chartered Surveyors) Building Cost Information Service (BCIS) published confirmed that 'material supply to the UK construction industry is under severe pressure resulting in rising costs.

Due to the recent rise in inflation, we are aware that many suppliers have been asking for price increases, either because they are facing cost pressures or due to clauses in their contracts. As contract managers, we need to understand from suppliers what these requests entail before we grant them, and are fully validated as they can have a serious impact on the council's budget.

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.

12 Communication and Resident Engagement on Major Works Projects

Following the new Housing restructure, a major aspect of the restructure was increased visibility of staff and improved resident engagement across Housing services.

The structure has enabled an increase of Resident Advocates to 9 where one of their roles will be to act as the conduit between our major works contractors, and residents whilst major works is taking place.

A major initiative which is almost complete is a full review of the end-to-end process of major works covering not only the technical aspects of delivering multi-million pound projects but also how we improve resident engagement, consultation and communication.

This has included reviewing our communications to residents ensuring consistency between both contractors, liaising better with leaseholders and removing the use of technical jargon from our letters.

Major works projects can be 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.

5-Year 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.

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.

Complaints, Enquiries and Resident Satisfaction Surveys

Considering the vast sums of money and nature of the works being carried out, the number of complaints and formal councillor enquires on major works and asset strategy is extremely low. There are currently no live complaints regarding major works.

Resident satisfaction with major works is contracted to a specialist housing market research organisation and surveys are undertaken at 3 specific points within the process.

- i. Pre-start surveys to assess the quality of the consultation stage
- ii. On-site
- iii. Completion

The following projects are due to start so a percentage of residents will be receiving survey calls from Kwest in the very near future:

Onsite surveys:

AC103 - Wharncliffe Gardens – 280 units
AB109 - Grosvenor and regency – 360 units
X107 - Vale Royal – 117 units

Post completion surveys:

Z251B - Glastonbury House cladding and fire safety works – 162 units
AA103 - Fountain Court Fire Safety Works – 159 units
V120/ V120B – Lisson Green – 952 units

Our most recent surveys confirm satisfaction with major works as:

- Tenant satisfaction with major works – 84% from 326 tenant responses
- Lessee satisfaction with major works – 56% from 61 leaseholder responses

13 Legal Requirements regarding 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.

14 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.

15 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.

We have recently fully retrofitted a ground floor one bed flat at Bravington Road. A variety of energy efficient and carbon reduction measure has been implemented including secondary glazing, internal wall and floor insulation, installation of an air source heat pump and hot water waste recycling system.

Our void standard now includes fabric improvements to the worst performing homes. To date 207 have been completed with a further 18 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 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 includes 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 October 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 submitted an application to the Department for Business, Energy and Industrial Strategy (BEIS), and were successfully awarded grant funding of £3.2m from the Social Housing Decarbonisation Fund Wave 1, which enables 360 properties to be improved from an EPC rating of D to a minimum of C, if not a B rating.

Our most recent update on 31st July 2022 we have retrofitted over 200 properties and we are well ahead of our target to complete 360 properties by 31st March 2023.

Monthly performance meetings are in place with the Dept of Business Environment and Innovations (BEIS) who monitor our progress across various criteria.

It is quite evident from these meetings how pleased and impressed the representatives from BEIS are with Westminster's performance compared to other local authorities.

The government has recently announced Wave 2 funding where the criteria will be published in October and submissions will be submitted by end of November.

16 PDHU Decarbonisation plans

A major options paper is currently being drafted which will present various options for consideration by October 2022 regarding the circa 3,300 properties served by PDHU.

The paper will review all options available to be considered with costed appraisals including the level of capital investment necessary, reduction in carbon usage for

each option, estimated future fuel bills for residents and will be independently assessed by industry specialists.

In addition to these decarbonisation plans for PDHU, there are significant Investments required to the network and in-flat heating distribution. These will be included in the study in order that a strategic plan for future PDHU investment is produced.

17 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

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
- 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											

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*Prepared pre-Ward Boundary Review

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

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
Bryanston and Dorset Square Page 33	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X103 Marylebone Estate externals	46	59	105	19 Balcombe Street, 22-30 evens Balcombe Street, 38/47 Chapel Street, Crawford Mansions, Homer Row, Sidmouth House, & 52A, 54A, 56A Crawford Street			●	●	●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	Y100 Blandford Estate Decorations TC	29	81	110	Farnham House, Lascelles House, Mordern House & Wimborne House			●	●			
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	Y110 Siddons and Stirling decorations	19	42	61	Siddons Court & Stirling Court						●	
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AD104 Central Street Properties	TBC	TBC	TBC	TBC					●	●	●
	Roof Works	AC110 Blandford Estate Roof Repairs	29	81	110	Mordern House, Farnham House, Wimbourne House & Lascelles House	●						
	Electrical	AB115 Crawford Mansions Door Entry System		14	20	Crawford Mansions	●						
	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	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
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 (5) 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 35	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 Hormead 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 Page 37	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				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				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	●	●		●	●	●	●	●	●	●	

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	
Maida Vale	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X104 Maida Vale estate externals TC	89	97	186	Helmsdale House, Invergarry House, Keith House, Melrose House, Renfrew House, Strome House, Oak Tree House, Wheatfield House & Sutherland Court			●	●				
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	X110 Tollgate Gardens decorations	36	17	53	Tollgate House						●		
	Decorations, Windows, Roof, FRA Works, Mechanical & Electrical	AB108 Scottish Towers (replaces P160)	147	180	327	Edinburgh House, Falkirk House, Glasgow House, & 101, 107, 111, 113, 117 & 141 Lanark Road		●	●	●	●			
	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		●	●					
	Electrical	W261 Maida Vale Lateral Mains & Lighting	TBC	TBC	TBC	TBC		●	●					
	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	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	V107 Torridon House FRA & façade work	47	51	98	Torridon 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		●	●	●	●	●	●	
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	
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, Kiravock Street, Lothrop Street, Mame 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	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 Wharnclyffe 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 & Winchelsea 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, 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	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 46	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	299	207	506	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 47	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	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			●	●			
	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, Clenwell 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 & Fallodon House decs, lateral & lighting	65	83	148	Harford House & Fallodon 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, Fermoy House, Leamington House, Macroom House, St Lukes Court & Windsor Gardens	●	●							
	Roof Renewal	Z121 Downfield Close roof renewal	90	100	190	1-78 Downfield Close	●								
	Ventilation	X253 Brunel Estate Ventilation	37	41	78	Combe House, Dainton House, Derrycombe House, Hanwell House, Keyham House, Mickleton House, Portishead House, Riverford House, Stonehouse House, Sunderland House & Truro House	●	●	●						
	Mechanical	AB252 Harford House Pipework Upgrade	251	101	352		●								
	Electrical	Z104 Distributed Street Properties AFD & EL (a,b,c)	34	70	104	Harford House	●								
			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	●								
			53	69	122										
	Lifts	AB801 LVT - H&S controllers	411	339	750	Gaydon House, Princethorpe House, Brinklow House, Oversley House, Wilmcote House, Polesworth House	●	●							
	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 House, Fleming Court & Hanwell House	●								
	Asbestos Remedial/Removal	Asbestos Monitoring/Removal (N&S)	TBC	TBC	Various	Various	●	●	●	●	●	●	●	●	●
	FRA Works	Y142 (N) Front doors (North)	412	338	750	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	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	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	AC923 Weatherbury Cavity Wall Insulation	0	39	39	Weatherbury	●									
Climate Works	Carbon Emissions reduction programme	TBC	TBC	Various	Various		●	●	●	●	●	●	●	●	
Estate Works	AC113 Brunel Estate - Site Boundary Walls	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	●	●	●	●	●	●	●	●	●	
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, Marblebone 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.

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 Project Board and Programme Board for approval.

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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

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

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

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

CAPITAL PROGRAMME

HOUSING CAPITAL REVIEW GROUP TERMS OF REFERENCE

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 and Digital	
	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.

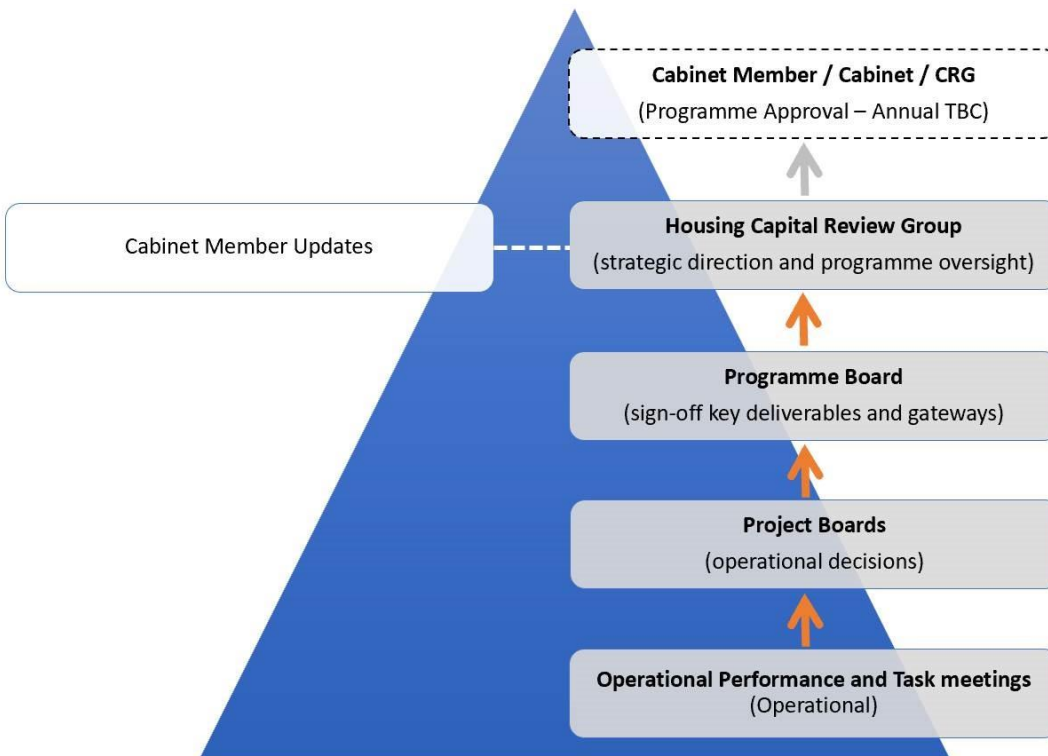
3.6. If Group members are unable to attend meetings, they may send a proxy with appropriate experience, knowledge and delegated authority to contribute towards discussion, in their place.

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

- 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.



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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

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



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

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: housing.enquiries@westminster.gov.uk Website: www.westminster.gov.uk/housing
Compliments, comments or complaints	If you have any comments or complaints about our service, please contact Westminster City Council’s Complaints Team W: www.westminster.gov.uk/housing



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

<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: housing.enquiries@westminster.gov.uk Website: westminster.gov.uk/yourhousing
Leasehold Operations team	The Leasehold Operations team can be contacted using the above-mentioned contact details. Alternatively, you can write to the team at the following address: Leasehold Operations 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: www.westminster.gov.uk/complaints
OTHER USEFUL CONTACTS	
The Leasehold Advisory Service	W: https://www.lease-advice.org/
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: www.westminstercab.org.uk
National Debtline	T: 0808 808 4000 W: www.nationaldebtline.org

 <p>BY PHONE WITH A DEBIT OR CREDIT CARD</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 ten-digit account number which you can find on your service charge invoice.</p>	 <p>ONLINE BY DEBIT OR CREDIT CARD</p> <p>Over the internet at https://payments.westminster.gov.uk/housingpayments/ and follow the instructions under the heading 'view or pay your Westminster housing rent or service charges'</p>
 <p>BY DIRECT DEBIT</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>BY STANDING ORDER</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>You are responsible for informing your bank of any changes needed when they are required.</p>
 <p>DIRECT TO BANK ACCOUNT (VIA BACS)</p> <p>Payments can be made to</p> <p>Account Name: City Of Westminster</p> <p>Sort Code: 30-00-00</p> <p>Account Number: 00250821.</p> <p>International Codes:</p> <p>BIC: LOYDGB2LCTY - IBAN: GB24 LOYD 3000 0200 3500 82</p> <p>When making a payment, please quote your account number in full, omitting any dashes, spaces or characters.</p>	 <p>BY POST</p> <p>Cheques and postal orders must be made payable to City of Westminster 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 account number on the top right-hand side and your name and property address on the left-hand side.</p>
 <p>SERVICE CHARGE LOANS</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>USE OF DATA</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>The Landlord and Tenant Act 1987 Section 47 & 48</p> <p>The name of your landlord is: The Lord Mayor and Citizens of Westminster</p> <p>The address at which notices may be served is: Westminster City Hall, 64 Victoria Street, London, SW1E 6QP.</p>	

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Major Works / Capital Works Programme

Governance and Reporting summary – for P&S Committee

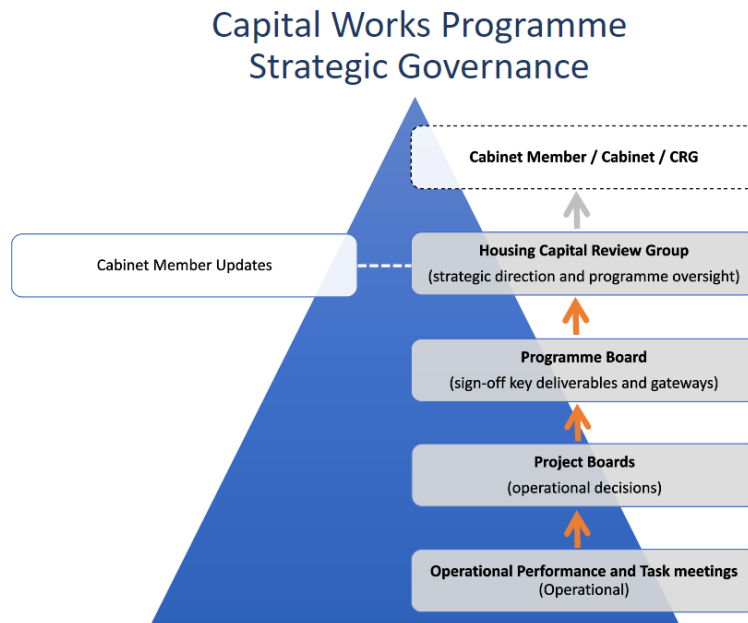
Governance:

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:


Project (Task) Name	V120b Lisson Green Ventilation	Programme	Major Works	Report Period	10	
Work - Stream	Lisson Green Ventilation	Image Upload link	V120b			
Project Address	Cottesloe, Dinton, Fingest, Fulmer, Hardwick, Horwood, Jordans, Lavendon, Linslade, Olney, Padbury, Risborough, Swanbourne, Turville and Wycombe	Project Scope (Works)	Communal ventilation and associated fire safety works			
Unique Project Code	V120b	Total approved budget	£2,096,822.00		Area Service Centre	Central
Current Stage	Onsite	Total forecast budget			Ward	Church Street
Ward Member	Barbara Grahame, Aicha Less and Aziz Toki	Budget variance			Ward member	Barbara Grahame, Aicha Less and Aziz Toki
Service Provider	United Living	Contractors Total			Properties	973
Client Rep	Oscar Esparza	Ledger Costs			Leaseholders	289
Communications Representative	Marie Baker	Leaseholder bills (Highest)	£5,817.00		Tenants	684
Other Officers (TBC)	David Haizelden, Lee Hodgson	Leaseholder bills (Average)	£2,963.00			
		Leaseholder bills (Lowest)	£623.00			

Programme	Budget	Residents	Quality
Green	Green	Amber	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	26	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
Risk Summary	RAG	Issue Summary	
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...																																																
		<p>Scope</p> <p>Cyclical decorations (ext. and int.), external repairs, windows, doors, roofing, lateral mains, electrical, DES, water mains and drainage, asbestos works and FRA works</p> <p>Engagement</p> <p>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.</p> <p>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).</p> <p>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.</p> <p>United Living's cost plan sets out two full time resident liaison officers but this has not materialised onsite.</p> <p>Updates from Last Month</p> <p>Scaffold commenced to Mulready House.</p> <p>Planning have discharged the window repair condition for Morland House and half of Maclise House: works to Maclise House have commenced.</p> <p>Communal electrical work to install containment and new emergency lights continuing but delays encountered with in flat work as noted above.</p> <p>Actions</p> <p>Detailed designs and procurement schedule to be received from the Service Provider.</p> <p>United Living to complete discharge submissions with Planning Authority and reflect this within revised programme.</p> <p>United Living to complete benchmarks for acceptance by Westminster and RepairCare.</p>																																																		
<p>Programme Red</p> <p>Quality Amber</p> <p>Budget Amber</p> <p>Residents Red</p> <p>Agreed Budget £6M</p> <p>Forecast Budget £6M</p> <p>Budget Variance £0</p> <p>Properties 306</p> <p>Leaseholders 167</p> <p>Tenants 139</p> <p>Ledger Cost £1.15...</p> <p>Ward Vincent Square</p> <p>Leaseholders bills Highest £30K</p> <p>Average £11K</p> <p>Lowest £3.852</p> <p>Ward Members Danny Chalkley, David Harvey and Steve Summers</p> <p>Service Provider United Living</p> <p>Client Representative David Haizelden</p> <p>Comms Representative Lindsay Jenkins</p> <p>Other Officers Lee Hodgson</p>		<p>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 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.</p> <p>Cost uncertainty around change of specialist.</p> <p>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.</p> <p>4 Weeks Look Ahead</p> <p>UL to provide revised cost breakdown for window and brick repairs for agreement of Westminster to allow accurate costing of repairs to be calculated.</p> <p>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.</p> <table border="1"> <thead> <tr> <th>Milestones</th> <th>01. Project Board sign off</th> <th>02. Pre Resident Consultation</th> <th>03. Client Brief issued to SP</th> <th>04. PEP</th> <th>05. SPP</th> </tr> </thead> <tbody> <tr> <td>Baseline</td> <td>02/11/2018</td> <td>11/06/2018</td> <td>23/11/2018</td> <td>12/12/2018</td> <td>26/12/2018</td> </tr> <tr> <td>Actual / Current Forecast</td> <td>11/02/2018</td> <td>11/06/2018</td> <td>23/11/2018</td> <td>01/02/2019</td> <td>10/04/2019</td> </tr> <tr> <td>Variance in days</td> <td>-264</td> <td>0</td> <td>0</td> <td>51</td> <td>105</td> </tr> <tr> <td>Milestones</td> <td>06. NOE (S20) Issued</td> <td>07. NOE (S20) sign-off</td> <td>08. SOS</td> <td>09. Practical Completion</td> <td>10. 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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.</p> <p>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.</p>			Milestones	01. 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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	Residents	Budget	Programme	Quality	Overall
35%	▲	▲	◆	◆	◆

Delivery

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

Engagement

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

Time/Quality/Cost

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.

Scope

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

New Dashboard (Programme View)

Programme/Pillar Dashboard

Major Works



Programme overview

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Agreed Budget

£33.1M

Forecast Outturn

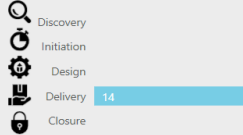
£25.5M

SpendToDate

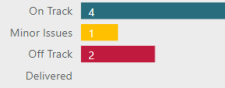
Projects by Status



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



City of Westminster

Committee Report

Meeting or Decision Maker: Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date: September 2022

Classification: General Release

Title: Communal, Community and Environmental Improvements

Wards Affected: All

Policy Context: This work contributes to the Fairer Housing agenda in seeking to improve the quality of services to residents

Cabinet Member: Councillor Lisa Begum

Key Decision: None

Financial Summary: n/a

Report of: Debbie Jackson, Executive Director Growth Planning and Housing

1. Executive Summary

This report provides an update on the work of the housing team to improve services delivered to the council's housing estates across the borough. It focuses on initiatives to improve the environment in which our residents live, including

- Gardening
- Recycling
- Estate security
- Community initiatives

2. Gardening

2.1 Trees

Over the last year 56 new trees were planted across the council's housing estates and 32 are planned for the next year. We are currently identifying more locations where additional trees will benefit our estates and communities.

2.2 Green Flag Awards

The Green Flag Award scheme recognises and rewards professionally managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.

The Green Flag Award is managed under license from the UK Government Department for Levelling Up, Housing & Communities by Keep Britain Tidy who also administers the scheme in England.

We are very pleased that we have retained our Green Flag status for:

- Churchill Gardens
- Lillington and Longmoore Gardens
- Lisson Green

The standard of grounds maintenance has not only been maintained but we have continued to make improvements. We are grateful for the hard work and dedication from our contractors, resident groups, and volunteers. In addition to this we won the coveted English Heritage Site Accreditation for Lisson Green, which is awarded for conservation of historical features to a high standard and maintenance of their historic character and appearance.

Over the course of the next two years the housing service is working towards achieving Green Flag accreditations at the Hallfield Estate and Brunel Estate. Residents appreciate good gardening on their estates, and we welcome the opportunity to work together to achieve these awards in this part of the borough.

2.3 Lillington & Longmoore Sensory Children's Garden

We were proud to open the first children's sensory garden on our housing estates in August 2022. Working with residents an underused outdoor space has been transformed for the primary use of vulnerable children who require sensory stimulation. Sensory experiences help children to develop and sense of the world around them. We hope that the garden will provide endless opportunities for learning and development, and we look forward to carrying out similar projects in different parts of the borough to provide opportunities to more children.

2.4 Greening

Working with resident groups and our contractors we are continuing to locate areas that require additional greening. This includes replacing dead shrubs and improving spaces that are not being utilised. We are currently working on projects at Lydford Estate and Wharncliffe gardens to create more green spaces where tree roots are causing the hard surfaces to crack. By greening these areas, we will provide a long-term solution to the issues creating more environmentally friendly areas whilst reducing the need for future costly repairs to the surfaces.

3. Recycling

3.1 Food waste recycling roll out

Between 2019 and 2022 we tested the collection of food waste across 7,000 properties and in February we extended collection from over 19,000 properties. 448 tonnes of food waste have been collected since the start of March this year. The scheme will be extended to the Maida Vale ward and a door knocking campaign for this starts at the beginning of September.

3.2 Improved waste and recycling infrastructure on our estates

We are currently in the process of applying for capital spend to improve the facilities for waste and recycling on estates. The Waste and Recycling team are currently working with the Housing teams to identify the improvements required.

4. Estate Security

We are setting up a borough wide roving estate security patrol pilot, focusing on the communal areas of housing blocks and estates for a period of 6 months. As this is a pilot, the initial cost will be borne by the HRA (Housing Revenue Account), however, if the service were implemented more widely the cost would have to be covered by a stock wide service charge.

We previously set up a patrol for limited period funded by a ward budget to cover the Bayswater ward which was successful at reducing anti-social behaviour in the area.

The estate patrol service will consist of two branded patrol officers in a dedicated marked patrol vehicle. Designated blocks and estates will be visited within the Westminster estate to identify, remedy, and deter ASB (Anti-Social Behaviour). Officers will be tasked with delivering a high-quality service, demonstrating excellent customer services skills, liaising with residents and key stakeholders. They will also

attend emergencies, and deal with hazards located on the patrols such as blocked fire escapes.

The service is not intended to be a policing enforcement role when dealing with ASB. The main role is to deter ASB, to observe and gather intelligence. They will communicate where it is safe to do so, and inform the housing teams, and local law enforcement of any conflict, to enable them to formulate a plan to alleviate any issues.

The service will run 7 days per week and shifts are expected to be 10 hours long. The core hours of operation will be 8pm to 6am with the flexibility to change the hours based on business needs.

The pilot will begin on four estates: Lisson Green; Hallfield; Lydford and Lillington and Longmore. There will be flexibility to move the service to other areas of concern within the borough by using available resources without additional cost.

5. Residents First Programme and Community Thursdays

The Residents First programme aims to deliver a new and revitalised housing service following the recent restructure and addressing the housing management priorities of the new administration.

As part of the programme, we have introduced Community Thursdays for teams across the housing department, at all levels, to visit estates, provide a visible presence, and talk to residents about their housing service. Local councillors are invited to join us, to listen to the issues of importance to our residents. Visits are advertised in advance on the housing pages of the council's website and on posters on estate notice boards. We encourage any issues to be raised and try to assist there and then. If the matter is more complex, issues are logged on a mobile application and triaged to the appropriate team for resolution.

Community Thursdays have been actively promoted within the housing and wider GPH (Growth Planning and Housing) directorate to encourage staff to attend, and attendance levels have been very good. We are continually reviewing how to make this initiative more effective for all parties by encouraging feedback, holding regular meetings on progress, and removing any obstacles. Visits are scheduled to the end of November, and we aim to visit estates on a rotational basis every four months. Our visits include blocks managed by tenant management organisations. Separate visits to some of our housing needs homeless schemes have also been arranged with senior management and Cllr Begum.

As of 25 August, we had achieved the following:

- 11 Community Thursdays (first was on 16/6)
- 34 estates visited across 16 wards

- 140 different members of staff have taken part
- 10 different councillors have joined us
- Over 3100 doors knocked

The mobile solution being used on Community Thursdays is an expansion of a new application that allows staff to report any housing related issue on a mobile phone or other hand-held device. The app is integrated with our housing management and customer relationship management software and negates the need to complete time-consuming administration after the visits. Issues captured to date are displayed below:

Case Type / Property Type	Block	Property	Grand Total
ASB	5	23	28
Estate Services	10	36	46
Abandoned Goods / Fly tipping		4	4
Cleaning & Grounds Maintenance Issue	9	28	37
Communal Access Requests	1	4	5
Housing Management	3	75	78
Abandoned Goods		2	2
Abandoned Properties		1	1
Change to Tenancy		1	1
Fobs		2	2
Housing	3	49	52
Moving Home		10	10
Permission for Pets		1	1
Vulnerable Resident		9	9
Income		6	6
Rent Account Query/payment		4	4
Universal Credit/Benefits		2	2
Leasehold Operations		11	11
Not Housing Services	4	16	20
Parking, sheds, garages	2	5	7

Pest Control		6	6
Repairs	31	190	221
Grand Total	55	368	423

Our commitment to a local presence is also demonstrated through the addition of new housing surgeries. The surgeries were established in August on the Lillington and Longmoore estate and in Soho, with an additional surgery due to commence on the Mozart estate in September. The surgeries are advertised to residents and so far, have been positively received and attended. They provide residents with a way to speak to our teams in person, a little closer to their home.

Finally, following the housing re-organisation we are currently writing to all residents introducing their new housing officer and repairs surveyor. The letters give a description of their role and provide a picture of the staff to help residents get to know their local housing team.

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

Chris Shoubridge, Divisional Head of Housing Neighbourhoods
cshoubridge@westminster.gov.uk



Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date:	4 November 2022
Classification:	General Release
Title:	2022/2023 Work Programme
Report of:	Head of Governance and Councillor Liaison
Cabinet Member Portfolios:	Cabinet Member for Climate Action, Regeneration and Renters Cabinet Member for Housing Services
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Linda Hunting lhunting@westminster.gov.uk

1. Executive Summary

1. This report requests the committee members to consider the work programme for the 2022/2023 municipal year.

2. Meeting dates for the 2022/2023 year

- 2.1 The Committee is advised that the scheduled meeting dates for the 2022/2023 year are:

- 7 December 2022;
- 2 March 2023; and
- 19 April 2023.

3. Suggested topics

- 3.1 The Committee's agenda for the meeting on 19 September meeting includes reports on Major Works and Communal, Community and Environmental Improvements. The Committee is therefore asked to reflect on and discuss the suggested work programme for the October meeting.

- 3.2 It is suggested that the Committee choose to defer one or more items scheduled on the work programme in October to a later date. The Committee may also wish to consider other items currently listed as unallocated to add to the Committee meetings.

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

lhunting@westminster.gov.uk

Appendix 1: Terms of Reference

Appendix 2: Work Programme

Appendix 3: Action Tracker

CLIMATE ACTION, HOUSING AND REGENERATION POLICY AND SCRUTINY COMMITTEE

COMPOSITION

7 Members of the Council (4 Majority Party Members and 3 Opposition Party Members).

TERMS OF REFERENCE

(a) To carry out the Policy and Scrutiny functions, as set out in Chapter 4 of the Constitution in respect of matters relating to all those duties within the terms of reference of the Cabinet Member for Cabinet Member for Housing Services and the Cabinet Member for Climate Action, Regeneration and Renters.

(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 paragraphs 18.2 and 18.3 as well as section 19 of Chapter 4 of the Constitution.

(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.

(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 within the Committee's terms of reference.

(i) To have the power to scrutinise those partner organisations under a duty to that are relevant to the remit of the Committee.

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

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Appendix 2 - Climate Action, Housing and Regeneration Policy and Scrutiny Committee Work Programme

ROUND 1 18 July 2022		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director/senior officer
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth Planning and Housing Raj Mistry, Executive Director of Environment and City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Work programme	To consider and agree the outline work programme for the committee for the year ahead, with input from Cabinet Members, Executive Directors and other officers on how to make best use of the Committee's time and where the Committee will have the biggest impact	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers

ROUND 2 19 September		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth Planning and Housing Raj Mistry, Executive Director of Environment and City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Major works improvement progress review	To examine actions taken to deliver more responsive and better managed major works.	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Communal, Community and Environmental improvements	To update on work progressing on estates, including resident engagement.	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Work programme	To review the work programme in light of events and recent discussions	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers

ROUND 3 25 October		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth Planning and Housing Raj Mistry, Executive Director of Environment and City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Climate Emergency Programme Update	Bi-annual programme update	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Raj Mistry, Executive Director of Environment and City Management
Housing repairs improvement progress review	To examine actions taken to improve housing management to deliver more responsive repairs.	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Allocations policy	To consider the council's housing allocations policy and approach and identify potential opportunities for improvement	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing Pedro Wrobel, Executive Director of Innovation and Change
Rough sleeping and homelessness	To consider the council's approach to tackling rough sleeping and homelessness	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing

Work programme	To review the work programme in light of events and recent discussions	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers
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ROUND 4 7 December		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth Planning and Housing Raj Mistry, Executive Director of Environment and City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Regeneration programme review	To consider options and challenges in how the council's regeneration programme can adapt to deliver more social housing.	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth Planning and Housing
Work programme	To review the work programme in light of events and recent discussions	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers

Budget Task Group gap – January/February

ROUND 5 2 March 2023		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth Planning and Housing Raj Mistry, Executive Director of Environment and City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Housing retrofiting	To examine ideas emerging on how to accelerate retrofiting housing across the city, in council owned homes, housing association owned homes and those in the private rented sector.	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing Raj Mistry, Executive Director of Environment and City Management
Work programme	To review the work programme in light of events and recent discussions	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers

ROUND 6 19 April 2023		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth Planning and Housing Raj Mistry, Executive Director of Environment and City Management
Cabinet Member Q&A	To update the committee on key areas of work within its remit and the Cabinet Member's priorities	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth Planning and Housing
Climate Emergency programme update	Bi-annual programme update	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Raj Mistry, Executive Director of Environment and City Management
Future of Westminster Commission Housing Review update	To consider the work undertaken and recommendations emerging as part of the housing workstream of the Future of Westminster Commission	Tbc – lead members of the Commission will be invited to participate along with relevant Members and senior officers
Future of Westminster Commission Energy and Green Transition Review update	To consider the work undertaken and recommendations emerging as part of the energy and green transition workstream of the Future of Westminster Commission	Tbc – lead members of the Commission will be invited to participate along with relevant Members and senior officers
Work programme	To review the work programme in light of events and recent discussions	n/a – report of Head of Governance and Councillor Liaison, drafted in conjunction with relevant senior officers

Unallocated items – this may either be substituted in for a substantive item elsewhere in the year or may be rolled over for future municipal years

Housing Anti-Social Behaviour	An update on the review of housing Anti-Social Behaviour procedures.
Temporary Accommodation Strategy	To consider the council's approach to temporary accommodation and identify areas for improvement
PDHU	To consider the strategic plan for PDHU
Housing Bidding Process	To review the budding process and an update provide to the Committee
Rough Sleeping Commissioning Strategy	To consider the new rough sleeping commissioning strategy
Church Street regeneration	To update on Church Street regeneration
Ebury Bridge regeneration	To update on Ebury Bridge regeneration
Supported Housing	Looking at supported housing to identify what the current provision is, what more can be done and what need will there be in the future.
Empty properties	To examine empty properties across the City and appoint an officer to deal with this.
Fire and Building Safety Bill	To consider the Fire and Building Safety Bill.
Biodiversity	To investigate increasing biodiversity across the City. (A Task Group was agreed at October 2022 meeting).
Out of area housing	To examine advice and support given to residents who are placed out of borough including financial advice, food bank referral, hardship fund, advice on Housing Benefit and Council Tax Support.
Cost of Living Crisis	To consider what support Westminster residents receive who are experiencing fuel poverty etcetera. E.g. are they provided advice on energy efficiency, keeping homes warm and if the Council ensuring major works programmes are maximising opportunities for energy efficiency.
Suitability assessments	As per complaint ref 20013945 which was upheld by the Ombudsman and appeared in the Annual Review Letter 2021/22. The recommendation was to 'Remind relevant staff that all decisions about suitability should be communicated in writing and set out the statutory right to a review.' Cllr Sanquest clarified: <i>I'd like that to cover how suitability decisions are made and communicated, including any work in response to the recommendation from the ombudsman, and to inform those who are refused options for alternatives. There has been a lot of work done around best practice for local government to communicate with residents regarding debt collection, and I think we could learn from this to do similar work on communicating suitability decisions. believe we can improve on how messages are communicated.</i>
Sheltered housing	Review of the policy that states that WCC residents accepted for sheltered housing must accept a studio apartment before becoming eligible to move to a one bed sheltered property after one year. Having to move twice in a short period is an unnecessarily difficult obstacle for frail, elderly and disabled residents.

Homeless Households	Review of the policy concerning homeless households in the Fairer Westminster strategy, as agreed at the Westminster Scrutiny Commission meeting in October 2022.
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Appendix 3 - ACTION TRACKER
Climate Action, Housing and Regeneration Policy and Scrutiny Committee

ROUND 1
18 July 2022

Agenda Item	Action	Status/Follow Up	Comments
Item 4 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Housing Services	That the bidding process for housing is reviewed, and an update be provided to the Committee in due course.	In progress	On the Work Programme under 'unallocated items'. (This is part of a larger piece of work of which the Policy & Scrutiny Advisor will liaise with Officers on the prospective timeline of when this can be brought to the Committee).
	That the Committee be informed of the PDHU strategic options paper when it has been published.	In progress	On the Work Programme under 'unallocated items'. (This is part of a larger piece of work of which the Policy & Scrutiny Advisor will liaise with Officers on the prospective timeline of when this can be brought to the Committee).
	That the Committee be updated about the new rough sleeping commissioning strategy in due course.	In progress	On the Work Programme under 'unallocated items'. (This is part of a larger piece of work of which the Policy & Scrutiny Advisor will liaise with Officers on the prospective timeline of when this can be brought to the Committee).
	That the Housing Service is made as accessible as possible for residents, including allocating named officers for tenants and looking into re-opening housing estate offices.	In progress	Cttee updated on 06/09/22 <ul style="list-style-type: none"> The Housing Service is in the process of writing to all residents with the names of their housing officers. A paper will be presented to the Cabinet Member on HRA office spaces in September 22. New surgeries have been introduced at Lillington & Longmore and Soho and a further surgery is due to start in September at the Mozart/Queens Park estates.
	That regular tenancy checks in the Housing Service will take place.	In progress	Cttee updated on 06/09/22 <ul style="list-style-type: none"> A new programme of tenancy checks will be put in place once recruitment to housing officer roles is completed later this month.

Item 4 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Housing Services			<ul style="list-style-type: none"> As part of community Thursdays, we are visiting large numbers of residents in their homes and addressing any issues identified. Finally, the programme of flexible tenancy reviews continues.
	That the Housing Service will confirm with St Mungo's that a full, City-wide, count takes place.	Complete	<p>Cttee updated on 06/09/22</p> <ul style="list-style-type: none"> St Mungo's undertake bi-monthly street counts. The count takes place between midnight and 4am and all wards are covered through the night. The next count is due on 27 September.
	That action is taken to improve support for families placed in temporary accommodation out of Westminster.	In progress	
	That the procedures for case handling on housing Anti-Social Behaviour will be investigated and reported back to the Committee.	In progress	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> The Housing ASB Team currently have 172 active open cases. 49 of these cases relate to verbal abuse/ harassment / intimidation, 42 cases relate to noise complaints, and 31 cases relate to drugs misuse. The area with the highest number of cases includes the Mozart Estate, Lydford Estate and the Avenues with 30 cases. Two cases were heard in court throughout the month of October. 1 x Possession on discretionary grounds in regard to a property in the West. This case was adjourned to later this month, and 1 x Injunction against a resident in the West. The case was adjourned.
	That the Fire and Building Safety Bill be kept on the agenda to be looked into in due course.	In progress	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> Additional revenue and capital budget has recently been agreed to fund the new requirements set out in the Buildings Safety Act 2022 and Fire Safety Act 2021. A 2-phase service provider framework project has commenced to procure the required services to deliver new services set out in the legislation recently given royal assent. Further detail on this will be brought to Committee in due course.
Item 5 Cabinet Member Updates	That the possibility be explored for children over a certain age to invest small sums in the local climate bond, and clarity given on the time to issue the bond and the eligibility	Complete	<p>Cttee updated on 20/09/22</p> <ul style="list-style-type: none"> Regarding children's eligibility to invest in the Climate Bond – this has been checked and unfortunately it is not legally possible. This is not an area

Policy and Scrutiny Portfolio Overview: Cabinet Member for Climate Action, Regeneration and Renters	of those buying the bond needing to live in Westminster.		<p>where we have any discretion. As with other similar arrangements there is nothing stopping an adult buying a bond and it being notionally the child's.</p> <ul style="list-style-type: none"> Regarding the time we have to issue the bond post signing the pledge, this is 18 months, not 12. Regarding eligibility of people who live outside of Westminster – there is no requirement for investors to live in Westminster to buy a bond.
	That school children could be involved in the thinking around the local climate bond and tackling climate change	In progress	
	That Scope 3 emissions are investigated so a stricter definition can be implemented to ensure sustainable procurement of supply chains.	In progress	
	That the Co-Chair of the Low Carbon Transport Programme Steering Group be invited along to the Committee at a relevant time to provide an update.	In progress	
	That the existing pipeline for social housing in South Westminster be examined and ideas for potential regeneration be encouraged from Councillors and residents.	In progress	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> The Truly Affordable Housing Strategy was signed by Cabinet on the 17 October. This aims to align housing delivery with our Fairer Westminster vision of meeting the demands of the housing waiting list and increasing the number of truly affordable homes in the borough. The plan is to deliver at least 160 new homes to support affordable housing in Westminster, taking our total stock to at least 1362 affordable units. The initial proposals include, change of tenure from intermediate rent to social rent at the Council's developments at Luton Street, Ashbridge, Luxborough, West End Gate, Torridon and Carlton Dene and change of tenure from market homes to affordable rent, and within affordable tenures, at 300 Harrow Road and Westmead development schemes. These initial tenure changes would result in an additional 143 social rent homes, primarily larger family sized homes. Discussions are ongoing and when notable progress is made an update will be made available to the Committee.

	That the Fire and Building Safety Bill be kept on the agenda to be looked into in due course.	In progress	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • Additional revenue and capital budget has recently been agreed to fund the new requirements set out in the Buildings Safety Act 2022 and Fire Safety Act 2021. • A 2-phase service provider framework project has commenced to procure the required services to deliver new services set out in the legislation recently given royal assent. • Further detail on this will be brought to Committee in due course.
Item 6 Work Programme	N/A	N/A	

**ROUND 2
18 October 2022**

Agenda Item		Status/Follow Up	Comments
Item 4 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Housing Services	That the criteria and details of representation of the Tenant and Leaseholder Plan be provided to the Committee.	In progress	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • We have representation from 11 out of 18 Wards. • Wards covered: Pimlico North, Pimlico South, Marylebone, Maida Vale, Westbourne, Vincent Square, West End, Little Venice, Church Street, Abbey Road, Bayswater.
	That further details be provided to the Committee about the use of temporary accommodation in the borough and when services need to be provided out-of-borough.	In progress	
	To provide the Committee with the anti-social behaviour figures in the borough for the previous five years.	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • The following figures are the number of new cases the Housing ASB team received each September over the last 5 years: • 2022 53 • 2021 73

			2020 72 2019 85 2018 61
	Homelessness and rough sleeping statistics to be provided to the Committee for the period from August 2022 to present.	In progress	
	That information be provided to the Committee on emergency weather conditions support for homeless and rough sleeping in the borough and any lessons learned from previous provisions.	Complete	Committee updated 04/11/22 <ul style="list-style-type: none"> • WCC helped around 300 people sleeping rough over 9 days during this unprecedented heatwave, in partnership with St Mungo's, CSTM and The Passage. • Around 2,000 acts of kindness were carried out, including providing shade, sunscreen and water. • We circulated Public Health and Adult Social Care advice on 'Beat the Heat' to all providers, supported housing and hostel locations. • Summary of options available to those vulnerable: <ol style="list-style-type: none"> 1. GLA's Cool Spaces – Please be aware of these shade & water resources: Cool Spaces London City Hall 2. CIT, SET and SOS – conducted outreach shifts to check on client's welfare – SOS team had sunscreen and bottled water they dispensed during the day and night. 3. CSTM & Passage - Resource Centre's were open for longer periods to offer respite from the heat - up until 6pm, including sunscreen, water, and shade. 4. Accommodation Pathway – WCC opened a further 25 bed emergency bedspaces overnight for clients with heat related vulnerabilities (managed between council & outreach) and expanded daytime respite for overflow. 5. Dogs on the Street was patrolling across Central London supporting pets and animals to stay safe in the heat, including temporary fostering (referrals: 07527904207). 6. Homeless Health Service – This included our nursing In-reach team who accompanied outreach teams and set up at established resource centres to screen people rough sleeping. 7. Aslan community Centre – was open for showers to rough sleeper referrals from outreach services – 14 slots each day.
	An update to be provided concerning how housing officers inform residents about the	Complete	Committee Updated 04/11/22

	support and services that are available with the cost-of-living crisis.		<ul style="list-style-type: none"> • A sum of £400k for a 'Hardship fund' has been allocated for tenants to help residents through the Cost-of-Living Crisis. • Tenants who are in receipt of Universal Credit of Housing Benefit who are also in arrears will be identified, to target support to those who would benefit the most from the hardship sum. • 844 accounts with a balance of £507k in arrears have been identified and we are working with tenants to understand if a payment from the hardship fund will assist our residents to maintain their rent account. • The Income Team support our Council residents who may be struggling to pay their rent, service charges and energy bills. • The Income Team promote the online assessment for benefits calculator https://www.turn2us.org.uk which helps residents to understand what support they could be entitled to. • The Income Team promote the WaterHelp scheme which allows qualifying households to obtain a reduction of up to 50% in their water rates bill. • The Income Team and the Housing Management team refer residents to the following partners for additional advice and support: The Citizens Advice Bureau, SHP Floating Support, Adult Social Care, Local Foodbanks, Local support payment vouchers (shopping vouchers), Older person grants, Morgan Sindall energy payments
	That an update on the Pimlico District Heating Undertaking scheme (PDHU) will be provided to the Committee in due course.	In progress	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • As per an outdated version of the workplan for this Committee a separate report on PDHU was mentioned incorrectly for the October session. A standalone item for PDHU has yet to be allocated.
	That an update on The Tenant Handbook will be provided to the Committee in due course.	In progress	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • The Housing Management service is reviewing the Tenants Handbook. We will ensure that any amendments are completed, and the updated version is available on the Council website. • This should be completed by 11th November 2022.
	To provide the Committee with information regarding the timing of updates to residents about Major Works, including on the Council website	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • The Major Works aspect of the Capital Programme is being delivered across the city is on schedule and our spend in line with our forecast. • In the South United Living are working on 11 live contracts and a further 8 Client Briefs are in development.

			<ul style="list-style-type: none"> • In the North with Axis Europe, we are concluding 2 projects, with a further key 5 projects to start within October and November. • The Major Works team will continue to update residents and Ward Councillor's appropriately and with due notice before a project begins and while it is ongoing.
<p>Item 5 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Climate Action, Regeneration and Renters</p>	<p>That the Corporate Property Team will provide information to the Committee about the intended plans for vacant property on Broadwick Street, Soho.</p>	<p>Complete</p>	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • We are currently running a Housing Surgery at the old Soho Estate Office. This office space needs full refurbishment. • Future options for this space are being considered, taking into account that we need to have a Housing Management service presence in the area to support our Council residents who live in Soho. • There is an office space adjacent to the old estate office which is managed by Corporate Property. This space currently has a restrictive planning covenant which will make it difficult to let. Corporate Property are looking to amend this planning restriction.
	<p>That an explanation be provided to the Committee on carbon offsetting, to include payment required by developers</p>	<p>Complete</p>	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • Carbon offsetting is a planning obligation, collected under Section 106 of the Planning and Country Act 1990, that allow new major developments to comply with local planning policy where it is not feasible or practical to achieve all necessary carbon emissions savings at the development site. • The carbon offset is collected as a financial contribution which is then ring-fenced and used to 'offset' the carbon footprint of the new development by funding carbon saving projects elsewhere in the local authority area. • The level of financial contribution is calculated at the planning determination stage, in accordance with the below formula: Carbon offset contribution = residual emissions not addressed at the development site (tonnes CO2) x carbon price x 30 years • Westminster City Council's current carbon offset price is £95 per tonne of carbon over a 30-year period (the assumed lifetime of the development's services), in line with GLA guidance. WCC is currently reviewing opportunities to strengthen its offset requirements, including increase the local carbon offset price (rate of £300 per tonne was proposed in the draft Planning Obligations and Affordable Housing SPD).

	That a list of minor infill schemes that are no longer progressing will be shared with the Committee	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • The following infill schemes are currently held. Whilst they remain development opportunities, they are not currently being pursued due to the unprecedented economic challenges (primarily build cost inflation) rendering the current proposals unviable. • They are and will continue to be evaluated as individual schemes but also in the context of the wider development and regeneration programme, to ensure best value. • Desborough Close • Cirencester Garages • Lapworth Court • Thurso House • Noel Coward House • Lydford Community Hall • Dalkeith Court • Abbots Manor Infill • Abbots Manor Rooftops • Maida Vale Infill • Maida Vale Rooftops • Woodchester Allotments • Glastonbury House • Blomfield Mews • Boundary House Sites A&B • Lisson Cottages
	That information will be provided on when work will continue at Adpar Street.	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • The Adpar project is now recommencing, and the contractor have resumed work by extending the hoarding line around the planters. They will be establishing the full site set- up over the coming weeks. • Clear access will be maintained with the footpath and pavement open to the public. A meet the contractor event is schedule Tuesday 8th November the Braithwaite Resident Room, Braithwaite Tower, Hall Place, W2 1LR.

	That information on Justice for Tenants will be provided to the Committee such as, what information or data has the Council given them and how are they acting on the Councils behalf.	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • Justice for Tenants are taking referrals from us for tenants who want to claim rent repayment orders from their Landlords. JFT will act for the tenants and make the legal applications to the First Tier tribunal on behalf of the tenants. • We refer tenants to them in two ways. Firstly, directly at the request of the tenant usually when we have visited a property and assessed it to be an unlicensed House in Multiple Occupation. We also write to potential HMO occupiers advising them that they can contact JFT directly. • There is no transfer of data unless the tenant has requested this to take place.
	That information will be provided to the Committee about the length of tenure on Green Bonds and what the applicable rates are.	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • Green Bonds are typically five-year investments. • In respect of the bond's interest rate, this will be a market derived rate at the time of issuance that will reflect the market investment environment and the market's view of Westminster's credit risk as a bond issuer. • The objective will be to achieve a lower rate than the level the Council could achieve borrowing via the Public Works Loans Board (PWLb).
Item 6 Repairs, Mechanical, and Electrical Services Overview Paper	That information be provided to the Committee on the breakdown of and the nature and extent of repairs for individual Wards.	In progress	
	That information be provided of the metrics that are used to monitor contract improvement in relation to the RMG contract.	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • Housing Solutions Service are responsible and accountable for a range of metrics and processes to monitor performance and improvement in relation to the RMG contract. • Service delivery and performance is monitored through Key Performance Indicators (KPI's) for each area of the service activity with 27 KPI's for the 2022/23 financial year and these are set and re-designed on a yearly basis. • The housing solutions service achieved between satisfactory to exceptional performance levels across each area of the service outputs, measured across their performance framework and have remained compliant with all other contract requirements.

			<ul style="list-style-type: none"> In addition to KPI's there is a Quality Assurance Framework which includes over 40 activities throughout the year, focusing on partnership delivery, a rolling programme of Continuous Improvement & Development which includes Customer Feedback and Involvement, Formal Accreditation, Quality of Service checks, Audits on Compliance, Security, Health and Safety and Workforce Development across contract activities. There is also a strong social value commitment to the contract. RMG delivered the required elements year on year, and for 2021/22 they successfully delivered 20 social value commitments. These ranged from areas of employment, the environment, education, digital and community themes. A total of £15,160 was pledged alongside these activities and over 54 hours of volunteering was undertaken by RMG staff.
	To provide information to the committee on the Leakage Prevention Strategy and how these issues are being managed in tower block estates.	In progress	
	That information will be provided to the Committee about the steps that are being taken to increase communication with residents about housing issues.	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> Housing Surgeries are promoted by sending text messages to residents in the local area and posters on notice boards. We have also made all the Residents Associations in each area aware.
	That information be provided to the Committee on what is being done to improve the level of communications with residents, such as via text messaging and community noticeboards.	Complete	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> The Housing Management service uses a text service to send targeted messages to Council Residents. We are planning to implement a new text and email service which is linked to our new Customer Relationship Management (CRM) system currently used by the Housing Contact Centre and being extended to the Housing Management teams. The Housing Contact centre request up to date contact details from residents who call the Contact Centre. They update mobile numbers and email addresses using the new CRM system. Housing Officers carry out tenancy audits and ask residents for up-to-date contact details. Any amendments needed are made within the Orchard Housing Management system. We are developing the CRM system so that it will be used by Housing Officers and when implemented Housing Officers will update contact details using this system.

		<ul style="list-style-type: none"> • As part of our Community Thursday's initiative a range of Housing staff visit residents every Thursday and we seek up to date contact details from tenants that we meet. We can send a request through to our back-office teams to update these details where required. • We are developing the Mobile Working application we use so that we can see residents contact details when using the application on their doorstep. • Residents can update their contact details using the Resident MyWestminster Portal. They can provide mobile numbers and email addresses. • We are planning to trial the use of digital notice boards within one block on five estates.
<p>That information will be provided to the Committee about the steps taken to review the tree planting and greening programme in line with the manifesto commitment.</p>	<p>Complete</p>	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • Unfortunately, there is little, if any scope, for increasing canopy cover by planting more trees than we are currently intending to plant (the commitment within our current Climate Emergency Action Plan is 'targeting a 10% increase of existing cover by 2050 (in line with Greater London Authority targets)'). • The reason for this is the constraints on space for tree planting in the City, finding space for more trees would inevitably displace other uses or activities. • Lead officer Barbara Milne is currently drafting a briefing note on tree cover targets to be shared with Cllr Dimoldenberg and Cllr Sullivan in December 2022. • The council has a long-established relationship with the Westminster Tree trust and are currently working with Tomorrow's Forests to produce a feasibility study for adding 'miyawaki' style planting to Westbourne Green, sponsored by businesses. • The aim would be to reduce air and noise pollution from Westway and get communities involved with planting/ forest school education. • We are also in the process of commissioning a Green Infrastructure Audit (funded by Climate Emergency team) which will conduct an in-depth survey of different green assets, including a tree survey, and provide a clearer evidence base of where deficiencies, surpluses and potential opportunities lie.

<p>That information be provided to the Committee about cycle hangers and what steps are being taken to increase the roll out of these, in line with the demand.</p>	<p>Complete</p>	<p>Committee updated 04/11/22</p> <ul style="list-style-type: none"> • The current waiting list is large and the current roll out does not fully satisfy demand – the current target is to have 90 additional cycle hangars installed by March 2023 (from the April 2022 baseline). • The lead officer, Jack Allen, has been in recent discussions with Councillors’ Paul Dimoldenberg and Max Sullivan to explore how we can make greater inroads in meeting this demand. • In the meantime, residents are encouraged to send a request for a cycle hangar by using the following page: https://www.westminster.gov.uk/register-interest-secure-cycle-storage-westminster so we can accurately track demand and ensure we increase the programme appropriately.
<p>Work Programme items remain the same for the rescheduled meeting 14 November</p>	<p>Complete</p>	
<p>The creation of a Biodiversity Task Group - Councillor Cara Sanquest is to lead this work.</p>	<p>In progress</p>	