



City of Westminster

Committee Agenda

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

Meeting Date: **Tuesday 18th October, 2022**

Time: **7.00 pm**

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

Members: **Councillors:**

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



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

(Pages 3 - 46)

4. PORTFOLIO UPDATE - CABINET MEMBER FOR HOUSING SERVICES

(Pages 47 - 54)

5. CLIMATE ACTION PROGRAMME UPDATE

(Pages 55 - 68)

6. REPAIRS, MECHANICAL AND ELECTRICAL SERVICES OVERVIEW

(Pages 69 - 108)

7. WORK PROGRAMME

(Pages 109 - 124)

**Stuart Love
Chief Executive
10 October 2022**



City of Westminster

Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date:	18 October 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 July:

- 12/08/2022 – Ebury Estate Renewal, Revised Phasing Programme
- 30/08/2022 - Ebury Demolition Contract Variation and Additional Spend
- 05/09/2022 – Lisson Grove Programme: Multi-Discipline Consultant Team Appointment
- 07/09/2022 – Infills Programme: Appointment of the Main Contract for Package B Sites

2. The following report includes my priorities and delivery progress to date of the new administration.

Climate Action

Climate Action Programme Highlights

In line with the new Administration's priorities, the Climate Action team are engaging with external delivery partners to determine indicative costs and timeline for delivery of a 'Climate Assembly', with hopes to effectively engage and consult the public with this work. To provide dedicated support on climate outreach, influencing, and engagement we have recruited two engagement officers.

In July, in partnership with our contractor *Morgan Sindall* the Council retrofitted a 1-bed show home in Queen's Park to demonstrate several retrofit measures to promote energy savings such as solar panel powering, an electric hob, and thermally efficient windows and doors. Prior to returning the flat to WCC Housing for letting, Over 100 residents have received a tour of the property. In addition to this our planning team are developing a series of 'How to' guides for householders to advise on how they can upgrade/retrofit their homes. The first guide on Windows launched in early August and can be found online at [Planning householder retrofit how-to guides | Westminster City Council](#). Please see Appendix A for the PDF of the guide. Subsequent guides on solar and heat pumps are to follow.

We have recently completed our first Climate Action Classrooms workshop programme in 23 primary schools. A total of 1243 young people (Year 5 and 6 students) attended the climate education workshops in the 2021/22 school year.

A GLA-funded review of our capability to meet social housing retrofit targets has begun. This will result in a Westminster Specific roadmap to retrofit success and inform future GLA support. We will also be launching a Historic Building Retrofit Taskforce. The first workshop with local stakeholders is to be held on 10 October to launch the taskforce and prioritise where it can add value to addressing barriers to retrofit in Westminster.

Update on Green Bonds

Westminster City Council signed the Green Finance Institute's Local Climate Bond Pledge in July. Officers continue to work on logistics with our external legal provider for the official bond launch currently scheduled for late 2022. To note bond-holders must be 18 years of age or older. This summer we have been working with our contractor *Vital Energi* to assess retrofit opportunities and costs on Council owned community buildings across the City to help inform a list of local projects that could be funded through the bond. This is a developing space, and a more substantial update will be brought to this Committee when available.

Biodiversity in Westminster

Glyphosate (a herbicide) has now been banned across all Council estates. In early September, an engagement exercise will be undertaken with residents, landowners, estate managers and educational institutions to join us in banning glyphosates. Officers have been developing an Environmental Justice Measure to track progress on climate action and environmental justice. In line with our priorities around achieving greater biodiversity in Westminster, we are re-establishing our relationship with *Wild West End*, and *Westminster Tree Trust*, with a view to increase canopy cover over the City and participate in more tree pit planting. Guidance regarding use of tree pits for residents and interested parties is currently in development under the purview of the Cabinet Member for City Management and Air Quality.

Sustainable City Charter

We are pleased to say our Sustainable City Charter will be launched in November 2022. The Charter is open to all organisations involved in the development, operation and occupation of non-domestic buildings in Westminster. It is designed to be flexible enough to be used by organisations of all sizes, regardless of why they are on their own climate action journey. Together as building owners, developers, occupiers and users, we can make real progress towards a Net Zero Carbon Westminster by 2040 and achieving an improved, greener and healthier built environment for all.

Signatories commit to identifying any buildings in Westminster where they have a high level of long-term control over most of the building and commit to baselining Emissions to assess their current carbon emissions, The results of the audits must be used to identify a pathway and actions to achieve net zero operational energy emissions for these buildings by 2040 or earlier.

Environmental Justice Measure

Officers are currently producing an Environmental Justice Measure (EJM) to track progress on Climate Action and environmental justice in Westminster as illustrated as an interactive GIS map, focused on the pillars of Efficient Buildings, Clean & Affordable Energy, Reduced Consumption & Waste, Sustainable Travel & Transport, and Green and Resilient City. Our aim is encourage residents and stakeholders to track our progress as a Council to reach our Climate goals. We anticipate the EJM to go live during November 2022.

Regeneration

Greening in the Regeneration Programme

In regard to our continuing greening programme across the City, the Church Street Green Spine Phase 1 Public Realm improvement project is now complete. This includes improvements to the park at Broadley Street and the creation of a pedestrian friendly route through the Church Street area, new trees, plants, play areas and new areas to facilitate community planting. The Triangle Public Realm works have been completed. The new space offers additional seating, lighting, and bicycle racks. Designed with pedestrian and cyclists in mind. The space encourages healthy living through opportunities for walking, cycling, play and exercise, while biodiverse green spaces are wonderful places to relax and will attract birds and wildlife.

Working with the Lisson Green Tenants & Residents Association, two new community planters have been installed for residents to plant and grow their own vegetables. On Ebury, a temporary landscape and play space solution is being delivered that will offer more amenity space for local residents and remaining families during construction. Both the temporary and permanent landscaping is utilising materials and trees from the Marble Arch Mound.

Truly Affordable Housing in Westminster

In line with the Truly Affordable Housing Strategy, works continues to increase the number of truly affordable homes in the borough by reviewing the existing pipeline and mechanisms to increase supply. The Development Team, in collaboration with Housing and Finance officers, presented a range of options to Cabinet Members who supported options to switch market homes at 300 Harrow and Westmead to affordable homes as well as switching intermediate rent homes of 2 or more bedrooms to social rent. On October 17 this decision will be taken to Cabinet in line with the principles outlined in our Fairer Westminster Vision.

Church Street Programme Update

A refreshed consultation and engagement strategy for Church Street is being developed with the community. It aims to strengthen relationships and links between the council, residents, key stakeholders, businesses, and interest groups to increase involvement and co-creation opportunities. A ballot strategy for Sites A,B and C is being taken through the GLA formal approval process, with an outcome to be presented in my next report to this Committee.

Church Street Site A is progressing with design changes to alter tenure mix of affordable to 70/30 social rent/intermediate and an increase to the size of the library. Officers will soon begin the demolition workstream and JV partner procurement. As above, any changes to the scheme will be taken through formal Council decision making processes as required.

Ashbridge site external works are being finalized which include of completion of sewer connections, an attenuation tank, and external balconies. We expect practical completion in January 2023 which reflects the lengthy lead in time for the air source heat pumps order.

Church Street Ballot Sites A,B, C

The ballot at Church Street Sites A,B,C will enable the Council to bid for funding to further increase the numbers of affordable homes in a landmark scheme for the Church Street Regeneration

Programme. By holding a vote, the council will give the residents of Church Street the final say on the proposals for regeneration.

Officers have been in regular contact with residents, businesses, and stakeholders throughout this process. In the lead up to the ballot the council will be carrying out extensive engagement with local residents to ensure they are supported during the ballot process. The first of these communications has gone out in the Church Street Newsletter on 27 September, along with a press release on 28 September. Registration for the ballot will take place from 30 September to 14 October 2022.

Ebury Bridge Programme Update

The Ebury Compulsory Purchase Order (CPO) Inquiry commenced on 9 August and concluded on 16 August. A CPO is a fail-safe position for the Council to ensure that all outstanding land interests can be acquired in order to bring the entire scheme and maximum level of new affordable homes forward. The Council continues to pro-actively engage and acquire the 20 outstanding interests voluntarily without the need to enact the order. These outstanding interests are in 5 out of the 6 remaining blocks so the CPO process has been necessary. On 5 October we learned the CPO was successful. A further update will be released to this Committee at the November meeting date.

Through the progress of the Inquiry, the 2 remaining statutory objectors have now started to engage with the Council. Of the other 18 outstanding interests, 11 are 'under offer' with agreed terms in place and 7 are actively negotiating. We are optimistic at securing the remaining interests through voluntary arrangements. The Ebury CPO outcome is due by 16th November 2022. Once the decision has been received a 6-week Judicial Review Period then kicks in before implementation.

Modern Methods of Construction (MMC) Sites Update

Our MMC sites will deliver a total of 15 social rent homes (6 at Melrose & Keith House, 6 at Helmsdale House and 3 at Ordnance Mews). All three of our sites are progressing well, however, in common with the wider sector, our contractor has reported problems with a shortage of both labour and materials over the past six months which has pushed out completion dates on Helmsdale House and Melrose and Keith into early 2023. Ordnance Mews is still due to complete by December of this year.

Ordnance Mews (Regent's Park): Scaffolding has now been removed from the site. Roofing works (including the green roof and photovoltaics) is complete, along with the external brickwork. External hoarding is due to be removed at the end of August to allow landscaping and highways works to be completed. Internally we currently have fitout works ongoing for kitchens and bathrooms along with all the electrical and plumbing second fix works.

Helmsdale House (Maida Vale): Externally the scaffolding will be removed by the end of August. Incoming services are due to be installed from the road over the next two months. The party wall agreement with the adjoining build has been signed this week which will allow the boundary wall works to complete over the next few weeks.

Melrose and Keith (Maida Vale): External corium brick cladding works is ongoing and due to complete early September when the scaffolding will be removed. Incoming service works is ongoing with the main connections in the road due in September. Internal fitout works is the same as Ordnance Mews with fitout works ongoing of kitchens and bathrooms.

Infills Programme

The Infills Programme remains challenging with the current price movement and inflation increases within the construction market. Adpar, Torridon and Queens Park Court schemes (Package B) are progressing. Contracts are being executed with our partner *Osbourne* and delivery on site is due to re-commence shortly.

Development Updates

Practical completion of Luton Street was achieved on 12 August, which includes the development of 171 modern new homes, of which 109 are for sale and 62 designated affordable. Together with our partners have delivered a triple-height, three-court new sports hall and community space for the wider neighbourhood to benefit from. The development also includes the first section of a new Green Spine. Enabling works on Darwin and Balmoral House have started with garage demolition nearing completion. Procurement of the main contractor is underway with completed tenders being reviewed.

Renters

On Monday 5 September 2022 I gave evidence on behalf of Westminster City Council at Parliament for the Private Rented Sector Select Committee Inquiry. The inquiry is scrutinising the Government's plans to introduce a decent homes standard for the PRS; reform the system of tenancies and abolish no-fault evictions; reform the grounds on which landlords can take possession of their properties; and better protect tenants from unfair rent increases. In line with our commitments for a Fairer Westminster, we believe that more can be done at the national level to support individuals and families during these unprecedented difficult economic times. Particularly low-income households having to move away from their communities as landlords continue to raise rents.

Policy Update

Our Private Rented Sector (PRS) Strategy Group met in July to discuss the White Paper proposal and in October to discuss government proposals for the introduction of a decent homes standard in the PRS. The overall view from members is that the White Paper proposals will help to create a fairer PRS but concerns about affordability remain. The White Paper is likely to assist with enforcement as it will clarify ownership and responsibilities for this sector. Success of any potential reforms will rest, in part, around local authorities being adequately resourced for enforcement.

Westminster is seeing price increases in the PRS. The median 2 bed rent per week rose to £594 in June 2022 from £549 in June 2021, an 8% increase. This is coupled with the rising cost of living. Private tenants (with their landlords' consent) can apply for GLA Warmer Homes Grant. This is to support those impacted by focussing on the immediate actions of making homes greener and warmer, reducing energy use. Officers are currently working with the GLA to identify PRS tenants that may be eligible.

Enforcement Update

An Emergency Prohibition Order was served on a flat in Vale House, Kilburn High Road due to multiple hazards including fire risks and sewage flooding. The flat had previously been under control of one of our landlords who is non-compliant. The tenants have relocated and the property has been secured by the owner who is starting major renovation.

Recently an agreement has been signed between the Council and *Justice for Tenants (JFT)* to enable JFT to assist private sector Housing with Multiple Occupancy (HMO) tenants with rent repayment orders. These are available to tenants where the landlord has failed to apply for a licence. Tenants can receive up to 12 months' rent on application to the First Tier Tribunal (Property Chamber).



How to make your windows more energy efficient

August 2022

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City of Westminster

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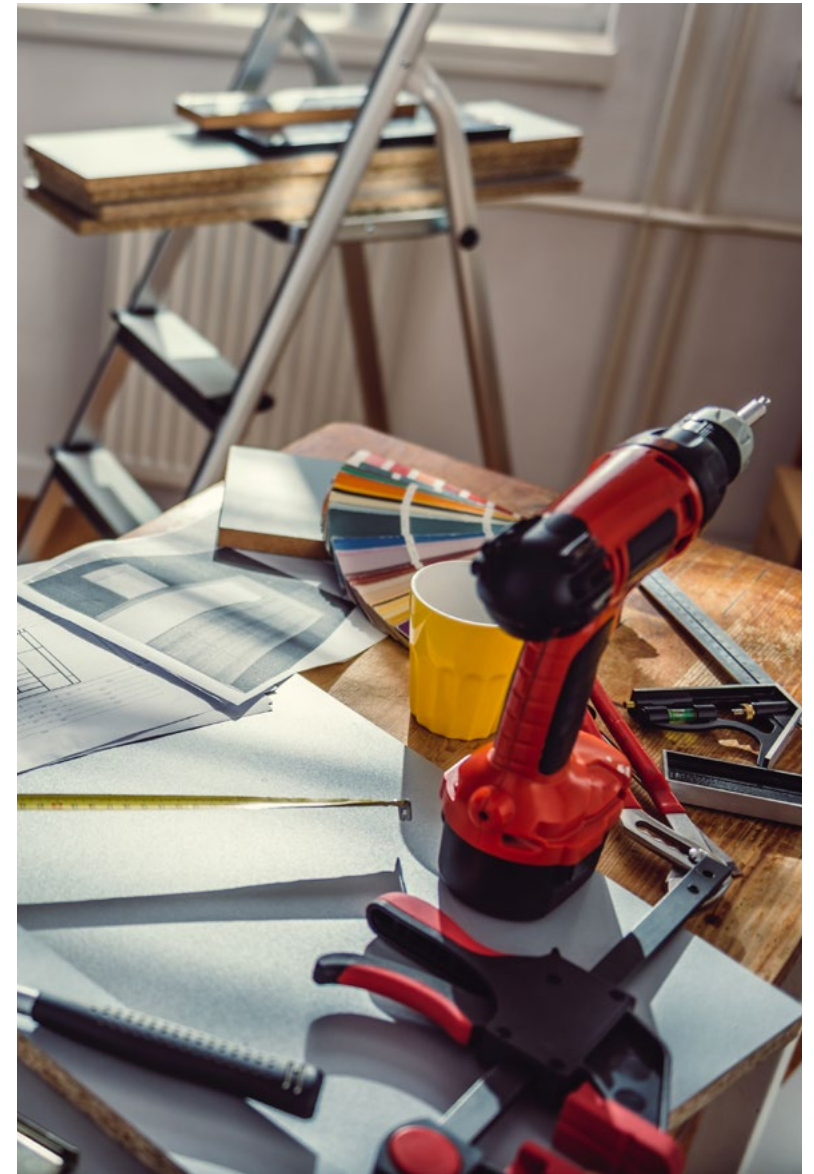
About the Retrofit how-to guides

Our series of planning 'How to' guides provide simple practical advice on a range of retrofit measures commonly proposed in Westminster. These guides are being prepared to enable householders and developers to find effective and sensitive ways to upgrade existing buildings to improve their energy performance. They:

- Provide information on retrofit measures and how effective they are;
- Explain what permissions you may need and how to apply;
- Explain what issues you should consider and how you can make a successful planning application.

You can find advice on retrofit more generally in our [Environmental Supplementary Planning Document](#). The guides build on and provide advice on the full range of measures set out in the SPD.

If you want to achieve optimal improvements for your property we strongly recommend you consider developing a retrofit plan which identifies the best measures for your property following a **'Whole house' approach**. This will ensure that measures that optimise environmental performance are suitable, properly integrated and well-coordinated. In that way, no harm comes to building or occupants nor is money wasted on ineffective or damaging changes.



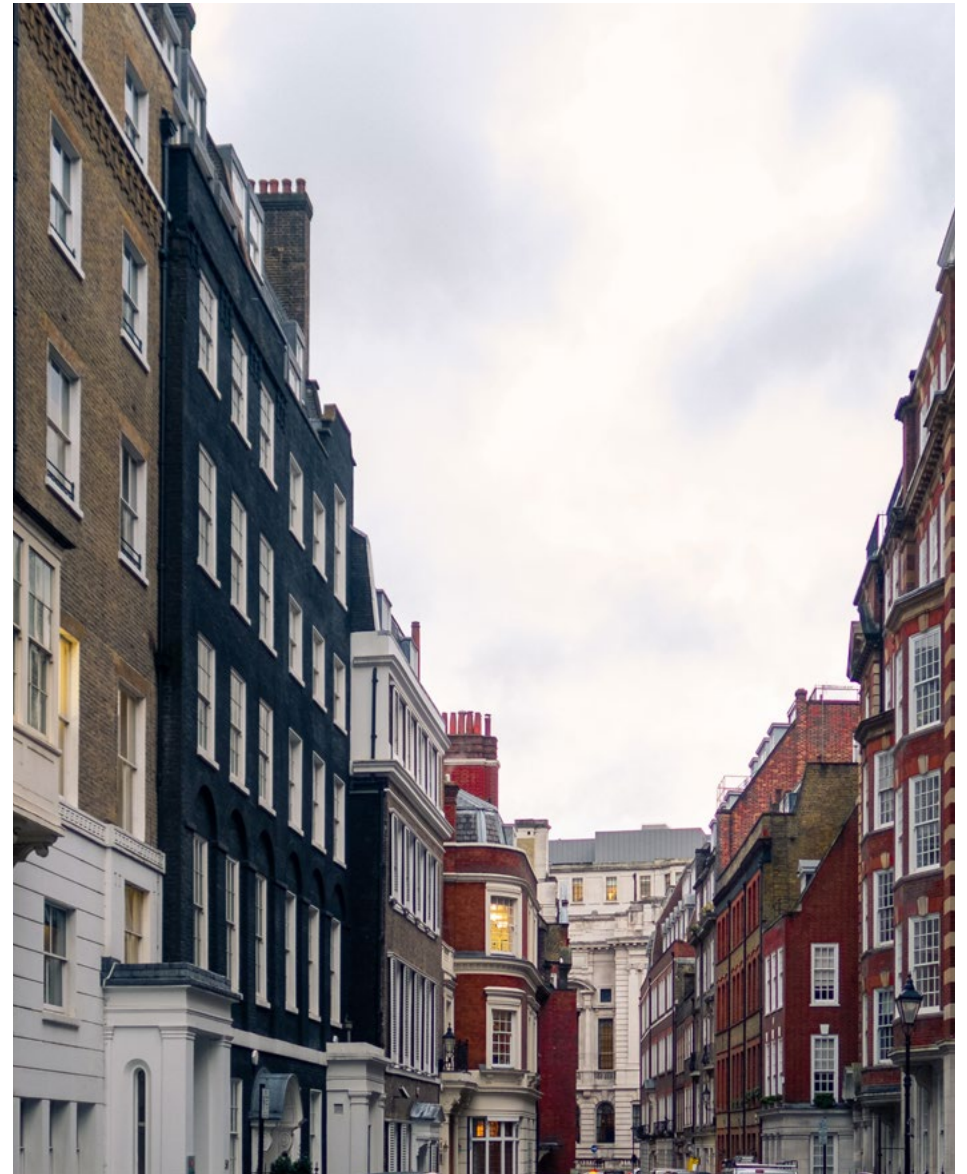
Introduction

Overhauling, upgrading or replacing your windows to make them more energy efficient could help to reduce your carbon footprint and your energy bills.

Page 12

This guide will help you understand the different ways you can upgrade your windows, what permissions you may require and how you can make a successful application, where permission is required. Whether you are leaseholder/freeholder or live in purpose-built mansion block or a conversion, there are a variety of options regarding the upgrading of your window system.

While this guide focuses on windows, it is important to remember that upgrades are likely to be most effective in combination with other measures as part of a **'whole-house'** approach to retrofit. If you consider improvements in the context of a whole building approach, this makes sure all the upgrades work well together and delivers higher energy savings, ensuring you minimise both risks to building fabric and carbon emissions. You can find more advice and information in our [Environmental SPD](#).



Part 1

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What are the options?



How can I make my windows more energy efficient?

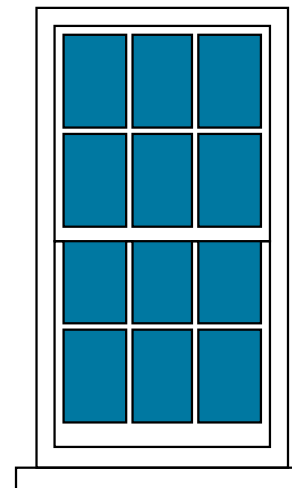
There are a range of ways to improve the efficiency and performance of your windows:

- Draught-proofing;
- Secondary glazing;
- Thermally efficient single or double glazing within existing frames; or
- Complete window replacement.

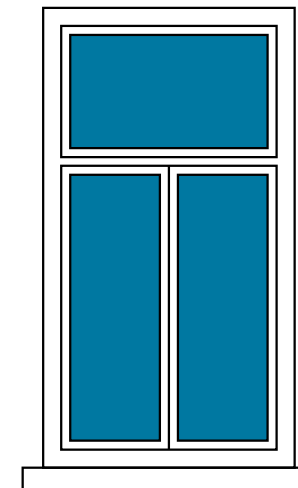
There are three main window types found in buildings throughout Westminster – timber sliding sash windows, timber casement windows, and metal framed windows. Most of these windows can be found in buildings from the Georgian period through to the early 20th Century and, as a result, many are in listed buildings and in buildings in conservation areas. The most appropriate option will depend both on your budget and on the age and type of building and window.

You will need to consider what permissions are required including whether your building is **listed** or in a **conservation area**.

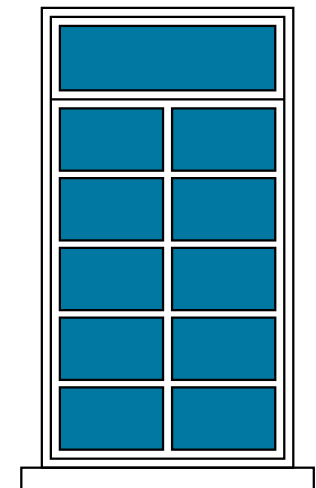
Advice on the different options you may wish to pursue and issues to consider for each is set out on the **next page**.



Timber sash window



Timber casement window



Metal-framed window

Upgrading existing windows

Draught proofing

What is it?

One of the cheapest and most cost-effective ways to save energy, which enables retention of existing windows by eliminating or reducing the gaps to openable windows.

How effective is it?

Can reduce air leakage from windows by between 33% and 50%, therefore significantly reducing the heating requirement needed for the room.

Draughtproofing will be most effective when introduced and implemented alongside other measures outlined in this guide.

Cost

Draughtproofing windows is likely to be a less expensive method to improving window performance and efficiency.

Issues to consider

- Planning Permission not required.
- See [technical advice on draughtproofing in Appendix 3](#).
- Means of background ventilation should be considered (avoid blocking up vents)



New windows

What are U-values?

U-value is a measure of how easily heat passes through a material. The lower the u-value the better. It is not a complete measure of how efficient a window is. Windows that have an energy rating will have the 'u-value' of the window displayed on the energy label. Glazing u-value is an indication of how the glazing itself will retain heat while the frame is also an important part of the window's thermal performance.

Upgrading existing windows

Secondary glazing

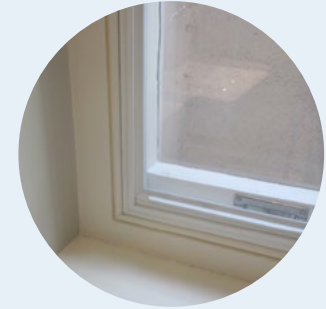
New windows

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What is it?

A good and cost-effective option which allows historic windows to be retained. There are a variety of systems – operable – hinged or sliding, fixed, and lightweight removable. Double glazed secondary glazing can be considered, particularly where noise is a significant issue.



How effective is it?

Heat losses can be reduced by over 60% using secondary glazing with a **low emissivity (Low-E)** hard coating facing the outside. Going from a U-value of 5.4 W/m²K to 1.7 W/m²K. This also has benefits in terms of noise reduction.

Cost

The installation of secondary glazing is likely to result in a moderate expense to improving window performance and efficiency.

Issues to consider

- Best undertaken in combination with repair of existing window.
- Take care not to damage existing windows if shutters are present.
- Planning permission not required. However, Listed Building Consent may be required for listed buildings.
- Means of background ventilation should be considered. Do not draught proof primary glazing, so the interspace has some ventilation by external air, reducing the condensation risk.

Upgrading existing windows

Upgrading glazing

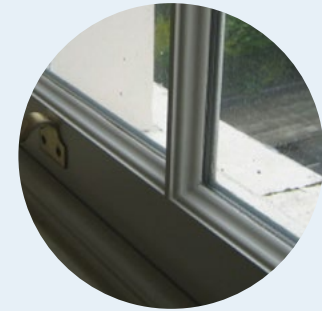
New windows

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What is it?

Thermal (**Low E**) **single glazing** and slim section double glazing units can in some circumstances be retro-fitted into the existing sash or casements frames, enabling you to upgrade the thermal efficiency of your windows without losing the original character and at lower cost.



How effective is it? 🍷🍷 / 🍷🍷🍷

Heat losses can be reduced by over 35% using thermal single glazing. Going from a U-value of 5.4 W/m²K to 3.6 W/m²K.

With thin-section double glazing heat losses can be reduced by over 60%. Going from a U-value of 5.4 W/m²K to 1.5 W/m²K

This also has benefits in terms of noise reduction.

Cost £ £

The installation of improved glazing is likely to result in a moderate expense to improving window performance and efficiency.

Issues to consider

- Existing frames need to be robust enough to accommodate the increased thickness and weight of double glazing.
- Listed Building Consent required for listed buildings
- New glazing should achieve Building Regulations compliance (heritage assets may be exempt).

Upgrading existing windows

Shutters or heavy curtains

New windows

What are U-values?

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What is it?

Can be a low-cost solution and help reduce heat loss, particularly in combination with other measures. Historic buildings may have existing shutters – it may be possible to restore these to working order so that they can be used at night to retain heat, and during the day (particularly in hot summer weather) they can be partly or fully closed to reduce the amount of solar gain.



How effective is it?

The simple use or re-use of shutters can reduce heat losses by over 50%, while heavy curtains can also reduce losses and in combination with other measures significantly reduce losses.

If implemented on their own, these methods will lead to a noticeable improvement in energy and window efficiency. This method will be most effective when introduced and implemented alongside other measures outlined in this guide.

Cost /

The installation of heavy curtains is likely to be less expensive than the re/installation of shutters.

Issues to consider

- Planning permission not required but Listed Building Consent is required for new internal shutters in listed buildings.

Upgrading existing windows

New windows

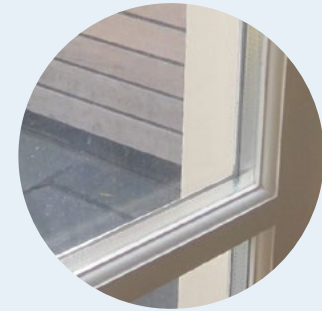
Double or triple glazed

What are U-values?

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What is it?

Double or triple glazing is formed by two or three window panes separated by a gap filled with air or another gas such as Argon, to create an insulating barrier limiting heat transfer through windows. The panes are separated with spacers that should be designed to prevent heat loss and condensation. There are slim profile options as well as those with low emissivity coatings which improve performance.



How effective is it?

Use of energy efficient glazing and modern double-glazed windows can achieve improved thermal performance as well as security and acoustic benefits.

Slim section (typically a maximum of 14mm) – as with retrofitted units these can reduce U-value from 5.4 W/m²K to 1.5 W/m²K.

Standard section (typically 28mm) – these can reduce U-value from 5.4 W/m²K to 1.1 W/m²K.

Triple – to ensure a better U-value than standard then likely to require very thick sections of 36mm and above but can reduce U-value to 0.8 W/m²/K.

Cost

The installation of new window units is likely to be the most costly option.

Issues to consider

- You may need planning permission and listed building consent.
- **Building Regulations** Compliance required.
- Design should be sympathetic to existing building. See **Part 3** for design advice.

Part 2

Will I need planning permission to improve my windows?

This depends on a number of factors including the type of dwelling, whether your home is a listed building or in a conservation area, and how you plan to improve your windows.

Secondary glazing

You will not need planning permission to install secondary glazing, but if your building is a listed building then you are likely to require listed building consent. This is likely to be acceptable, subject to detailing. (See advice on [listed buildings](#) in Part 3 and design advice on secondary glazing in the appendices).

Replacing glazing in existing frames

Replacing glazing in existing frames does not need planning permission but if your building is listed will usually require listed building consent. Building Regulation Approval may be required ([see below](#)).

New windows

In many circumstances replacing windows are covered under what is known as 'permitted development'. This means that you do not need to apply for planning permission.

If you live in a single dwelling house (where the whole building is in use as a house) you will not normally need our permission to replace windows unless the following apply:

- The new window will be made from a different material than the existing. For example, the replacement of a timber window with a uPVC window.
- Your house has had its permitted development rights removed – this may be the case if it is covered by an [Article 4 Direction](#) (there are 8 such areas in Westminster where we restrict minor alterations in conservation areas – you can see a map at [Appendix 2](#)) or if your permitted development rights have been removed by planning conditions attached to an earlier planning permission.

If you live in a flat you do not have permitted development rights and if the design, method of opening, materials and profile of the replacement windows are not the same as the existing windows, then planning permission will be required. In some circumstances you might not need permission for 'like-for-like' replacement windows, when there is no external change to the appearance of the building. However, replacing single-glazed windows with double-glazed is rarely 'like-for-like' and you will usually require planning permission. This is because double-glazed frames tend to be thicker than single-glazed frames and as such they change the appearance of a building.

If you live in a listed building, you must apply for listed building consent for any replacement or alteration works to windows. You can use our [online map](#) to check if your building is listed and read the advice below on issues to consider when submitting an application for listed building consent.

See [Part 4](#) for advice on how to make your application.

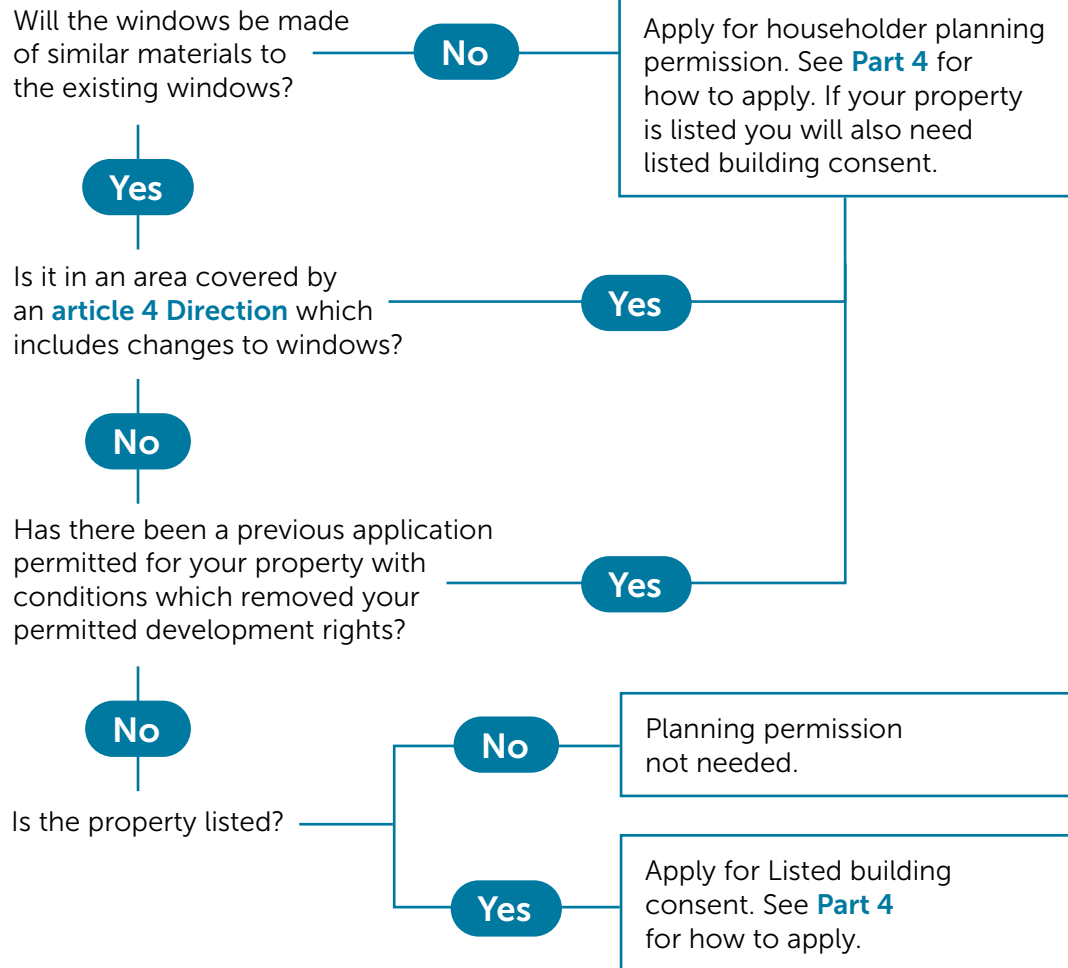
The thicker frames of replacement double-glazed windows can be significantly thicker than the older single-pane windows and change the appearance of a building.



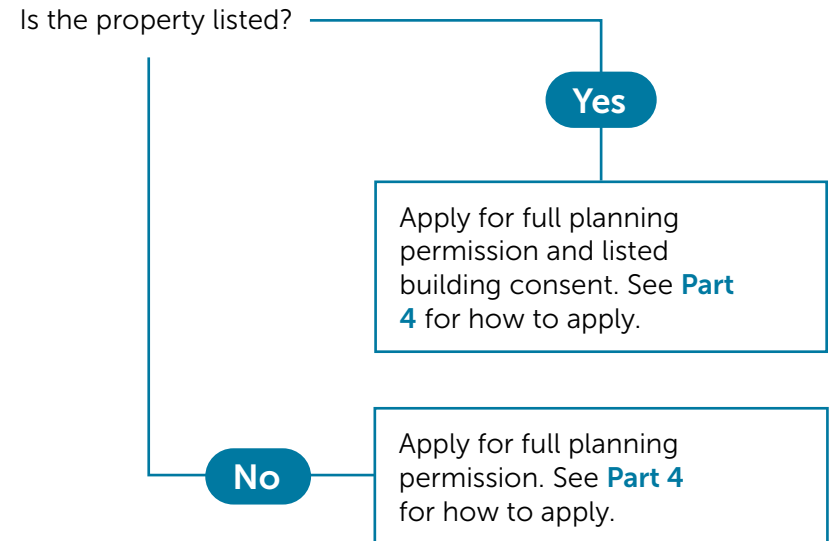
If you are a City of Westminster leaseholder, please note that you would require formal permission from Leasehold Operations in order to make changes to your property. Please visit the Leasehold Alterations webpage www.westminster.gov.uk/alterations

The following flow chart provides a guide on when you need permission to replace windows:

I live in a single house



I live in a flat



Can I get written confirmation that I do not need planning permission and/or listed building consent?

You can apply for a [Certificate of Lawfulness](#) to prove that window replacement is lawful and you do not need to make a planning application. For unlisted buildings you can establish whether planning permission is required by applying for a Certificate and this can apply to proposed windows or to establish whether installed windows would not have needed permission. In the case of listed buildings you can apply for a Certificate of Lawfulness for Proposed Works to a Listed Building – this certificate has to be applied for and obtained before the works take place.

Do I need building regulations approval?

You need to apply for Building Regulations Approval when existing windows are replaced. In most cases installation work will be carried out by FENSA registered installers (Fenestration Self-Assessment) who can 'self certify' the installation. An application to Building Control only needs to be made when windows are replaced by an installer not registered as a 'competent person' or where the opening is new or enlarged. Replacement windows generally have to comply with thermal insulation and ventilation standards as set out in Building Regulations, as well as maintaining escape routes. However, there are exemptions for heritage assets. You can see advice on our website [building control pages](#).



Part 3

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What alterations are likely to get permission?



Design guidance for new windows and for upgrading windows in historic buildings.

This section provides advice on window replacement and alterations, and design issues to consider if you are submitting an application.

Can I have double/triple glazed windows?

In many instances the principle of installing new double or possibly triple glazed windows will be acceptable and the issue to consider will be the appearance of those windows and how this relates to the overall building. Issues to consider may include:

- 1 If windows to be replaced are part of a larger building where the windows are of the same appearance and made of the same materials, e.g. to one property within a block of flats. In such cases while replacing with double or triple glazed windows may be acceptable the new windows will need to be designed to ensure that they complement those to the rest of the building. If your property is in a block of flats try to reach agreement with the other residents so that all the windows in the building are the same;
- 2 If windows to be replaced are to one building which forms part of a larger group e.g. a house, within a longer terrace, where the windows are all of the same style and materials. Again, the principle of replacement may be acceptable, but the design of the new windows should complement the appearance of the group.

Detailed Design Advice

As a general rule, if you are replacing windows the design of replacement windows should:

- Try to replicate the frame dimensions and pattern and profile of glazing bars – avoid 'stick on' or non-integral glazing bars particularly on listed buildings.
- Replicate the original style of opening – such as sliding sash or hinged casement
- Ensure windows fit neatly into existing openings, recessed into the established reveal depth.
- Avoid visually obtrusive **trickle-vents**.

AVOID SURFACE MOUNTED TRICKLE VENTS

MAINTAIN REVEAL DEPTH OF EXISTING WINDOW

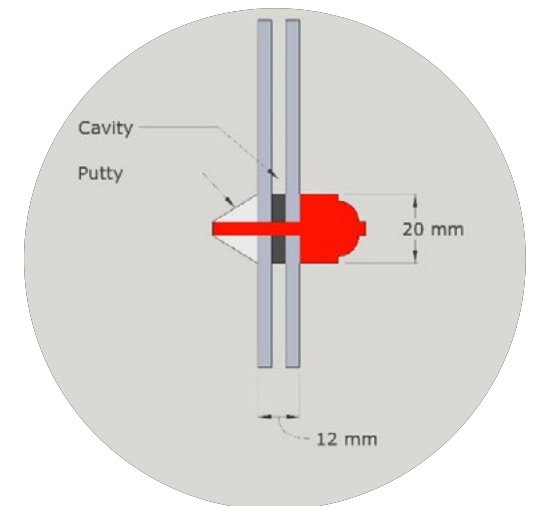
Slimline Double Glazing

Usually, the most appropriate form of double glazing in Westminster is 'slim section'. Slimline double glazing is typically defined as a window unit that has an overall thickness of 14mm or less. Ordinarily the panes of glass will be 4mm thick, with either a 4mm or 6mm cavity separating the panes.

How should slimline double glazing be installed?

- The glazed units should be no greater than 14mm. This is measured as the two panes of glass and the cavity.
- The colour of the spacer bar should match the colour of the frames.
- The profile of the glazing bars should replicate the original glazing bars.

Slimline double glazing can also in some circumstances be incorporated within existing frames. Should the recess/rebate be sufficiently deep, the panes can be fixed in putty beading to match the original glass. The spacer bar that is used to separate the glass should be matched to the colour of the joinery.



What about materials?

Replacement windows should usually be the same materials as the original windows, this also means permission is less likely to be required. For many Westminster building types, timber will be the most appropriate material. Timber window frames offer good levels of performance and have a lower embodied carbon content than uPVC and aluminium – this is the carbon dioxide emissions from the extraction, refinement, transport and process. For metal windows, where the existing are steel, their replacement with double-glazed steel windows is encouraged as they are likely to have the closest matching section sizes.

uPVC windows are strongly discouraged for both aesthetic and environmental reasons.

Are there any risks or technical issues I need to consider in upgrading my windows?

While air changes and room ventilation in modern buildings is likely to be provided within walls, windows and mechanically, it is often the case that older buildings benefit from a high-level of trickle ventilation from windows which are not airtight. So, in improving a window's air tightness or in replacing draughty windows with new windows this may significantly reduce ventilation, which can lead to internal condensation and excessive moisture – which in turn can produce mould and create problems with dampness. It is therefore important to maintain adequate ventilation when upgrading or replacing windows.





You can read Historic England Advice on [modifying Historic Windows as Part of Retrofitting Energy-Saving Measures](#).

What about upgrading historic windows and windows in listed buildings?

Existing historic windows may have lasted over 100 years and in many cases it may be possible to repair existing windows rather than replacing them. Repair is often the preferred option for historic buildings. The carbon cost of replacement is also likely to be higher than retention and upgrading (for example by draught-proofing).

Within a conservation area, the principle of replacing existing windows is likely to be acceptable but you should follow the design advice on previous pages. If your building is a listed building, a number of factors need to be taken into account, including whether the existing windows contribute towards the special historic and architectural interest of that building. Where this is the case, then alternatives to replacement, such as secondary glazing, are likely to be a better option to pursue. However, there will be circumstances where the introduction of new thermally efficient glazing may be possible and these include where historic glass does not survive in the existing windows; where the window(s) to be replaced are not original or historic whose design does not follow a historic design. In such circumstances the introduction of slim-profile double-glazing will often be acceptable. In each case we need to have regard to the significance of that individual building and degree of alteration and justification for the chosen approach will need to be provided in your heritage statement (see [part 4](#)).

A summary of our approach for listed buildings is set out below.

Refurbishment and Repair

Refurbishment and Repair of original historic windows

Where there are original historic windows which contribute to the appearance and special interest of the building, these should be retained and repaired, with draught-proofing and secondary glazing or other upgrading used to improve thermal efficiency. Double glazed secondary glazing may be an option particularly where noise is a significant issue. Refurbishment of original shutters should be considered and installation of new shutters may be acceptable. See advice in appendices on secondary glazing and draughtproofing.



Works to listed buildings can be complicated and we strongly recommend you seek [pre-application advice](#) before submitting your application.

A summary of our approach for listed buildings is set out below.

Upgrading

Upgrading existing historic windows to incorporate slimline double glazing or thermal single glazing

In historic windows or later replacement windows which follow the historic pattern and survive without historic glass, it is possible to introduce slim-profile double glazing within existing frames in the following circumstances:

- i. where a historic window retains no significant historic glass, has sufficiently deep glazing rebates and is robust enough to accommodate the increased thickness and weight of double glazing without significant alteration;
- ii. where an existing replacement window of sympathetic design is to be retained and is capable of accommodating slimline double glazing;
- iii. steel windows sections that are able to accommodate slim double glazing.

If an existing historic (original) window cannot be adapted to take double glazing, then thermal single glazing may be considered.



Works to listed buildings can be complicated and we strongly recommend you seek [pre-application advice](#) before submitting your application.

A summary of our approach for listed buildings is set out below.

New windows

New windows incorporating slim profile double glazing or thermal single glazing are acceptable in the following circumstances

- In any new extension to a listed building, including roof extensions, or in later or altered parts which are not of special interest, subject to appropriate design detail (see above advice).
- In cases where the significance of a building has been harmed by the installation of replacement windows of poor design,

and where:

- i. new windows are of a more sympathetic design and the impact on significance will be neutral or positive;
- ii. no damage to the building fabric will result from the removal of the existing windows.

Where windows with double glazing are acceptable in principle they should be of a detailed design appropriate to the character of the building, with integral glazing bars following design guidance on new windows above.



Works to listed buildings can be complicated and we strongly recommend you seek [pre-application advice](#) before submitting your application.

Part 4

How to make an application to replace your windows

What does my application need to include?

For us to understand what your proposed windows look like we will need drawings and information which clearly identify which windows are being replaced or altered and what the new windows will look like.

Your application should include the following:

✔ Completed application form

Signed and dated. Make sure you complete the ownership certificate at the end of the form – for most people this is likely to mean completing either Certificate A – where you own all of the property affected; or Certificate B where there are other interested parties e.g. where you live in a flat or own the freehold jointly with others.

✔ A location and site plan

This is to clearly identify the building affected. Your location plan needs to be a scaled plan of the site at 1:1250 or 1:2500 scale, which outlines in red the boundary of the application site. You can read this national guide on [how to prepare a site plan \(external website\)](#) and you can [buy a plan online](#).

✔ Elevation drawings

These are needed to identify which windows are affected by the proposal. These will be scaled drawings which show what the building looks like from the outside. Only those elevations where windows are to be altered are needed.

✔ Drawings and sections of existing and proposed windows

These should show the glazing bar pattern, how the windows open and include larger scale section details of glazing bars, beading, or spacing between panes of glass. They should also show the position of the window in relation to the window opening e.g. are the windows set back from the face of the building with a reveal. The contractor who is making your windows should be able to supply these drawings. See [Appendix 1](#) for examples of drawings.

✔ Fee

Listed Building Consent has no fee. For both Householder and full planning permission applications, see [schedule of fees on our website](#). A full application applies if you live in a flat/apartment. For example, if you live in a mansion block.

For applications located within a conservation area or a listed building:

✔ A Design & Access and/or Heritage Statement

This is to explain the impact on the heritage significance of the building. Both a Design and Access and Heritage statement are required for listed buildings but this can be one document. There is guidance and a template you can use on our website, see [heritage statements](#) and [heritage statement template](#).



You can apply online via the [national planning portal website](#). You can see advice on our website on '[making a planning application](#)'.

If your application includes other works for example if you are also building an extension, other documents may be required and you should check the guidance on our website. To find out more about information needed with your application, you can review the information on [validation requirements](#) as this explains what documents you have to include.

How long does it take to get permission and/or consent?

For planning applications and listed building consents for retrofit measures, decisions are usually completed within 8 weeks from the date of validation (this is the date we confirm all the required information has been submitted).

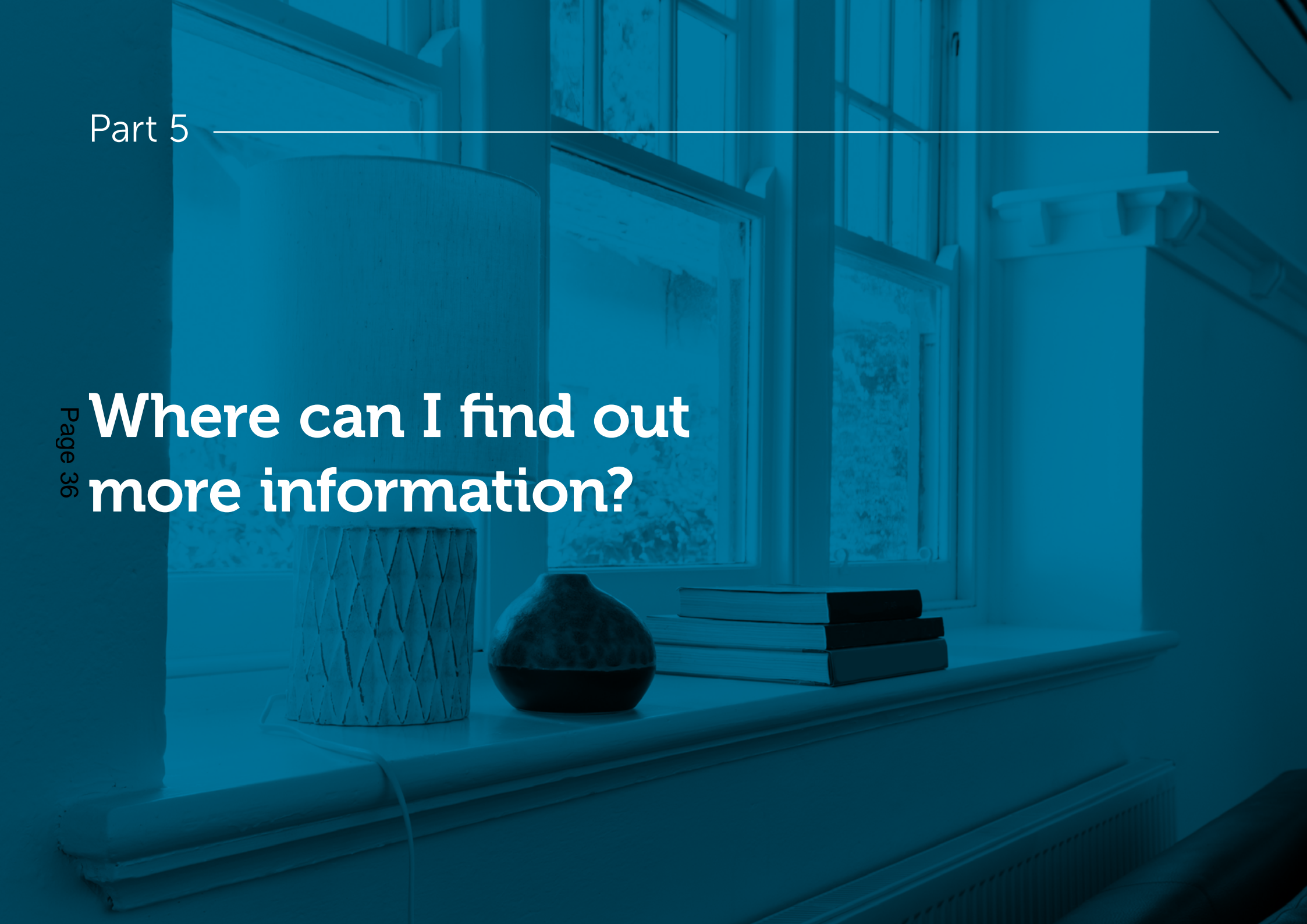
Can I get any planning advice before I submit my application?

To find out whether your proposal is likely to be accepted, you can also apply for [pre-planning application advice](#). We now offer a [discounted pre-application advice fee](#) for householder environmental performance improvements, including windows.

Part 5

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**Where can I find out
more information?**



Planning Portal Advice on Greener Homes

www.planningportal.co.uk/info/200140/greener_homes

Energy Saving Trust Advice

energysavingtrust.org.uk/

Historic England Advice

[Historic England advice on modifying historic windows as part of retrofitting energy-saving measures](http://www.historicengland.org.uk/advice/technical-advice/energy-efficiency-and-historic-buildings/windows-and-doors-in-historic-buildings/)

Improving Thermal Performance of Windows and Doors

www.historicengland.org.uk/advice/technical-advice/energy-efficiency-and-historic-buildings/windows-and-doors-in-historic-buildings/

SPAB advice

The Society for the Protection of Ancient Buildings (SPAB) useful information on a wide range of topics regarding the maintenance of your property, including woodworm.

www.spab.org.uk/advice/timber-windows

www.Spab.Org.Uk/advice/technical-qas/technical-qa-8-metal-windows/

Advice on Grants

If you receive benefits, you may be eligible for the Energy Company Obligation (ECO) scheme. Under this scheme some energy companies must pay towards the costs of energy upgrades in your home. Visit the [Ofgem website](#) to check if you are eligible.

You can also apply for the Mayor of London's [Warmer Homes Programme](#) if you meet the eligibility criteria. The criteria are similar to the ECO scheme but slightly wider.

EcoFurb – Low Carbon Home Service

Transform your house into a low carbon, sustainable home with Ecofurb, an end-to-end home renovation service. Ecofurb helps homeowners plan energy efficiency improvements, provides impartial advice and oversees the works.

www.ecofurb.com

Feedback

We will continue to add to and improve this document to make it as useful as possible for you. If you have any feedback, please send this to planningreception@westminster.gov.uk

Glossary & Appendices



Glossary

Casement window – A window with the sash, or light hinged at the side so as to open outwards or inwards. A top-hung casement has the hinges at the top and opens outwards.

Glazing bars – A ridged supporting strip between adjacent panes of glass.

Low-e glass – The ability of a material to radiate energy is known as emissivity. In general, reflective materials have a low emissivity and dull materials have a high emissivity. Low-e glass is very reflective so does not radiate much energy, which means it acts as an insulator, keeping heat indoors.

Permitted Development – Nationwide planning permission to carry out certain limited forms of development without the need to make a planning application. These provisions are granted under the Town and Country Planning (General Permitted Development) (England) Order 2015. Local planning authorities have the power to remove permitted development rights through planning conditions or Article 4 Directions.

Reveal – the vertical side of an opening in a wall

Sash window – A type of window in which two frames or sashes slide vertically over each other.

Thermal Bridging – It is important to make sure that the gap between the window frame and the wall is well sealed otherwise heat will be lost around the window even if the window itself is very energy efficient.

Trickle vent – A trickle vent is a small opening in a window that provides ventilation. Trickle vents that provide background ventilation are commonly seen in modern windows, these would not have been an original feature on sash windows.

Appendix 1

Example Drawings – Thin-section Double Glazing

On the right are examples of the types of drawings – elevations and sections you will need to submit if making an application for new windows.

Image 1 and 2 show existing proposed elevations which clearly identify windows to be replaced.

Image 3 and 4 show more details of the windows.

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Image 1



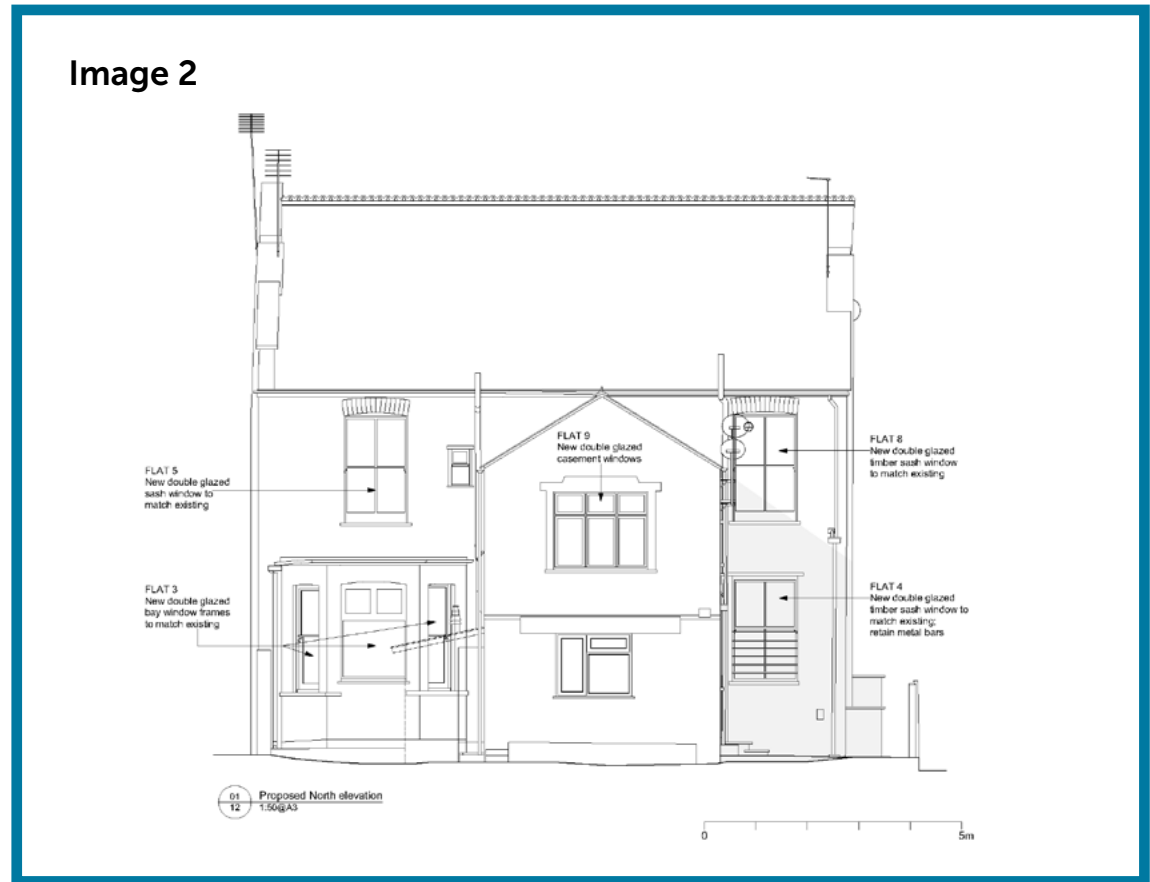
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Page 41 **Image 1 and 2** show existing proposed elevations which clearly identify windows to be replaced.
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Appendix 1

Example Drawings – Thin-section Double Glazing

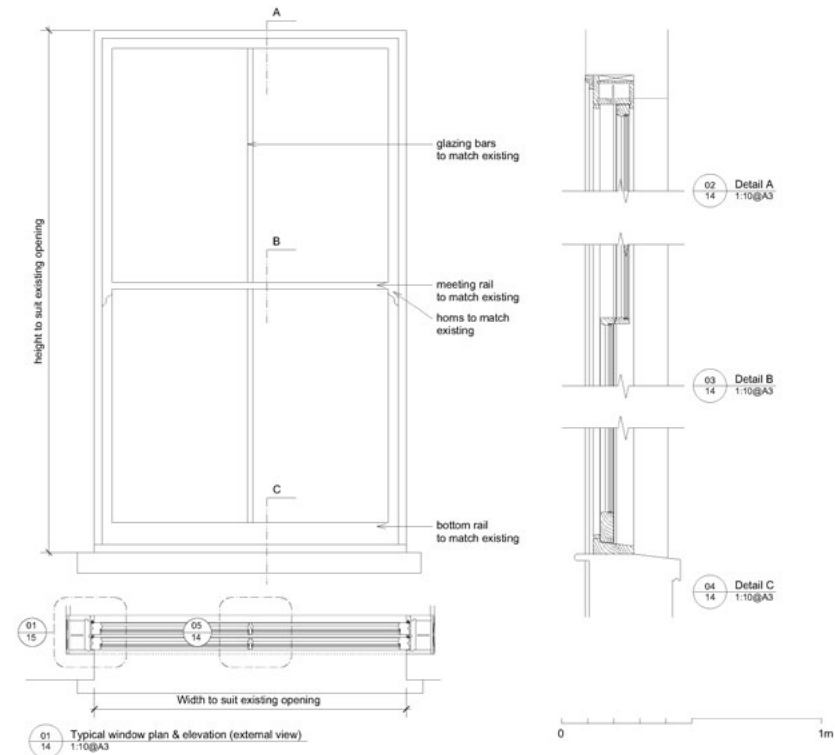
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Image 3



Appendix 1

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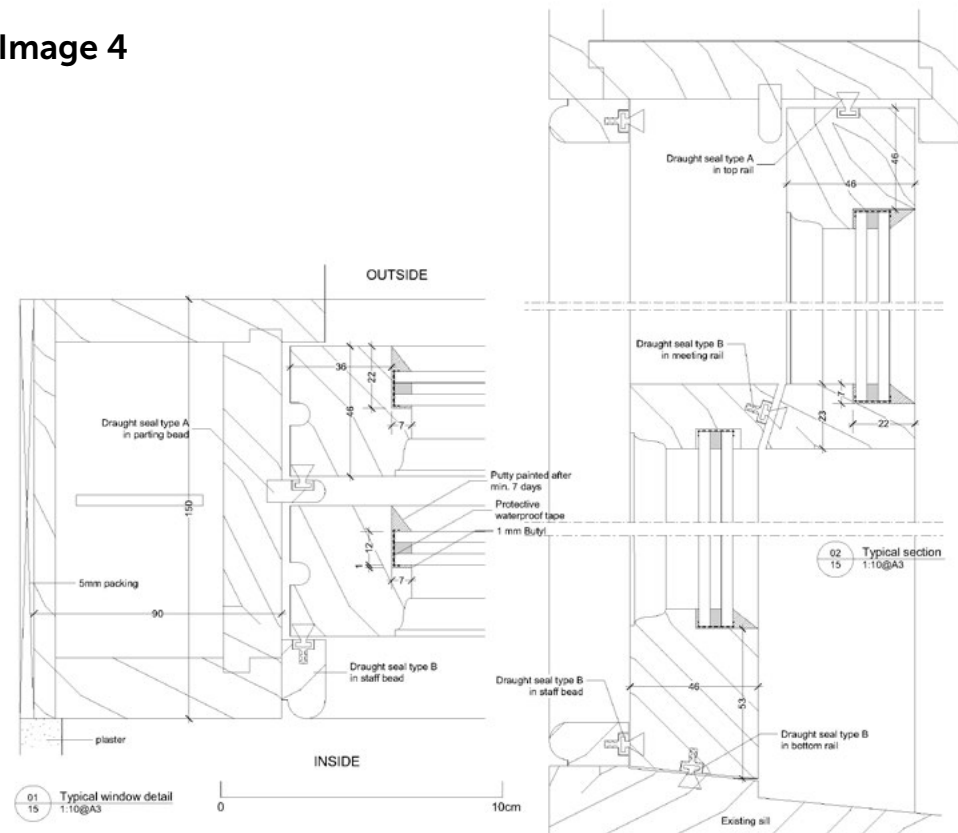
Page 43

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Image 4

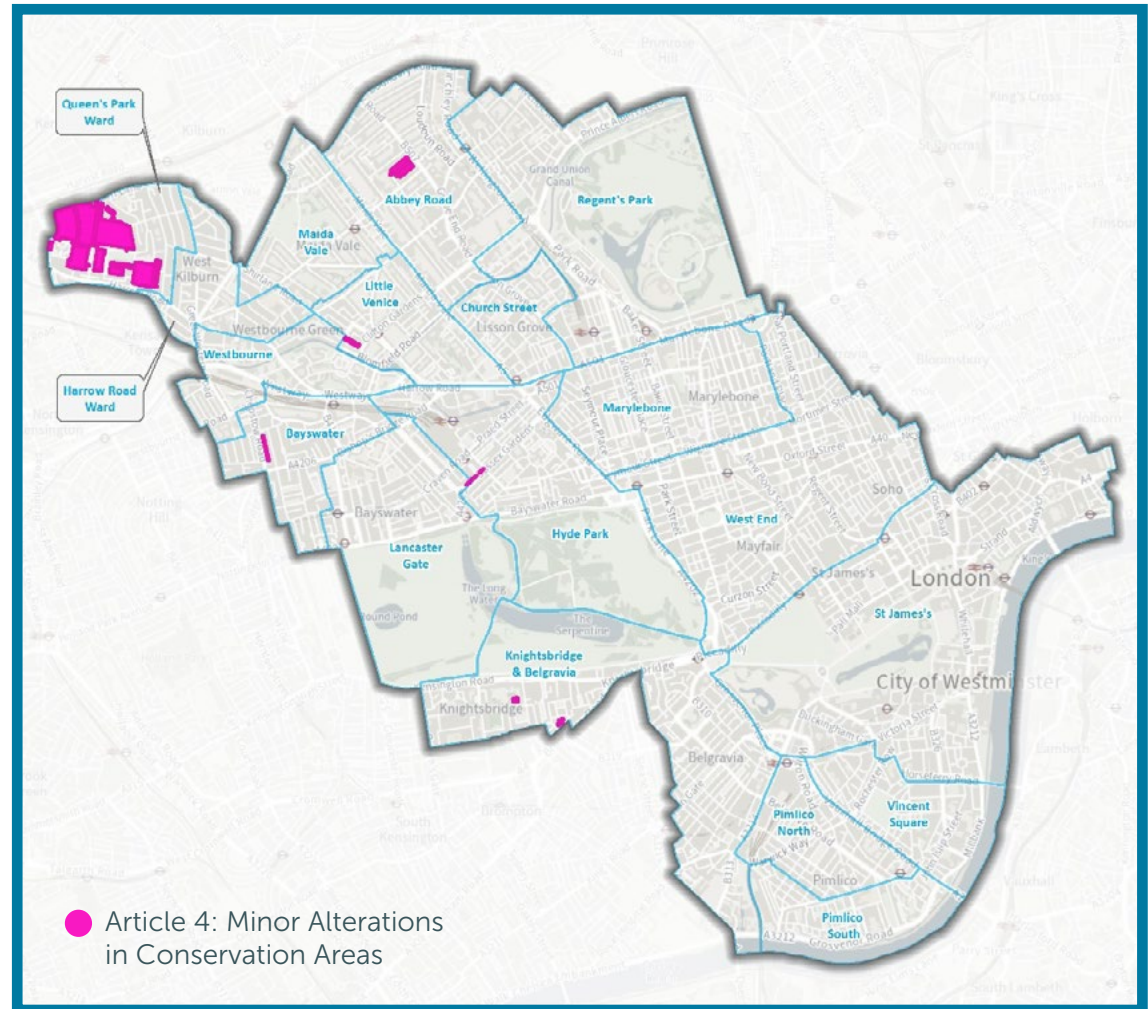


Appendix 2

Map of Article 4 areas in Westminster

Article 4 Directions

- 1-47 (odd) and 2-56 (even) Abbey Gardens, NW8
- 1-27 Bridstow Place, W2
- 1-37 (odd) Bristol Gardens, W9
- 6-10 Moncorvo Close, SW7
- Queen's Park Estate, W10
- 1, 4, 8, 11, 12 and 13 Relton Mews, SW7



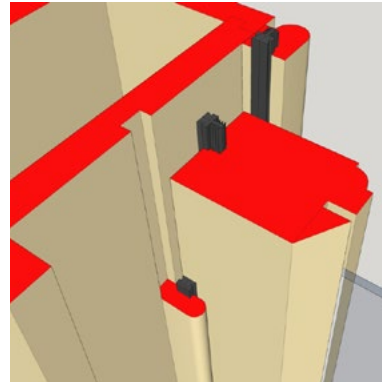
Appendix 3

Window upgrades advice

Draughtproofing

There are a range draught proofing strips you can use to fill the gap between the windows and frame including foam, metal or plastic, or brush seals for sash windows. Many of these you can install yourself. For historic windows particular care is needed and you should ensure:

- Any mastic draughtproofing method is as discreet as possible.
- Unobtrusive products are used.
- The loss of historic fabric is avoided.
- Professional installation is used for products such as rebated edge seals.
- The strength of the frame is not compromised. This is particularly the case with slender late 18th century sash windows where the timber sections are often very narrow. See [Historic England advice on draughtproofing](#).

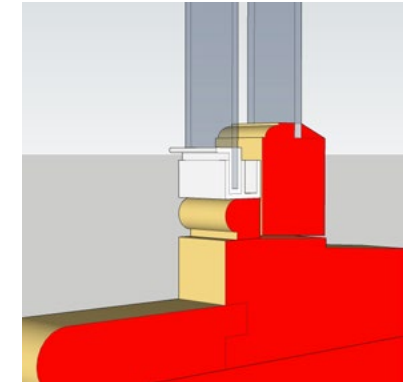


How to choose secondary glazing

There are many different types of secondary glazing - this can be openable or removable and have low e glass or even double glazing. In listed buildings, you should select a system in keeping with the design and materials of the room – and to complement the design of the existing window.

Ensure that the design does not obscure distinctive architectural detailing, including careful alignment of any glazing bars and use of slim frames of appropriate colour.

Be careful not to compromise functioning of shutters where these exist. See [Historic England Advice](#) on secondary glazing.



Secondary glazing tight-fitting to the frame of the original window, which may be useful if operating shutters are in place.

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City of Westminster

Climate Action, Regeneration and Housing Policy and Scrutiny Committee

Date:	18 October 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 July:

- 27/07/2022 – Funding for Purchases Under the Right to Buy, Buy Back Programme
- 29/09/2022 - Housing Solutions Service Contract Extension
- 07/10/2022 – Social Housing Supply and Allocations 2022-23

2. The following report includes my priorities and delivery progress to date of the new administration.

Retrofitting Update

The Retrofit Show Home is being well received with over 80 visits from residents. Contractors and staff have also been visiting. This project shows the various retrofit works which can be done to reduce energy consumption in a typical pre 1900 mid terraced flat. Retrofit works take a fabric first approach with additional insulation to floors and internal walls, windows receive secondary glazing and doors are upgraded to high thermal efficiency. Other measures include active air circulation vents, bathroom warm water recovery, air source heat pump central heating.

Following an award by the Department for Business, Energy & Industrial Strategy (BEIS) we have received £3.3m grant funding to retrofit 360 properties from EPC rating of Band E and D, to a B rating. The total number of properties which have had retrofit works carried out is now in excess of 120. This puts us in a good position to achieve our target of 360 by 31st March 2023, this is due to the resource gap being closed by hiring staff and understanding the supply chain / delivery method for achieving this process. BEIS will shortly be launching their criteria and inviting applications for Social Housing Decarbonisation Funding (SHDF) Wave 2 grant funding. We will be submitting a bid for further funding once advised of the criteria which is due at the end of 2022.

We have over 50 properties booked in for retrofitting during August, however, we are receiving around 50% refusal of works at survey stage, which we are working on by improving resident engagement and communications.

Major Works

Capital Programme is gathering momentum- with 18 projects in the South under *United Living* and 5 in the North with *Axis Europe*. We record that our assigned projects for this financial year represents a “back loaded “programme of work to give balance to current delivery model.

Axis Europe in the North of the City is gathering traction with our sustainability works with a view of commencing Warwick Low Rise in October to install PV Panels to the roof area. The Queens Park Estate is also going through sustainability proposals which will help us meet our sustainability objectives. There is a large programme of works at Avenue Gardens where we have two Service Providers (*United Living & Gem*) working in tandem providing much needed refurbishment and mechanical & engineering works to the estate.

Repairs

Repair numbers are steady with the service receiving 5,500 repair requests each month and our first-time fix rate is 87.5% which in turn is reducing the number of follow-on jobs. Compliance for gas continues to be excellent **99.1%** with accelerated Out of hours testing being introduced and weekend working to provide additional support.

Morgan Sindall is recruiting 8 additional plumbers for the winter period, and we are continuing to monitor demand against performance to ensure we have the correct number of operatives. 6 new apprentices have been appointed to the Repairs Team with 6 more contracts available and undergoing active recruitment.

Mould and damp pilots are commencing in Queens Park Court, Mozart & Lisson Green in September 2022 and ward Councillor updates will be issued with details of monitoring devices in homes to read moisture levels in homes and provide alerts prior to issues occurring. Our first phase of the Communal Works Programme will start in 13 Herries Street, 17 Severn Avenue and Danby House with the remaining properties on Mozart to be programmed in. We also have a £1m programme focusing on communal repairs. This will include spend on estates and action plans agreed with residents on Community Thursdays across.

Anti-Social Behaviour Update

There are currently 181 open Housing ASB cases. The highest concentration of cases is the Mozart, Lydford and Avenue Gardens area with 31 cases. As a further breakdown 51 are related to noise issues and are related to verbal abuse, harassment, and threatening behaviour. Please see below a table of ASB actions taken by the Housing ASB team this year to date.

Action	Number	Notes
Notice of Seeking Possession (NOSP) served	14	Legal notice served for breach of tenancy
Possession orders	5 gained 1 Adjournment	1 x Suspended Possession Order 4 x Mandatory Possession Orders 1 Adjournment for 12 months
Closure orders	1	

Injunctions	8 Injunctions applications heard at court	5 injunctions granted, 1 dismissed, 2 adjourned
Awaiting hearings	4	1 x Possession 3 x Injunction

Anti-Social Behaviour Strategy

The Council has committed to develop its first Anti-Social Behaviour (ASB Strategy). The aims of the strategy are to collate and promote all that we and our partners do in a single space, provide a clear position statement on ASB and how it is governed/managed, provide an opportunity for us to review all our evidence, take a fresh look at our challenges and overlaying this with the latest innovation and best practice nationally/internationally, make clear what our key priorities are and how we will tackle them, create a formalised action plan for improvements and a commitment to keeping this under review.

Officers have taken an evidence-led approach to the development of the Strategy, looking at the National, Regional and Local picture and trends. Officers identified the following key objectives to help provide a framework for the strategy: prevention, early intervention, victim support, bringing perpetrators to justice, and community engagement. Officers have begun extensively engaging various groups including, residents, the police, victims and perpetrators and will continue to do so into the fall. A comprehensive update is due to come to this Committee in early 2023 when the strategy is further in development.

Pimlico Heating District Undertaking (PDHU) Update

Summer works and servicing on the PDHU nearing completion and the boiler fuel replacement scheme is commencing which will complete whilst the system is operational. Following burst pipes on Lillington and Longmoore in December 2021, Ward Councillor updates and Section 20 notice being prepared. Separation works will commence on the network in Morgan House to allow the team to control pressure on the estate and in turn reduce bursts. In October a separate report will be presented to this Committee on PDHU.

Fire and Building Safety Bill Update

There is currently no new update regarding the Fire Safety Act 2021 or the Building Safety Act 2022. Officers are preparing a strategy to outline how the Council will comply with the requirements set out in both acts. Once an update becomes available I will include that information in a future report to this Committee.

Supply and Allocations Report 2022-2023

In line with the Housing Allocations Scheme, the annual Supply and Allocation of Social Housing Report estimates the proportion of social lettings to be made to each of the priority groups on the council's waiting list, based on available supply (known as projections). The recommended projections for 2022/23 are summarised below in Table 1. They take into account competing demands for social housing and the council's statutory duties and strategic priorities and overall, the aim is to achieve a balanced approach to lettings. A similar number of lettings to last year is proposed in advance of a full review of the Allocation Policy set to commence later this year. A comprehensive item on the review of the Supply and Allocations Policy is due to be brought to this committee at a later date.

Table 1: Projections 2022/23

General Needs	Studio	1-Bed	2-Bed	3-Bed	4+ Bed	Total	%
Homeless	24	79	63	43	0	209	45%
Westminster Council Tenants	4	49	50	38	8	149	32%
Housing Register	57	34	8	6	0	105	23%
Total General Needs	85	162	121	87	8	463	
CSH	42	204	5	0	0	251	35%
Grand Total	127	366	126	87	8	714	

Homelessness and Rough Sleeping

The GLA activated two Heat Health Alerts this summer to encourage all Local Authorities to initiate their local arrangements for ensuring the health and wellbeing of people who are on the street. During this period, Additional Outreach Teams across the City encouraged rough sleepers to take-up the offer of safe space in a day centre and/or facility. We targeted approximately 350 people who were offered one or more of the following services including: enhanced welfare checks for those known to be vulnerable to the heat (both on the street and in accommodation), shower facilities available throughout the heat wave, wide distribution of water and sun cream both on the streets daily and throughout our supported housing and hostels, overnight respite for those at most risk, and extended support to pets on the street.

Homelessness demand during the first quarter of 2022/23 has increased by 5% compared to the previous financial year. 497 homeless applications were recorded between Q1 of 2022/23 compared to 471 the previous year representing a 5% increase over the period. We are pleased to report we have exceeded our target in letting 49 three-bedroom properties to households on the homeless list year surpassing our projection of 29. We continue to experience higher numbers of rough sleepers during summer months but there are concerns the levels of those with no resource to public funds is rising in the City. In July, the street count number of rough sleepers was 280 up from 229 in June a 22% increase in one month.

Temporary Accommodation

The Council procures both Temporary Accommodation (TA) and private rented sector properties in line with our current Temporary Accommodation Procurement Policy. Westminster currently manages a total TA stock of over 2700 properties. More than 1200 are in-borough and majority of the remainder is located in East and North London. All units should comply with TA Standards and Providers are required to meet these standards. Once a property becomes void as a re-let and let, the TA Provider must confirm that the property is fully compliant. The Council has also directly purchased over 220 family sized properties both inside and outside of the borough for use as TA and this programme is continuing. This has been an alternative of providing quality housing for the homeless. Please see Table 2 for a breakdown on location and size of these units.

Supporting Residents Through the Cost-of-Living Crisis

The senior Housing management team has been instructed to ensure all of the help and support signposting and information is available to all staff as to where to refer people in food or fuel poverty. Specifically, our Customer Service team is making all staff aware of the assistance available at the first point of contact so the team know where to direct people, how to refer and who internally needs to be involved, this support will also be extended to those in temporary accommodation in and out of the borough. All Housing Officers and Surveyors have been asked to raise awareness and to have the support conversations with our residents when door knocking or carrying out home visits.

The Income Team are having conversations with all of our tenants at the same time as we are discussing the rent arrears and we are signposting to help and assistance with our external agencies as well as referring to the discretionary fund. Throughout the fall the Leasehold Collection team will be signposting our residents when we speak to them about their service charge accounts.

Greening in the Housing Service

We are very pleased that we have retained our Green Flag status this year on the following Estates: Churchill Gardens, Lillington and Longmoore Gardens and Lisson Green. We have also 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. We are grateful for the hard work and dedication from our contractors, resident groups and volunteers.

On August 12, we proudly opened the first Children's sensory garden on a Westminster Housing Estate at Lillington and Longmoore. Working with residents, an underused outdoor space has been transformed for the primary use of vulnerable children who require sensory stimulation. 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 all children.

Communicating with Leaseholders

Our Key Lessee Group is made up of nearly 400 residents (lessees and freeholders) across the City to allow residents to scrutinise elements of service charges before they are invoiced. Key lessees are sent billing information via email before the service charge bills are issued. Queries received from key lessees are then investigated, thus avoiding a costly and time-consuming re-issuing of bills, as well as building confidence in the accuracy of the billing process. The scheme operates to allow transparency of information and affords our residents a real opportunity to participate in the calculation process before invoices are raised.

The uptake for this initiative this year is double the number of last year and we are aiming to increase the uptake further with more communications and advertising. We are also in the process of requesting demographic information from our key lessees to validate if our engagement is diverse and inclusive.

Communicating with Residents

Officers are currently in the process of writing to all residents in Council Housing to let them know who their Housing Officer is and how to contact them. Residents are also always welcome to reach out via the YourHome e-newsletter which is sent to over 12,000 housing tenants and leaseholders issued fortnightly.

Officers are currently recruiting residents to a Resident Panel as part of the Council's wider Housing Review. We had 51 residents who had applied to join. We have now written to all applicants to find out more about them, including demographical information, so we can assist with putting together a diverse cohort.

In line with the New Administration's priorities, Housing Services has started an initiative to have residents take part in online consultations and polling. To date over 200 residents have signed up and we will restart this group in the fall. We aim to consult the group every 4-6 weeks on various service improvements.

Resident Engagement Activities and Opportunities

Over the school holidays our Resident Engagement Team has taken part or run 7 community events reaching over 1000 residents. As a legacy of COVID-19, monthly online briefing sessions continue with our Resident Association representatives. During the month of July, 8 meetings were held with residents regarding Major Works across the City. Resident Advocates continue to be on Lillington and Longmore one day a week to meet with residents and resolve outstanding repairs, including a door knocking exercise on Sheltered Scheme to explain upcoming repairs and how it will affect them.

Housing Surgeries in Westminster

In alignment with our Fairer Westminster Vision, a Cross-Council project is currently underway to find suitable spaces among Council owned property to hold various surgeries with officers from across the service areas. While this is being explored further, I would like to highlight that we currently run two in person Housing surgeries at the Lillington & Longmore Community Hall (9am to 12pm every Tuesday), and the Soho Estate office (9am to 12pm weekly every Wednesday). At the beginning of October, we will open our third surgery site at the Beethoven Centre.

Residents First Programme

The Residents First Programme aims to review and deliver a new and revitalised Housing Service following the recent restructure. The programme is broken down into strands which cover various elements of how we will be engaging with residents and instilling a new culture within the department. This ranges from letters to residents introducing their new housing officer, implementation of a new mobile working solution, new service charters for repairs and leasehold services, and a review of the housing pages on the Council's website.

Community Thursdays

The flagship strand of Residents First which is currently being delivered is a new initiative called 'Community Thursdays'. Community Thursdays is an opportunity for teams across the Housing Service, to have a local and visible presence on our estates and talk to residents about issues that

matter to them. Ward Councillors are invited to join us, so that we can collectively work together to address wider issues, as well as provide advice and assistance. Each Thursday afternoon, a visit to a different estates around the borough takes place. To date we have visited more than 27 estates across 15 wards, 114 different members of staff have taken part, 10 different councillors have joined us, over 2300 doors knocked and 285 issues logged on our mobile solutions app.

Table 2 – Breakdown of Recently Acquired TA units in and out of borough.

	2-BED	3-BED	4-BED	5-BED	TOTAL
WCC	101	39	3	1	144
LB BARKING & DAGENHAM	38	5	0	0	43
LB REDBRIDGE	14	0	0	0	14
LB HARINGEY	1	0	0	0	1
LB HAVERING	22	7	0	0	29
LB NEWHAM	6	3	0	0	9
ROYAL BOROUGH OF GREENWICH	10	4	0	0	14
LB EENFIELD	2	4	0	0	6
LB HOUNSLOW	1	3	0	0	4
LB BEXLEY	2	0	0	0	2
LB CROYDON	1	0	0	0	1
LB BROMLEY	0	1	0	0	1
LB LEWISHAM	0	1	0	0	1
LB WALTHAM FOREST	0	2	0	0	2
BOROUGH OF BROXBOURNE	0	1	0	0	1
	198	70	3	1	272 *

* Please note that this figure includes 17 units which are void, either undergoing improvement works or awaiting letting/reletting as of 02/09/22.

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Climate Action, Regeneration & Renters Policy and Scrutiny Committee

Date:	18 October 2022
Classification:	General Release
Title:	High-Level Summary of Westminster's Climate Action Programme
Report of:	Amy Jones, Director of Environment
Cabinet Member Portfolio	Cllr Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters
Wards Involved:	All
Policy Context:	Fairer Environment
Report Author and Contact Details:	Isobel Caton Harrison, Principal Policy Officer (Environment) icharrison@westminster.gov.uk

1. Executive Summary

1.1 The purpose of this report is to provide an introductory summary of:

- The context of greenhouse gas emissions in Westminster, including the emissions baseline of the council and the wider City of Westminster.
- The existing Climate Emergency Action Plan for Westminster, the flagship actions that have been delivered to date, and a timeline for reviewing the Action Plan to reflect the priorities of the new administration.
- The internal and external climate engagement activities that have taken place in the last few months.
- The governance & oversight arrangements for the climate emergency programme and the plans to engage Westminster citizens in climate action through the use of a Citizens' Climate Assembly.

2. Key Matters for the Committee's Consideration

- 2.1 The Committee is asked to note and comment on the High-Level Summary of Westminster's Climate Action Programme

3. Background

- 3.1 In September 2019, Westminster City Council's Full Council meeting declared a climate emergency and committed to achieving net zero emissions by 2030 for the council and by 2040 for the wider city (ten years ahead of the UK-wide net zero target of 2050). In addition, by 2050 the council committed to be a zero-carbon emitter, without needing to offset any of its emissions.
- 3.2 A [Climate Emergency Action Plan](#) (CEAP) for Westminster was published in November 2021, setting out nearly 70 ambitious actions across five themes of Efficient Buildings, Clean and Affordable Energy, Sustainable Travel & Transport, Reducing Consumption & Waste and Green & Resilient City. Since then, officers have been focusing on action delivery, with progress being monitored via an interactive Climate Emergency Dashboard which tracks the progress of a wide range of actions to deliver a net zero council and city and a Fairer Environment. Progress is reported monthly to the officer-level Climate Emergency Delivery Board and to the strategic Member-led Climate Leadership Group.
- 3.3 The crucial importance of climate action is reflected in the 'Fairer Environment' section of the council's upcoming Fairer Westminster Strategy. One of the top-level key ambitions in the Strategy is 'The council takes ambitious action on climate change with the aim of becoming a net zero council by 2030 and a net zero city by 2040.'

APPENDICES:

Appendix A: High-Level Summary of Westminster's Climate Action Programme

Appendix B: Visual Overviews of Council and City-Wide Emissions

Appendix C: Climate Programme Governance Structure

BACKGROUND PAPERS

None

Appendix A: High-Level Summary of Westminster's Climate Action Programme

1. Overall Climate Change Context

- 1.1 Westminster City Council is committed to supporting efforts to limit global warming to below 1.5°C. This is recognised by the Intergovernmental Panel on Climate Change as being the limit above which the damage from global warming would significantly increase.
- 1.2 In September 2019, Westminster City Council's Full Council meeting declared a climate emergency and committed to achieving net zero emissions by 2030 for the Council and by 2040 for the wider City. 'Net Zero emissions' is achieved when the overall contribution to global warming is zero, achieved through reducing emissions as far as possible and then offsetting any emissions that cannot yet be removed entirely. In addition, by 2050 the Council committed to be a zero-carbon emitter, without needing to offset any of its emissions.
- 1.3 These are highly ambitious targets which are ahead of the UK Government's net zero emissions target of 2050. The city-wide 2040 target will be especially challenging given that the council only has direct control over about 2% of city-wide emissions. This means that close collaboration with key partners such as businesses, landowners, community groups and residents will be essential.

2. Greenhouse Gas (GHG) Emissions Profile of Westminster

2.1 Council Emissions

- 2.2 In 2018-19 (our baseline year), the council's emissions from its own assets and services were **44,619 tonnes of carbon dioxide equivalent (CO₂e)**.¹ This currently includes emissions from scopes 1, 2 and limited scope 3². Our overall target is to achieve net zero for these emissions by 2030, and we have also adopted annual interim reduction targets. Progress against these annual targets so far is captured in the table below (for a fuller summary, please refer to Appendix B).

¹ 'Carbon dioxide equivalent' (CO₂e) is a term for describing different greenhouse gases in a common unit. For any type and quantity of greenhouse gas, CO₂e signifies the amount of carbon that would have an equivalent warming impact.

² **Scope 1** emissions cover direct emissions arising from activities under the council's control (e.g. burning fuel in WCC-owned vehicles, natural gas combustion in boilers). **Scope 2** covers indirect emissions from the purchase of energy (predominantly electricity) which is used on site but where emissions are generated at a site not owned/controlled by WCC. **Scope 3** covers other indirect emissions that can occur as a result of WCC activities but fall outside of the organisation's direct control (e.g. employee commuting, waste disposal, investments & pensions, and carbon embodied in goods and materials). Officers are currently undertaking analysis to baseline the council's full scope 3 emissions.

Council GHG Emissions

Financial year	Actual emissions (tCO ₂ e)	Target annual change in emissions (assumes linear reduction)	Actual annual change in emissions
2018-19	44,619 (Baseline)	N/A	N/A
2019-20	42,770	-8.3%	-4.1%
2020-21	41,399	-9.1%	-3.2%
2021-22	41,035	-10.0%	-0.9%

- 2.3 As shown in this table, the council appears to have fallen behind its annual reduction targets. As of 2022, the council is 22.5% above the required reduction rate for its 2030 net zero trajectory. However, the annual reduction targets are based on a trajectory with a linear rate of reduction, whilst actual emissions reductions will be non-linear and realised through the delivery of carbon saving projects.
- 2.4 Over 60% of all the council's emissions come from two sources: Pimlico District Heating Undertaking's (PDHU) gas boilers, and Housing communal supplies (e.g. gas-fed communal heating systems for social housing estates). This means that tackling emissions from these two areas will be essential to achieving our 2030 net zero target and supporting citywide progress against the 2040 target. Current action being taken by the council to address these emissions include rolling out insulation measures and solar panels across our social housing estates and developing the strategic options for the decarbonisation of PDHU, which will be presented to Cabinet Members in December. More detail is provided in Sections 4.4 and 4.5.
- 2.5 *City-Wide Emissions*
- 2.6 To date, the council has primarily used the Anthesis SCATTER³ method to calculate Westminster's city-wide emissions, adopting the 2017 emissions figure of **2,273,000 tonnes of CO₂e** (scopes 1 and 2) as the Westminster-wide baseline.
- 2.7 Within this baseline, the largest proportion of emissions come from non-domestic buildings (c. 71%), followed by domestic buildings (c.15%), road transport (c.11%) and industrial processes (c. 2.5%). The council's own emissions account for approximately 2% of all city-wide emissions.
- 2.8 Using a methodology developed by consultants Anthesis, Westminster adopted a 'high-ambition' pathway, with reduction targets of 57% against the baseline by 2030 and 73% by 2040 (no annual targets). These targets are based on Anthesis' estimate of what is 'realistically feasible' for Westminster to achieve. However, even this 'high-ambition' pathway does not go as far the scientific

³ SCATTER stands for Setting City Area Targets and Trajectories for Emissions Reduction and is a government-funded tool to help local authorities set emission reduction targets.

assessment (calculated by the [Tyndall Centre](#)) of what Westminster would need to do to contribute its 'fair share' of global emissions reductions to keep warming below 1.5°C. To reflect the Tyndall Centre pathway, Westminster would need to increase its 2040 target to a 93% reduction against its baseline.

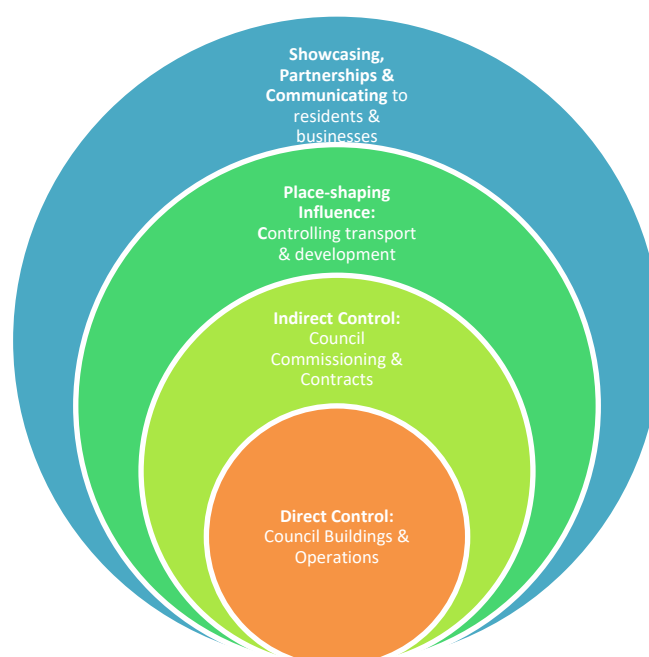
- 2.9 The table below shows recent changes in city-wide emissions from the baseline year up to 2019 (the latest available data), using data gathered through the SCATTER methodology.

Westminster-Wide GHG Emissions Data from SCATTER (Scopes 1 and 2)

Year	Emissions (tCO ₂ e)	Change in emissions vs baseline
2017	2,273,000 (Baseline)	N/A
2018	2,453,835	+7.9%
2019	2,229,001	-1.9%

3. Westminster City Council's Role in Reducing Emissions

- 3.1 Local authorities have most control over GHG emissions from their own assets and services; however, they also have a range of levers for influencing emissions across the whole local authority footprint. A summary of some of the different levers and levels of influence available to local authorities are set out in the diagram below.



- 3.2 This diagram shows that much of the council's role will be to influence and facilitate change rather than directly deliver emissions reductions, especially for the 98% of city-wide emissions that are not under the council's control.
- 3.3 The council's level of influence varies depending on the emission sector. For example, non-domestic buildings contribute the greatest proportion of the city's

emissions so tackling this area will be crucial to achieving the 2040 target. However, the council has very few statutory powers to control emissions from this sector. Whilst our planning regulations can set emissions targets for new development, this will not impact on any existing buildings that do not come through the planning process before the 2040 target year. For these buildings, the council's best approach is through supporting and influencing building owners and occupiers to encourage retrofit (The Sustainable City Charter action detailed under Section 4 is an example of work currently underway).

- 3.4 A [Climate Emergency Action Plan](#) (CEAP) for Westminster was published in November 2021, setting out nearly 70 ambitious actions across themes of Efficient Buildings, Clean and Affordable Energy, Sustainable Travel & Transport, Reducing Consumption & Waste and Green & Resilient City.
- 3.5 The CEAP was developed according to C40 Cities' guidance on Climate Action Plans, and was designed around the following key principles:
 - Credible: evidence based and cost-effective
 - Innovative: identifies and uses new approaches
 - Inclusive: fosters a collaborative approach
 - Holistic: maximises the delivery of co-benefits and supporting policies
- 3.6 The CEAP is a separate document from the council's Air Quality Action Plan. This is because Westminster's two major sources of air pollutants (nitrogen dioxide (NO₂) and particulate matter (PM 2.5 & 10)) are not greenhouse gases and do not contribute to global warming. However, greenhouse gases and air pollutants are often emitted by the same processes, such as heating, cooking and road transport. Therefore, the Air Quality Action Plan and the CEAP are closely interlinked to ensure opportunities for co-benefits.
- 3.7 The CEAP will go through a light refresh in November 2022 (its one-year anniversary) to reflect the recent change in administration and the progress achieved over the past year. The CEAP will then undergo a fuller refresh in early 2023. A process is currently underway within the climate team to assess the priority level of the different CEAP actions and to ensure that the actions with the highest carbon-saving potential are prioritised in terms of resource.

4. Climate Action Delivery

- 4.1 Officer leads are required to report on the progress of their CEAP actions monthly, and deep dives into key actions are carried out at the monthly Climate Emergency Delivery Board meetings, which are chaired by the Executive Director for Environment and City Management (see 'Governance' section 6 below).
- 4.3 The sections below provide a high-level overview of some of the key climate actions that are currently being delivered across the five CEAP themes. For a full and up-to-date snapshot of progress, the CE Dashboard is available to view on request.

4.4 *Efficient Buildings (Domestic Focused)*

- In 2021-22 we completed the retrofit of 108 Westminster **social homes** and are currently on track to retrofit a further 360 homes by March 2023 with £3.3m of funding secured from the Social Housing Decarbonisation Fund.
- We launched our **Energy Saving Show Home** in Queen's Park in the summer to help residents understand the improvements they could make to their own homes. As of September 2022, 118 local members of the public had visited the property, the majority of which (73%) are owner-occupiers, who are well positioned to make changes to their own homes.

Efficient Buildings (Non-Domestic Focused)

- In June 2022 we completed the retrofit of 61 **corporate council buildings**, saving 1,700 tonnes of CO₂e per year. The second phase of the programme is now under development.
- In April 2022 we launched our **Business Energy Audit Scheme**, which provides free carbon and energy audits for up to 1,000 SMEs across Westminster by 2024. So far over 100 businesses have applied to the scheme and 9 audits have been delivered. Officers are exploring options to promote the scheme more widely to accelerate take-up.
- We are developing a **Sustainable City Charter** in partnership with the Westminster Property Association. The Charter is a pledge which commits owners and occupiers of non-domestic buildings to take a range of actions to reduce emissions from their buildings, including targeting net zero operational emissions from buildings by 2040. The Charter is due to be launched in November 2022.
- We have recruited industry experts to be part of a **Westminster Retrofit Taskforce**, which will start meeting in September 2022 to propose solutions to the challenges of retrofitting the city's buildings. Alongside this, we are upskilling Town Planning staff through the recruitment of two new Sustainability Officers within the planning service.

4.5 *Clean and Affordable Energy*

- A multi-disciplinary team has now been recruited to develop a decarbonisation strategy for **PDHU** and is currently assessing the feasibility of different options including a river-source heat pump to replace one of the main gas boilers. A Cabinet Member decision on the strategic future of PDHU is expected by December 2022.
- We will be launching a **Westminster Climate Bond** later this year, having signed the Green Finance Institute's Local Climate Bond Pledge in July. Officers are currently working to create a list of local projects that could be funded through the Bond.
- We are rolling out **solar PV installation** across viable council-owned sites. This has included installing solar PV on 13 corporate properties earlier in 2022, with further installations on six social housing sites by November 2022.

- We are in the process of procuring a supplier to lead the development of a **Local Area Energy Plan** for Westminster, with a view to appointing in November 2022. Local Area Energy Plans are a holistic approach to energy decarbonisation and will enable us to identify the overall most cost-effective pathway to net zero energy 2040, including developing a strategic approach to the future of local low-carbon heat networks.
- We are mobilising the **Council's pension fund** to increase investment in renewable energy, targeting a £110 million investment by the end of 2022. So far, we have achieved £54 million of this target investment.

4.6 *Sustainable Travel and Transport*

- We are continuing our **EV charging point** roll-out and had reached around 1,450 on-street charging points across Westminster by the end of July 2022, including 26 rapid chargers. In addition, we are rolling out over 410 dedicated resident charging bays to sit alongside existing resident charge points and we are also introducing 30 22kW fast chargers, both of which will be fully rolled out in the next month. Additionally, we have started a programme of introducing more resident charge points that will nearly double the number available in the City to over 2,000 and this should complete by the end of the financial year. Alongside this, our contractor will also be introducing discounted off-peak rates for resident charging points used at night.
- We are rolling out additional secure **cycle hangars** across the borough and will install an additional 50 hangars by March 2023. We will also carry out occupancy surveys of on-street cycle stands later this year.
- We are preparing to launch an **e-cargo bike** pilot scheme in selected locations across the borough including Church Street, Maida Hill, Tatchbrook and Harrow Road.

4.7 *Reduced Consumption and Waste*

- We are continuing to roll out the new **food waste collection** service across the borough and have so far completed the roll out in north Westminster and Church Street, with Maida Vale and Little Venice planned for September.
- We have introduced a new **Responsible Procurement & Commissioning** Strategy for the council, which includes a requirement within contracts over £2 million for suppliers to have a baseline and action plan in place to target net zero emissions by 2050 or earlier. We are also working with our highest-spend/highest-carbon contracts to fully baseline and monitor emissions from these contracts and to develop carbon intensity targets for them.
- As part of the **London Responsible Procurement Network**, Westminster City Council is leading a joint activity to create a pan-London Supplier Charter, to ensure a consistent ask of suppliers across London boroughs.
- A **Carbon Impact Evaluation Tool** has been launched and the tool has been integrated into the decision-making process for all new capital project proposals. There is also now a requirement for officers to

consider the carbon impact of all proposals within Cabinet Member reports.

- We have recruited a Green Economy Programme Manager, who is carrying out scoping and engagement work with partners to develop a **Green Economy Strategy** for Westminster by March 2023.

4.8 *Green and Resilient City*

- We are currently reviewing the **Open Spaces Greener Places** fund (which awards grants to community greening initiatives in Westminster) to ensure that future funded greening projects have a long-term maintenance plan in place and that the fund places a greater emphasis on community involvement. The fund should re-launch in early 2023.
- We have banned the use of **glyphosates** (a type of weed killer that is damaging to biodiversity) across council estates.
- We have been developing an **Environmental Justice Measure** which will enable us to compare wards across a variety of metrics including access to green spaces, flood and heatwave risk, access to public transport options and local air quality.
- We are continuing to **plant and maintain trees** on council-owned land to contribute to a 10% increase in tree canopy cover by 2050, including through planting approximately 250 trees on streets, parks and housing estates during the 2021-22 planting season.

5. **Engagement, Influencing and Behaviour Change**

5.1 Over the past two years we have been regularly engaging with Westminster residents and visitors on our climate programme, and we are continuing to refine our approach to ensure that our engagement results in meaningful behaviour change. Current activity includes:

- **Climate Assembly:** In line with the Labour manifesto, the Climate Team are moving forward with the delivery of a Citizen's Climate Assembly, as part of an ongoing commitment to increased collaboration and co-design of climate action with the community.
- We have also delivered a series of pop-up climate engagement stalls and climate events in 2022, including two Climate Action Community Days, hosting Climate Action stalls at various festivals including Westbourne Summer Festival and Queen's Park Summer Festival, and wider resident engagement to mark dates such as Clean Air Day, Circular Economy Week and London Climate Action Week.
- **School Engagement:** Following on from our successful school engagement in 2021-22, which included the successful delivery of 32 Climate Education workshops across 23 primary schools to 1,243 children, the team are currently drafting a proposal for the climate engagement programme for the academic year 2022-23. To help inform the approach for the 22/23 academic year, a survey was sent out asking what support would be required to help embed climate change in the

curriculum, receiving positive feedback on last year's programme from 28 schools.

5.2 We also have an ongoing programme of internal staff engagement and behaviour change campaigns, including:

- Rolling out Carbon Literacy Training to staff
- Rolling out re-usable coffee cups in the canteen, following a staff climate survey
- Working with facilities to improve bin signage to increase recycling rates in council buildings

6. Programme Governance

6.1 This section briefly summarises the role of the key governance elements of the climate programme. For a diagram of governance structures, please see Appendix C.

- *Climate Leadership Group (CLG)*: This includes all Cabinet Members, meets quarterly, and provides the overall strategic direction of the climate programme, as well as holding it accountable for delivery.
- *Cabinet Member Briefings*: Monthly briefing with Cllr Noble, Cabinet Member for Climate Action, Renters, and Regeneration, to update on climate programme progress and key projects.
- *Climate Emergency Delivery Board (CEDB)*: This board meets monthly and is chaired by the Executive Director for Environment and City Management. The CEDB provides operational oversight of the climate programme and holds action owners responsible for reporting back on progress against their KPIs. The CEDB feeds challenges and recommendations up to the CLG.
- *Climate Assembly*: A wider citizen engagement approach is in development and officers are in discussion with Councillors. Anticipated delivery date for climate assembly is late spring/early summer 2023.
- *The Energy & Green Transition Commission (E>)*: This group is part of the Future of Westminster Commission and is made up of independent experts on climate. It has no decision-making power but provides recommendations for the council and CLG to consider on the climate programme and work to support a green transition.

7. Programme Risks and Challenges

7.1 Looking ahead, although we are making progress across the CEAP actions, a number of risks and challenges remain for the overall programme. These are summarised below, along with mitigating actions being undertaken.

Risk / Challenge Type	Description	Mitigating Actions
Emissions Monitoring	We need to improve our ability to capture and obtain emissions data efficiently. We are also experiencing data quality issues from some of our emission sources.	We are reviewing and streamlining the reporting process, and we are doing a deep dive in to the data capture process with each owner.
Forecasting Emissions Reductions	Smarter forecasting is required to identify realistic reduction timelines and to identify areas of opportunity.	The Carbon Impact Evaluation Tool has been created, to be introduced for all projects.
Funding Delivery	The required actions to reach net zero cannot be delivered on current funding / budgets.	We are exploring opportunities for additional funding / new funding sources e.g. Green Bonds
Capability & Capacity	Several teams have identified a need for greater capacity / expertise to deliver actions. Public engagement in particular is very important but can require considerable time investment.	We are utilising reserve to fund new roles including two climate engagement posts. We will work collaboratively with London Councils, GLA & other boroughs to share knowledge.
Scope 3 Emissions	There is an increasing awareness and public pressure for WCC to report on Scope 3 emissions.	Procurement officers are leading a deep dive into understanding council Scope 3 emissions alongside the London Responsible Procurement Network.

Appendix B: Visual Overviews of Council and City-Wide Emissions

Diagram A1: Council Emissions Trajectory

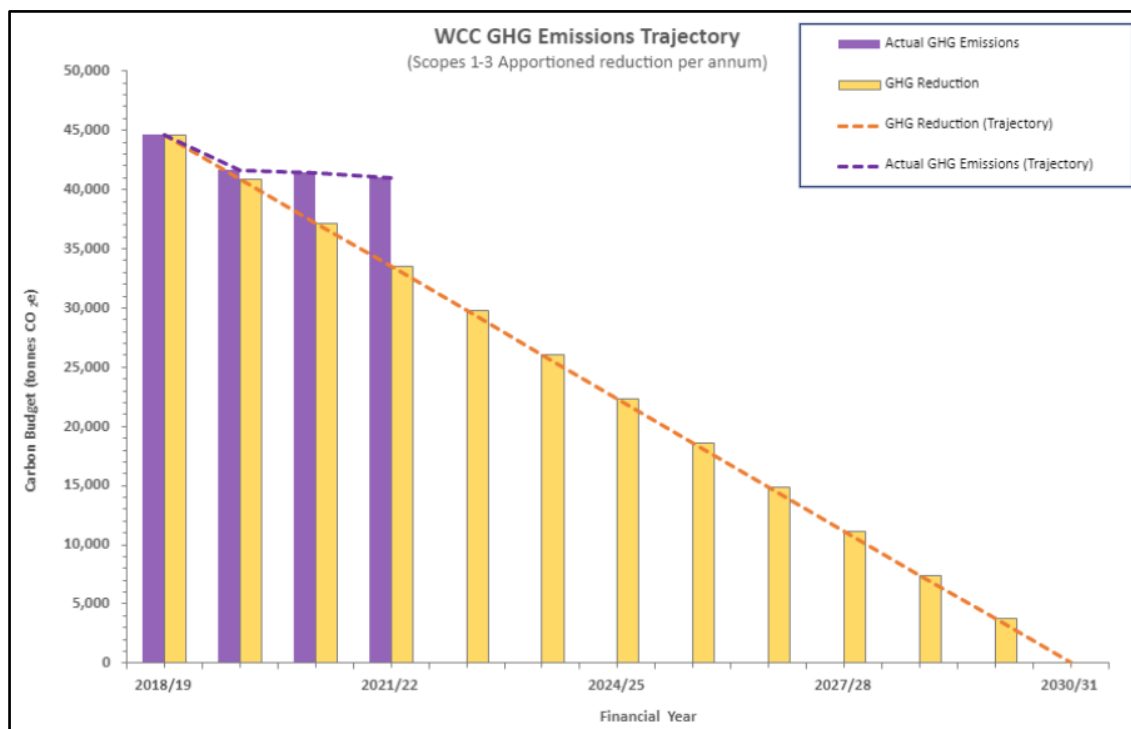
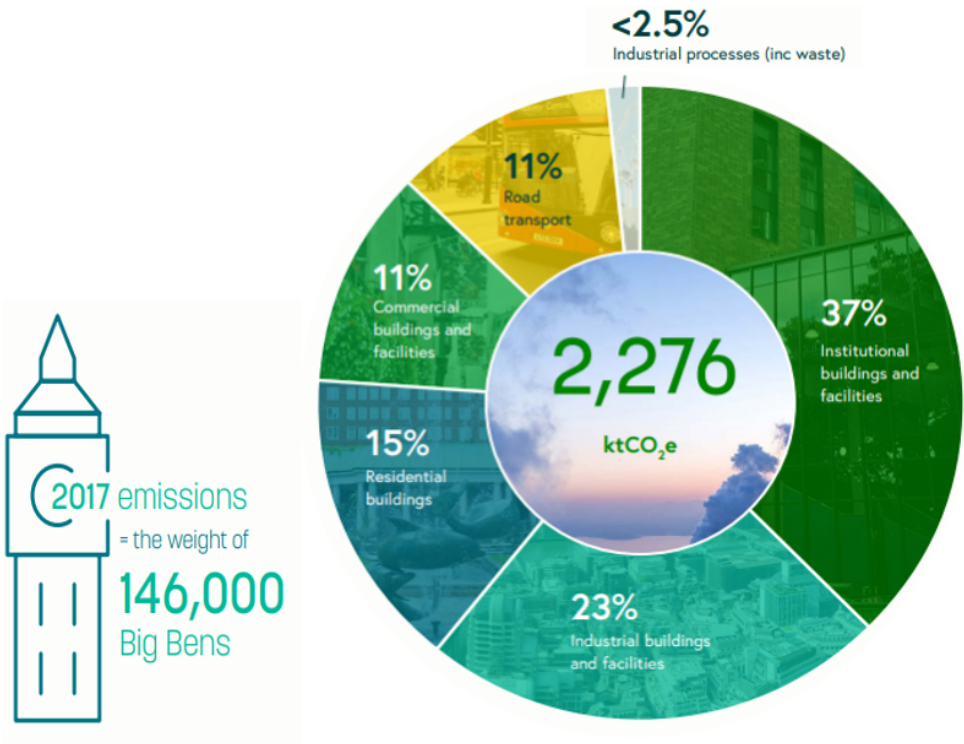


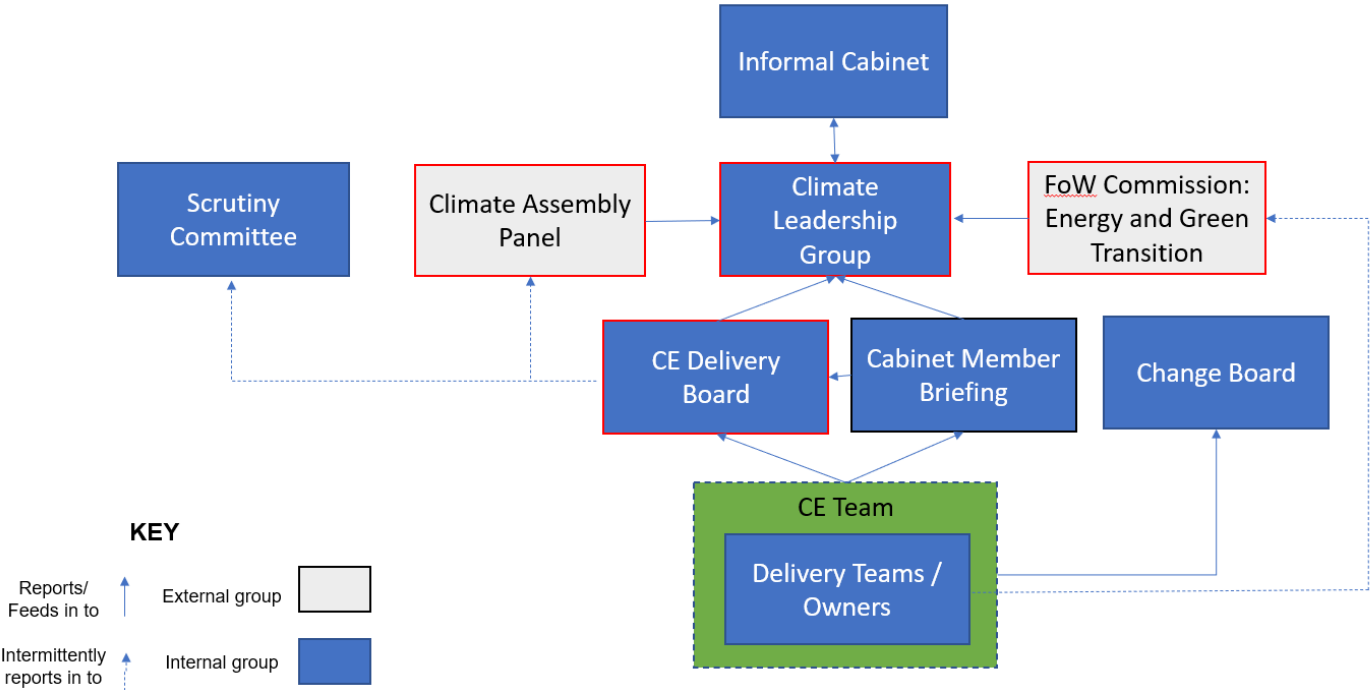
Diagram A2: Council Emissions Breakdown from 2018/19 to 2021/22

	Source	Total Emissions (tonnes CO ₂ e) 2018/19	Total Emissions (tonnes CO ₂ e) 2019/20	Total Emissions (tonnes CO ₂ e) 2020/21	Total Emissions (tonnes CO ₂ e) 2021/22	YoY Reduction	Overall % change compared to baseline	
Scope 1	Natural Gas - PDHU	15,828	14,537	15,396	15,247	-1%	-2.7%	
	Natural Gas - Housing Communal Supplies	9,735	9,587	9,778	9,564	-2%	0.4%	
	Natural Gas - Corporate Assets	1,261	1,007	993	884	-11%	-21.2%	
	Vehicles - WCC Owned Fleet	110	84	64	65	2%	-42.3%	
Scope 2	Electricity - Communal Supplies	4,585	4,140	3,903	3,467	-11%	-14.9%	
	Electricity - Corporate Assets	4,435	3,807	3,548	3,492	-2%	-20.0%	
	Leisure Centres (Gas + Electricity Combined)	3,263	2,965	2,150	2,541	18%	-34.1%	
	Vehicles - Outsourced Fleet 1 (Veolia)	2,954	3,869	2,958	3,413	15%	0.1%	
Scope 3	PDHU - Heat Distribution Losses	849	733	760	748	-2%	-10.5%	
	Vehicles - Outsourced Fleet 2 (FMC)	786	823	649	363	-44%	-17.4%	
	Electricity T&D - Housing Communal Supplies	391	351	336	307	-9%	-14.0%	
	Electricity T&D - Corporate Assets	378	323	305	309	1%	-19.3%	
	Water - Corporate Assets	39	49	36	30	-18%	-7.9%	
	Water - Outsourced Assets	0	0	0	17	N/A	N/A	
	Vehicles - WCC Grey Fleet	6	15	18	19	5%	187.8%	
	Vehicles - Outsourced Fleet 3 (Axis)	0	26	16	14	-16%	N/a	
	Vehicles - Outsourced Fleet 4 (Precision)	0	38	24	30	25%	N/a	
	Vehicles - Outsourced Fleet 5 (GEM)	0	84	76	75	-1%	N/a	
	Vehicles - Outsourced Fleet 6 (Morgan Sindall)	0	331	308	365	19%	N/a	
	Vehicles - Outsourced Fleet 7 (Oakray)	0	0	81	77	-5%	N/a	
	Vehicles - Outsourced Fleet 8 (United Living)	0	0	0.3	2	628%	N/a	
	Vehicles - Outsourced Fleet 9 (Effectable)	0	0	0.0	7	N/A	N/a	
	Total Emissions (tCO₂e)		44,619	42,770	41,399	41,035	-0.9%	-8.0%

Diagram A3: City-Wide Baseline Emissions Pie Chart



Appendix C: Climate Programme Governance Structure





Policy and Scrutiny Committee

Date:	18 October 2022
Classification:	General Release
Title:	Repairs, Mechanical and Electrical Services Overview Paper
Report of:	John Hayden – Divisional Head of Repairs and M&E
Cabinet Member Portfolio	Cllr Liza Begum, Cabinet Member for Housing Services
Wards Involved:	All
Report Author and Contact Details:	Report Author, John Hayden, 07732 120096 Jhayden1@westminster.gov.uk

1. Executive Summary

- Overview of the 6 term partnering maintenance contracts which are currently in year 5 of a 10-year term including repair demand review and current Key Performance Indicator (KPI) levels for the service.

2. Key Matters for the Committee's Consideration

- Request to form a task force to utilising additional contactor resource to run for a minimum of 6 months as a pilot to focus on complicated repairs in our residents' homes.
- Support and views on how to communicate and implement the new Mould and Damp Pilot Scheme across the selected estates.
- Any service improvement items that the Council would like to have considered and measures that could be incorporated into the delivery to further support our residents.

3. Background

3.1 Contract and Service Background

Westminster Council currently has 6 repairs and maintenance contractors delivering services across our 22,000-home stock.

The contracts have been procured under a 10-year long term qualifying agreement and commenced in July 2017. The contracts are split as follows in terms of services and revenue spend.

- General Repairs and Void works – Morgan Sindall – £10 million per annum
- Gas Servicing and repairs – Morgan Sindall - £2.2 million
- Communal building electrical works and repairs – Oakray - £3.2 million
- Precision Lifts – £2.8 million
- GEM District Heating and ventilation systems including PDHU - £4.0 million
- Effectables aids and adaptation works – £2.0 million

The contracts above as delivered by the 6 term contracts is revenue expenditure and is approximately **£23 million pounds** per annum.

Within the contracts the teams deliver circa **£9 million pounds** of capital replacement works each year.

The capital work focuses on communal decorations, security works, roofs, boiler replacement schemes, voids work and Pimlico District Heating Undertaken (PDHU) ad hoc repairs that are currently being delivered by the major works programme.

The focus of this capital work stream is to target and turn off levels of repair demand.

Additional work elements managed within the team are legal disrepair, mould and condensation works and tenant and leaseholder insurance claims.

Day-to-day management of the running of the PDHU has moved into the team from November 2021 and currently equates to **40%** of all leaks across the housing stock.

Attached in **Appendix A** is the current structure for the delivery of services across the Repairs, Mechanical and Electrical Services team. The team is 90% resourced and has been designed to focus on driving up customer satisfaction and to target service improvements.

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3.2 Repairs and M&E Overview

The contracts and team deliver and manage approximately **71,000** repairs across a year across the housing stock with most repairs being indwelling.

Attached in **Appendix B** is a breakdown of repairs delivered in contract year No. 5 which covers the period of 1 April 2021 until the 31 March 2022. This has been summarised in table A below and table B provides the breakdown of repairs across street properties and estates in Westminster.

Most repairs received by the service are plumbing and leaks, carpentry works and communal district heating repairs on our estates.

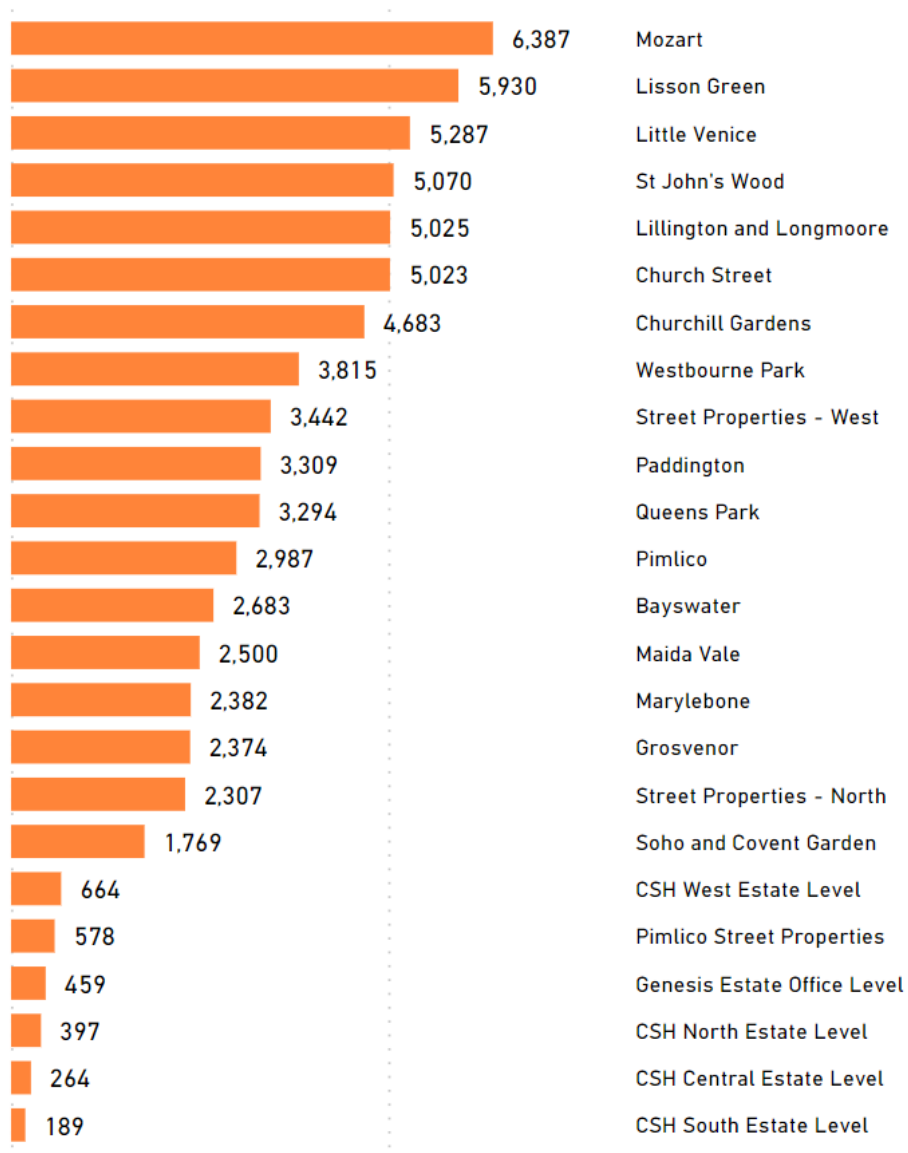
A large proportion of the service disconnect that is received by our customer satisfaction is based around delays in getting access to homes and in turn delays to resolve leaks, delays in making good and decoration works (after a leak has been resolved) and communication updates on repairs.

Table A - % Split of repairs in 2021/2022

	No. Jobs	% Split
Plumbing	13589	19%
Carpentry	8832	12%
District Heating	8446	12%
Electrical	7215	10%
Gas Repairs	7091	10%
Access Control	3935	6%
Communal Electric	3909	5%
Ground Works	2491	3%
Drainage	1933	3%
Lift repairs	1899	3%
Cold water	1871	3%
Painting and Decs	1344	2%
Other repairs*	8787	12%
	71342	100%

*Note: Other repairs include pest control, glazing, door replacement works and kitchen and bathroom repairs.

Table B - % repair demand across areas in 2021 / 2022



3.3 Repairs In-dwelling (Contract 391)

Profiling repairs for in dwellings only as delivered by Morgan Sindall, the service has received and delivered 84,677 repairs for years 4 and 5. (April 2019 – April 2022)

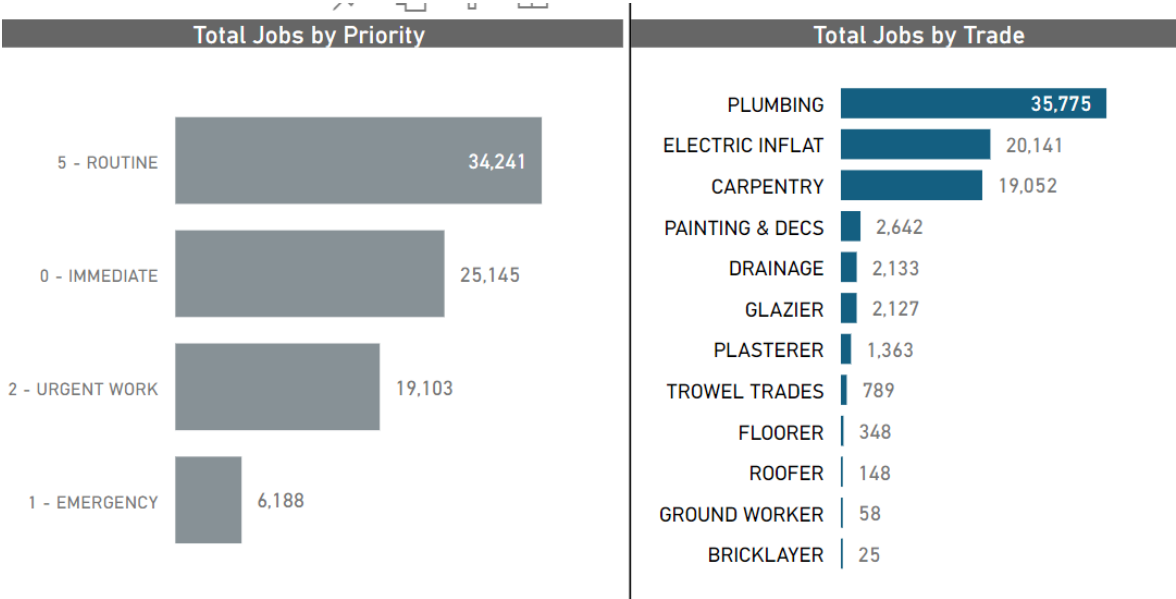
The number of direct operatives that Morgan Sindall operates from within the contact is approximately **55**, targeting a delivery model of **80%** of all jobs managed within the service.

This is split across Emergency, Urgent and Routine repairs.

Within the service delivery, **20%** of jobs are outsourced to small and medium enterprises (SME’s) or local companies and referred to as subcontracted works.

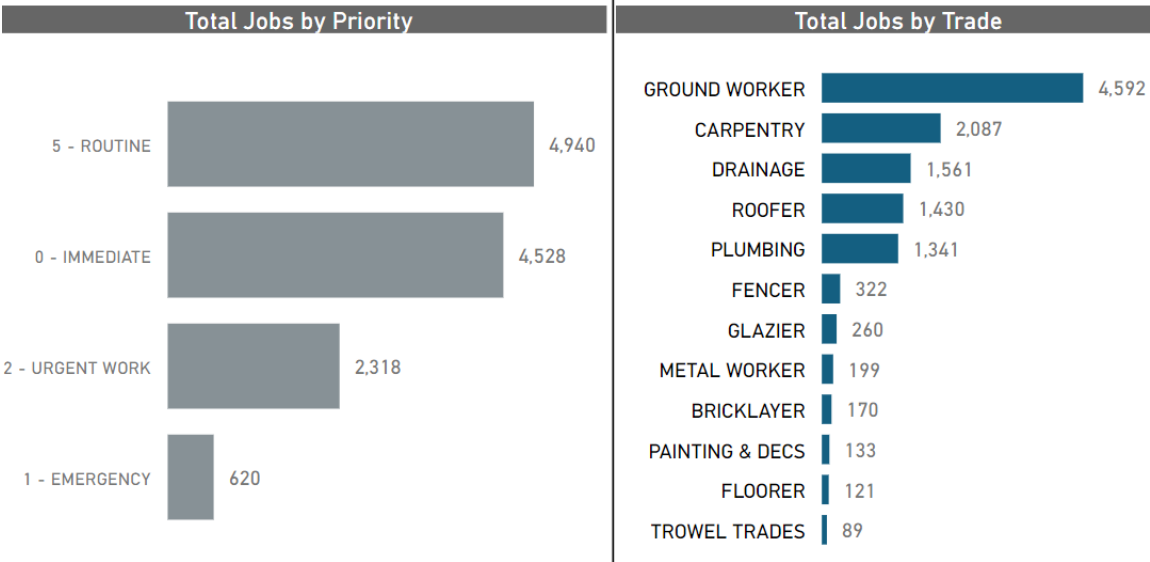
Most of the outsourced work is primarily specialist trades such as glazing, drainage, fire door replacements, roofing works and complicated external works.

The split of indwelling trades is indicated below.



3.4 Repairs Communal (Contract 393)

Profiling Communal repairs is delivered and managed by Morgan Sindall. Over the past 2 years, the service has received and delivered 12,406 orders. (April 2019 – April 2022).



3.5 Spend and cost model within the contract

The pricing model for the contract is effectively split across two elements referred to as the Prelim (delivery cost for office-based staff and management) and the Price Per Repair (PPR) which is the work cost paid for each completed job.

This PPR cost is **£84.20** per job and covers the direct labour costs of the **55** operatives on the contract. So, for example if we complete 40,000 jobs per year then we will pay 40,000 x £84.20 = **£3.368 million pounds per annum**. This cost includes the materials and labour costs of the operatives.

The back-office costing (or **Prelim** costing) for Morgan Sindall’s is **£3.0 million pounds per annum** and is used to deliver all work streams under the contract such as repairs and voids.

The Prelim cost includes 48 No. employed staff to deliver the works. This is made up of schedules and planners, operative supervisors, contract management, health and safety teams, and financial quantity surveyors. The Prelim also includes costs for vehicles, fuel, insurance, I.T. and office accommodation to deliver the contract works.

Voids spend is approximately **£4 million** per year based on circa 500 voids (average £8k per void) and this is purely works and materials costs.

All prices in the contact are subject to an annual adjustment based on Consumer Price Indexation (CPI).

It must be noted that Morgan Sindall do not get any payments for cancellations or duplicate visits to homes and the model operates as a single repair completion.

3.6 Performance data / residents' satisfaction

The contract delivery and performance of each contractor is measured by individual KPIs for selected work elements on the contract.

Each calendar month, the repairs service (all other contracts) is measured against the KPI's from the data on the Council's Orchard Housing System.

The relevant KPI measurements are detailed in the tables below and are based on the following,

- First time fix – job issued and completed within target
- Completions on time - (right to repair 3-day target, routine repair 28-day target)
- Emergency repair – (attend and make safe only on the day)
- Appointments made and kept – attend within target timescales

The performance data for each service for year 5 of the contract (1 April 2021 until the 31 March 2022) is detailed below.

All KPI data is measured and validated by Westminster Council's commercial team.

Residents Satisfaction

Westminster residents' satisfaction is collected by a third part external company called Quest.

Once a job is completed on Westminster Councils Orchard system, 20% of jobs are selected to be surveyed and the customer feedback and responses independently returned to Quest.

Quest then provides the figures to the Innovation and Improvement team who log and provide the data to the repairs team which is captured in the KPI packs.

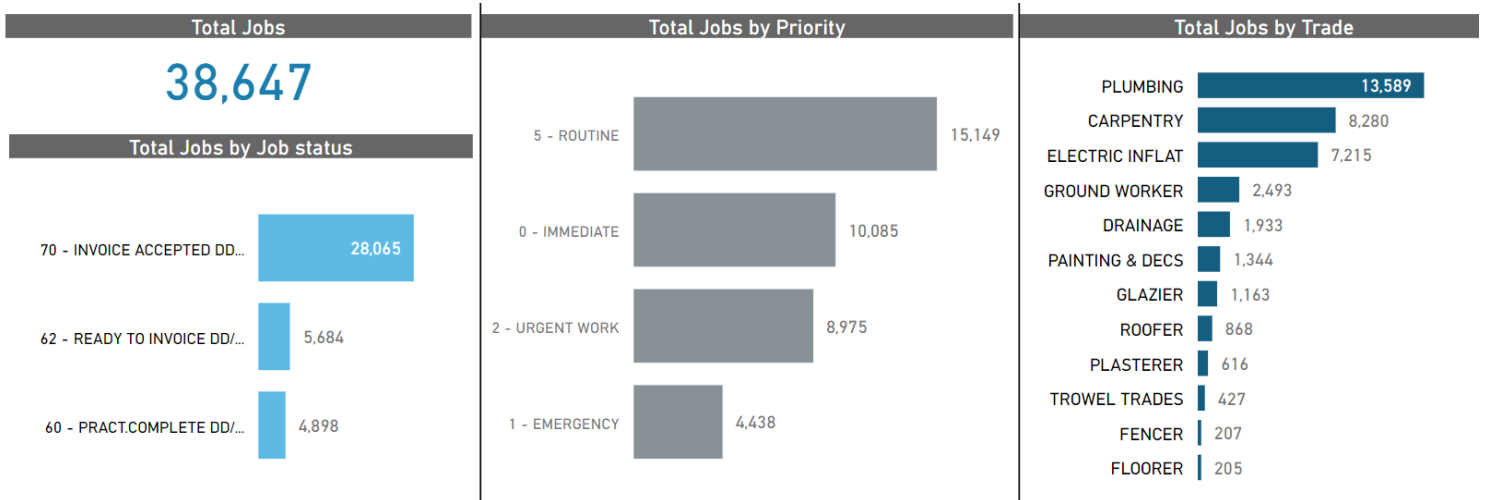
3.6a Morgan Sindall Repairs (Performance data) Complete Year 21 / 22

- Resident's Satisfaction – **87%**
 - First time fix for repairs 2021 / 2022 – **85%**
 - Emergency repairs – **97%**
 - Appointments made and kept – **90%**
- The above KPI's are split across **38,647** repairs in dwelling and communal areas.

Table C – Morgan Sindall Repairs KPI and repair split

KPIs	MLAP	Target	Stretch	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
R1 - Resident satisfaction Repairs: In-flat	85%	90%	95%	85.2%	87.4%	90.7%	86.7%	85.7%	87.3%	87.0%	86.1%	87.4%	86.1%	86.6%	86.8%	86.9%
R2 - First time fix	80%	85%	90%	84.0%	84.2%	84.6%	87.3%	82.0%	86.8%	84.3%	88.2%	85.8%	85.6%	85.5%	84.2%	85.2%
R3 - Completions on time Repairs: Emergencies	95%	98%	100%	96.2%	98.3%	98.9%	98.5%	98.2%	98.5%	96.3%	98.1%	96.2%	95.5%	98.1%	98.1%	97.6%
R3 - Completions on time Repairs: Urgent	85%	90%	95%	71.5%	86.9%	86.2%	88.4%	87.0%	89.2%	85.9%	86.4%	85.1%	85.1%	85.3%	85.9%	85.3%
R3 - Completions on time Repairs: Appointed	85%	90%	95%	89.7%	89.7%	85.7%	87.7%	86.9%	87.8%	91.1%	85.8%	85.1%	85.1%	85.5%	85.5%	87.0%
R4 - Appointments made and kept	90%	95%	98%	90.6%	90.9%	90.0%	90.0%	80.7%	90.0%	90.0%	92.3%	92.2%	92.2%	91.4%	90.6%	90.1%
R5 - Post Inspections - InFlat	5%	10%	15%	-	-	-	-	-	-	-	-	-	-	-	-	-
R5 - Post Inspections - Communal	45%	50%	55%	45.0%	47.4%	46.5%	46.1%	45.7%	58.8%	46.6%	46.5%	45.3%	45.2%	45.1%	45.3%	46.9%
R6 - Task orders issued and overdue	10%	5%	3%	4.7%	1.0%	1.4%	2.0%	2.4%	3.7%	4.5%	6.8%	6.9%	9.8%	16.5%	6.6%	5.4%

Repair Contract - 2021 / 2022



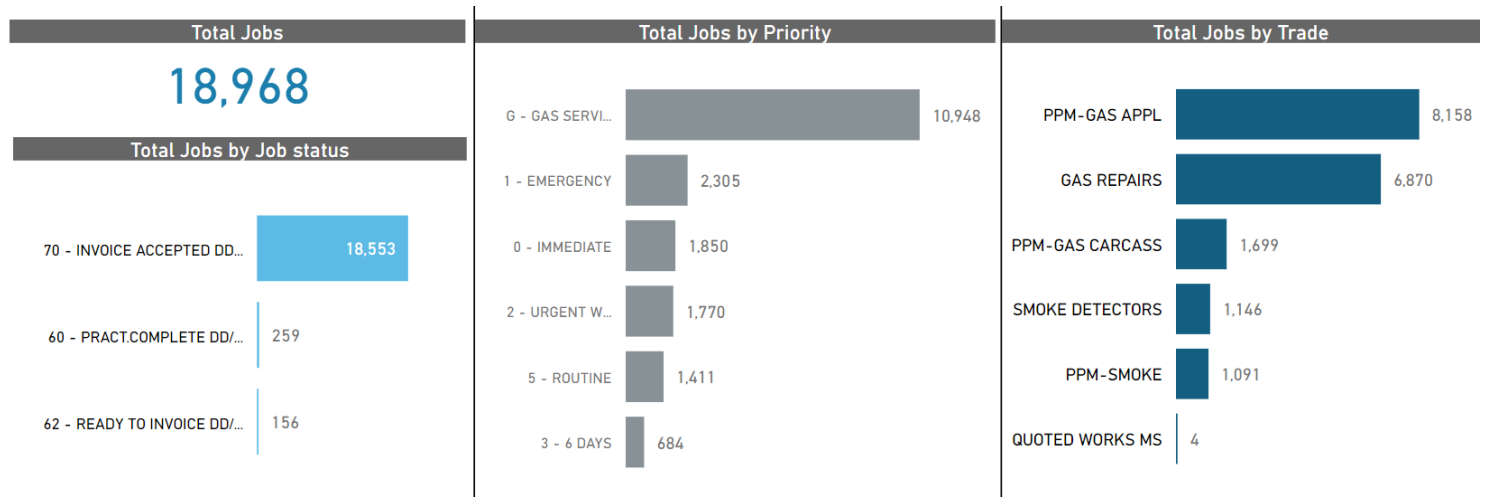
3.6b Morgan Sindall Gas Repairs (performance data) Complete Year 21 / 22

- Resident's Satisfaction Servicing – **96.6%**
- First time fix for gas repairs 2021 / 2022 – **95%**
- Completion times – **84%**
- Appointments made and kept – **92%**

Table D – Morgan Sindall Gas Repairs KPI

KPIs	MLAP	TARGET	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
S1 - LGSC Compliance	99.9%	100%	99.7%	99.6%	99.7%	99.6%	99.6%	99.7%	99.8%	99.8%	99.7%	99.6%	99.7%	99.6%	99.6%
S3 - Resident Satisfaction – Gas Servicing	88%	95%	-	-	96.0%	94.7%	98.0%	96.1%	97.9%	97.6%	100%	97.9%	95.5%	94.2%	96.6%
S4 - Quality control – Audits on Safety Checks and Services	98%	100%	100%	99.2%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.9%
M1 - Resident Satisfaction - Gas Maintenance	88%	95%	100%	97.6%	96.6%	100%	100%	95.8%	93.5%	84.6%	100%	88.2%	91.3%	88.2%	95.6%
M2 - Quality / Defects – Recalls	10%	5%	0.3%	1.5%	3.0%	1.2%	0.0%	1.8%	1.8%	0.2%	1.5%	1.3%	1.3%	0.8%	1.1%
M3 - First Time Fix Opportunity	80%	92%	90.2%	92.6%	91.2%	91.5%	91.3%	92.2%	95.1%	94.2%	95.1%	94.0%	91.3%	87.9%	92.5%
M4 - Gas Repair Completion Times (overall)	99%	100%	90.6%	90.9%	84.4%	89.6%	89.8%	84.1%	83.0%	88.7%	85.3%	61.2%	71.5%	93.4%	83.9%
M5 - Appointments Kept	95%	99%	89.7%	95.0%	96.4%	94.4%	85.7%	87.5%	89.7%	84.6%	100%	93.3%	84.2%	100%	91.8%
M6 - Orders Issued and Overdue	5%	3%	0.9%	1.5%	3.5%	0.0%	0.3%	0.6%	0.1%	0.5%	0.5%	3.2%	3.1%	3.9%	1.7%
R1 - Resident Satisfaction - Boiler Replacement	92%	97%	100%	92.3%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.3%
R2 - Boiler Replacements Completed	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
R3 - Quality Control – Audits for Installations Completed	90%	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Gas Contract - 2021 / 2022



Key:
LGSC – Landlords Gas Service certificate

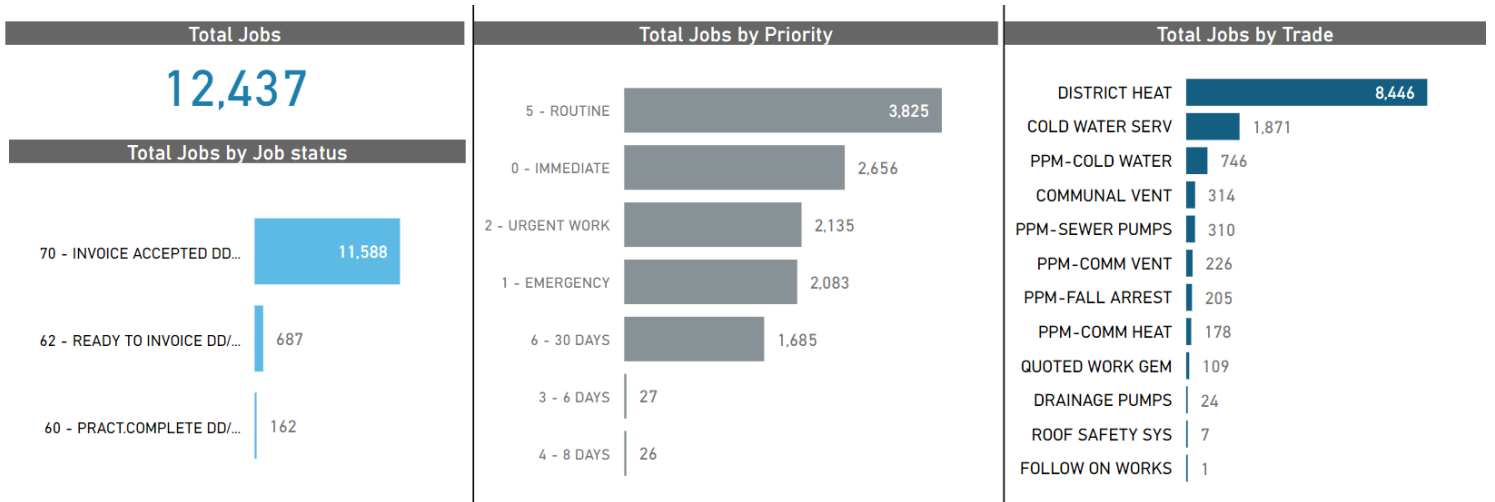
3.6c GEM Mechanical Contract (Performance data) Complete Year 21 / 22

- PPM Servicing Compliance – **99.9%**
- Resident’s Satisfaction Servicing – **88.7%**
- First time fix 2021 / 2022 – **79%**
- Appointments made and kept – **87%**

Table E – GEM Mechanical Contact KPI

KPIs	MLAP	Target	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
S1 - Mechanical PPM servicing compliance	99.5%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98.0%	100%	99.9%
S2 - L8 PPM	70%	99.9%	100%	100%	100%	100%	100%	100%	100%	98.2%	100%	100%	100%	100%	99.8%
S4 - Quality control – Audits on safety checks & services	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
M1 - Resident satisfaction – Mechanical PPM maintenance	88%	95%	73.2%	80.0%	84.8%	100%	100%	94.4%	96.6%	95.5%	100%	92.0%	100%	82.8%	88.7%
M3 - First time fix opportunity	80%	92%	58.5%	68.4%	67.7%	91.3%	64.3%	77.1%	77.5%	74.4%	78.4%	81.6%	80.4%	84.9%	79.0%
M4 - Mechanical repair completion times (overall)	95%	100%	94.5%	95.0%	93.3%	95.5%	97.8%	98.1%	99.7%	98.4%	96.5%	97.4%	96.4%	95.1%	96.7%
M5 - Appointments kept	95%	99%	82.9%	85.4%	79.4%	100%	82.4%	95.0%	80.6%	91.7%	100%	88.0%	86.7%	84.0%	87.0%
M6 - Orders issued and overdue	5%	3%	7.8%	9.2%	4.9%	4.3%	2.7%	1.5%	0.6%	3.0%	2.2%	3.8%	5.0%	1.8%	3.6%

Mechanical Contract - 2021 / 2022



Key:
PPM – Planned preventative maintenance

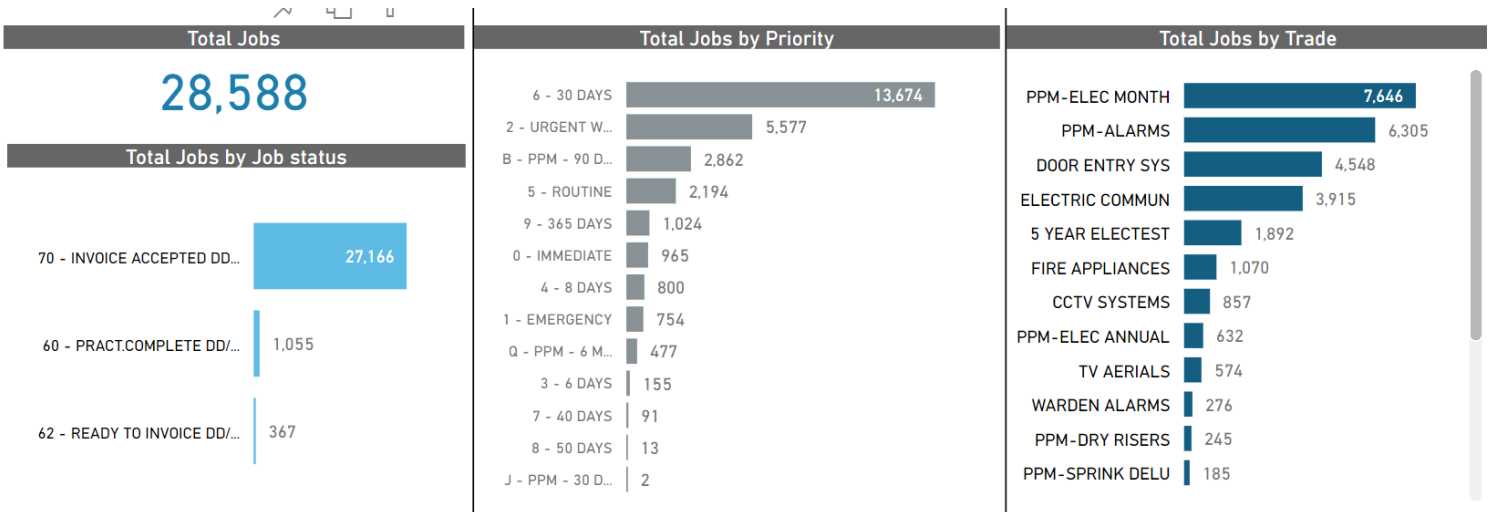
3.6d Oakray Electric Contract (Performance data) Complete Year 21 / 22

- Residents Satisfaction Servicing – **99.6%**
- First time fix 2021 / 2022 – **81%**
- Electrical Compliance Servicing – **86%**
- Repair completion time – **93%**

Table F – Oakray Communal Electric Contact KPI

KPIs	MLAP	TARGET	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
S1 - Electrical compliance/servicing	90%	100%	84.0%	84.3%	TBC	85.4%	85.8%	86.3%	86.9%	87.1%	87.8%	84.3%	85.8%	86.8%	85.9%
S2 - Cyclical electrical orders completions on time	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
S3 - Resident satisfaction	92%	97%	100%	TBC	96.4%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.6%
S4 - Quality Control - Audits on safety checks & services	98%	100%	100%	93.8%	100.0%	100%	97.1%	100%	30.0%	100%	96.9%	91.7%	88.0%	96.5%	94.9%
M1 - Resident satisfaction	85%	95%	73.7%	95.2%	89.5%	78.6%	87.5%	100%	90.9%	75.0%	80.0%	80.0%	100%	91.7%	86.5%
M3 - First time fix opportunity	80%	92%	73.7%	81.0%	78.9%	77.8%	87.5%	94.1%	75.0%	71.4%	80.0%	71.4%	100%	90.9%	81.1%
M4 - Repair completion times (overall)	99%	100%	98.7%	96.1%	95.7%	96.4%	91.8%	93.3%	94.6%	95.4%	93.2%	89.9%	93.3%	88.0%	93.8%
M5 - Appointments kept	95%	99%	100%	TBC	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
M6 - Orders issued and overdue	5%	3%	0.0%	0.0%	0.0%	82.5%	0.0%	60.0%	0.0%	0.0%	86.7%	41.4%	33.3%	0.0%	31.4%

Electrical Contract 2021 / 2022



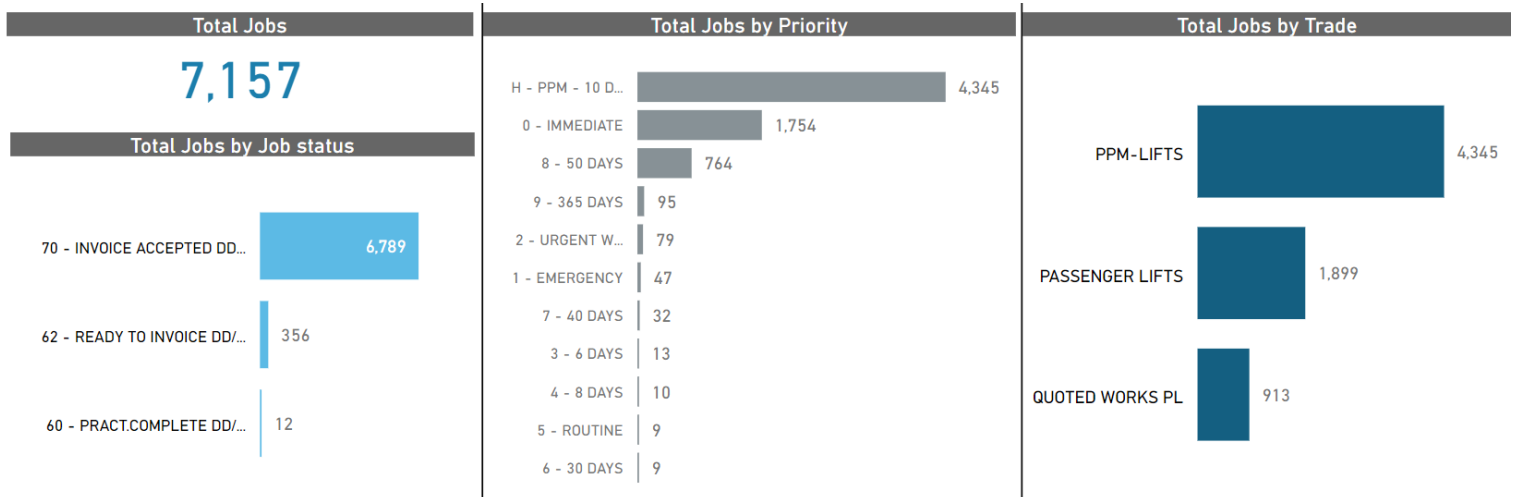
3.6e Precision Lifts Contract (Performance data) Complete Year 21 / 22

- Residents Satisfaction Servicing – **99.6%**
- First time fix 2021 / 2022 – **81%**
- Electrical Compliance Servicing – **86%**
- Repair completion time – **93%**

Table G – Precision Lifts Contact KPI

VARIABLE PROFIT KPI's	MLAP	TARGET	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD / AVG
M1 Completion of Servicing Schedule	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
M2 Lift Downtime	4%	2%	0.8%	1.0%	1.4%	2.1%	1.9%	2.1%	2.5%	2.1%	1.9%	1.9%	1.3%	1.5%	1.7%
M3 Call-outs Attended On Time (overall)	98%	100%	100%	100%	100%	100%	98.6%	99.3%	100%	100%	99.0%	97.2%	99.2%	100%	99.4%
M4 Quality Control / Audits	98%	100%	28.6%	50.0%	60.6%	70.8%	92.3%	86.7%	73.9%	93.3%	100%	86.4%	93.3%	-	71.0%
M5 Number of Breakdowns (Monthly)	8	6.5	0.3	0.3	0.4	0.5	0.4	0.4	0.4	0.6	0.5	0.5	0.4	0.4	0.4
M6 EMU Logging	96%	98%	94.2%	83.0%	80.3%	81.6%	70.1%	90.8%	88.0%	79.6%	76.2%	80.9%	71.0%	81.1%	81.4%
M7 Entrapments	<22	<20	9	16	10	13	15	10	10	6	8	8	8	6	10

Precision Lifts Contract 2021 / 2022



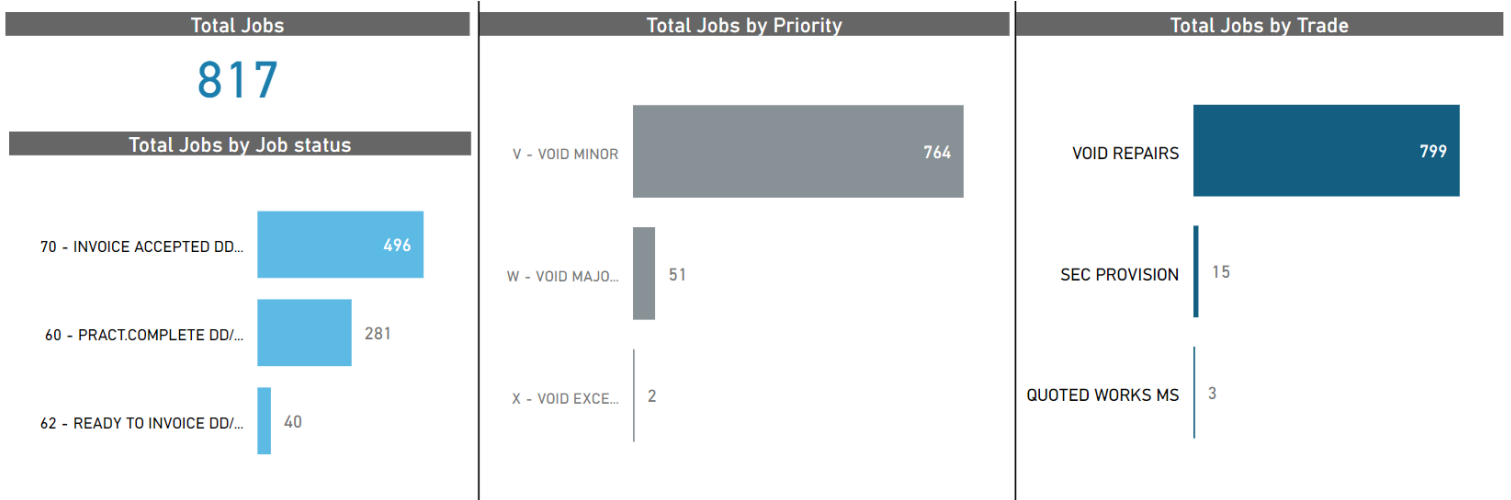
3.6f Morgan Sindall Voids Contract (Performance data) Complete Year 21 / 22

- Voids Defects Handover – **99.8%**
- Completion in time – **91%**
- Residents Satisfaction – **95.1%**

Table H – Morgan Sindall Voids Contact KPI

HRA KPIs	MLAP	TARGET	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
V1 - Void Handover - Defects	92%	98%	100%	100%	100%	100%	100%	100%	96.7%	100%	100%	100%	100%	100%	99.8%
V2 - Voids – Average No. Days to Complete: Routine	15-18 days	1-14 days	11	12	12	14	12	19	10	10	9	11	11	11	11
% Routine voids completed within target (14 days)	94%	98%	100%	100%	92.3%	76.5%	66.7%	66.7%	100%	100%	100%	93.8%	93.8%	88.9%	91.2%
V2 - Voids – Average No. Days to Complete: Capital Investment	20-22 days	1-19 days	17	18	18	20	26	22	19	19	16	15	15	16	19
% of Capital Investment completed within target (19 days)	94%	98%	96.3%	96.2%	92.3%	79.2%	35.7%	57.6%	78.9%	83.9%	88.2%	100%	90.0%	93.3%	81.2%
V2 - Voids – Average No. Days to Complete: Exceptional	43-49 days	1-42 days	42	-	-	-	-	37	-	-	-	-	-	-	39
% of Exceptional voids completed within target (42 days)	94%	98%	100%	-	-	-	-	100%	-	-	-	-	-	-	100%
V3 - Defects - Post void repairs (on average)	5 orders	2 orders	0	0	0	0	0	0	0	0	0	0	0	0	0
V5 - Resident satisfaction (post void)	90%	95%	95.7%	93.8%	92.6%	95.2%	94.7%	89.3%	100%	100%	93.3%	97.1%	100%	96.2%	95.1%

Morgan Sindall Voids 2021 / 2022



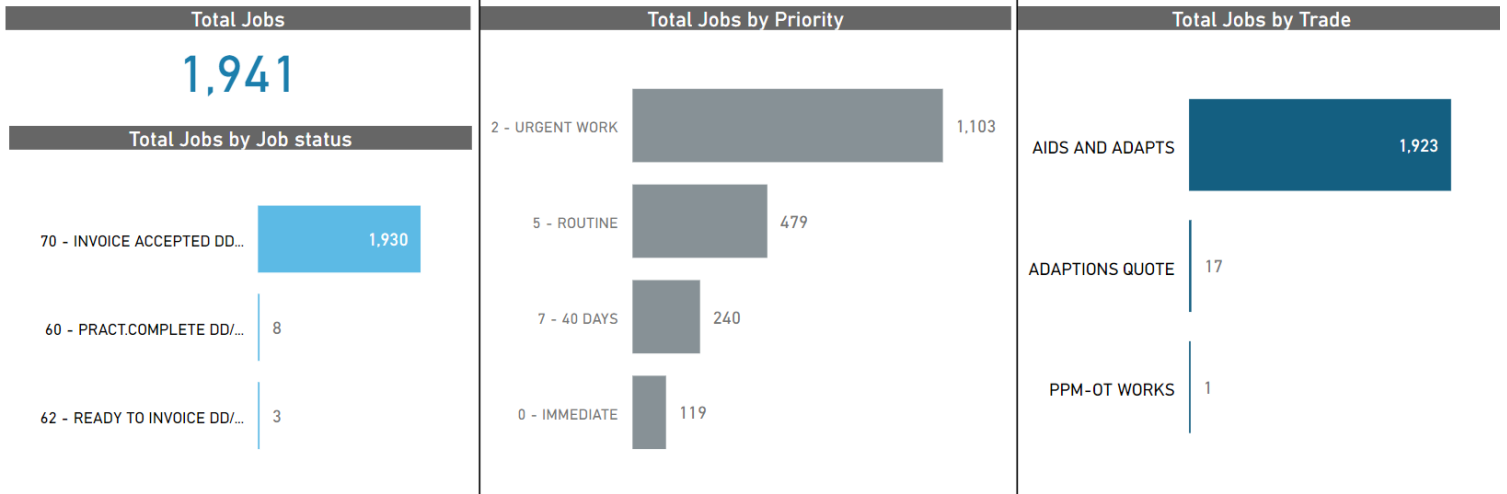
3.6g Aids and adaptation Contract (Performance data) Complete Year 21 / 22

- Residents Satisfaction – **95.9%**
- First time fix – **92.6%**
- Appointments made and kept – **97%**
- Completion in time – **99.5%**

Table I – Aids and adaptations Contact KPI

KPIs	MLAP	TARGET	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	YTD
KPI 1 - Overall Customer Satisfaction	90%	95%	100%	100%	100%	96.3%	95.8%	95.0%	100%	100%	80.0%	100%	100%	100%	95.9%
KPI 2 - Appointments Kept	95%	98%	100%	81.8%	100%	100%	95.7%	100%	100%	100%	92.9%	90.9%	100%	100%	97.3%
KPI 3 - First Time Fix (Repairs Done First Time)	80%	90%	100%	81.8%	100%	92.3%	90.5%	95.2%	100%	100%	75.9%	80.0%	100%	100%	92.6%
KPI 4 - Feasibility Visits Completion Time	90%	95%	-	100%	-	-	-	100%	-	100%	100%	100%	100%	-	100%
KPI 5 - Preliminary Visit And Schedules Submission Time	90%	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
KPI 6 - Major Adaptations Completion Time	90%	95%	100%	100%	100%	100%	100%	98.8%	97.1%	100%	100%	100%	100%	100%	99.5%
KPI 7 - Major Adaptations Defects	90%	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
KPI 8 - Other Works Defects	85%	90%	100%	100%	100%	-	100%	100%	100%	100%	100%	100%	100%	100%	100%
KPI 9 - Repair Completion Times By Priorities	95%	100%	100%	100%	100%	100%	100%	100%	99.1%	98.1%	100%	100%	100%	97.3%	99.6%

Aids and Adaptation Contract 2021 / 2022



4.0 Compliance and Performance

As part of the contract management, the team manages the legal compliance requirements across our housing and communal stock.

This includes legal requirements for gas servicing, legionella, lighting and emergency lighting with the compliance of fire safety systems.

The team also manage 364 lifts across the City of Westminster.

Table J below is the Compliance Dashboard up to the end of the financial year and continues to be a strong deliverable of the services and in **Table K** is a breakdown of the services provided by contractor.

Table J – Compliance YTD

Performance Information		Target 2022-23	April	YTD 22-23	YTD 21-22
1.1	Gas Appliances with Landlord Gas Safety Record [CP12]	100%	99.42	99.42	99.94
1.4	Fire Alarm Tests & Service	100%	100	100	99.41
1.5	Water Tank Testing	100%	100	100	98.83
1.6	Sprinkler Testing	100%	98.00	98.00	100
1.7	Dry Riser Tests	100%	100	100	98.04
1.8	Lightning Protection	100%	100	100	100
1.9	Emergency Lighting	100%	96*	96*	97.46
1.10	Electrical 5 Year Testing - Block Testing	100%	90.21*	90.21*	99.58
1.11	Electrical 5 Year Testing - In Flat Testing	3,300	127	127	2897
1.11b	Electrical 5 Year Testing - In Flat Testing Compliance	80%	85.57*	85.57*	86%
1.12	Fall Arrest Testing	100%	100	100	98.25
1.13	Mechanical PPM	100%	100	100	95.00
1.14	Plant commissioning/servicing record (non-domestic) [CP15]	100%	100	100	100
1.15	Lift Call Outs	<=190	161	161	126
1.16	Lift Trapping	<=20	17	17	14
1.17	Lift Service Testing PPM	100%	100	100	100

Table k – Service Delivery Table

Oakray	Access Control, Communal Lighting, Fire alarm. TV systems, Electrical Testing (Tenants and Communal) Fire safety systems
Morgan Sindall - Repairs	Drainage and PPMs - Outsourced to Flow 3
Morgan Sindall - Gas	Gas Servicing and testing and Individual Boilers
GEM - District Heating	Communal Water testing, Commercial Gas, PDHU compliance, Roof safety systems, District Heating
Precision Lifts	Lift testing, Call outs, maintenance

5.0 Staffing Levels / Structure & New Operating model

Attached in **Appendix A** is the new Repairs and M&E structures which is 90% resourced with 8 new members of the team commencing in Property Surveyor roles as of the 26 September 2022.

Included in **Appendix C** is the new operating model for the Surveyors and Area Management of the service.

The new operating targets, based on a combination of surveyor and housing staff numbers, will target service disconnect and promote resident engagement.

This will operate on a case management level with an Area Surveyor directly liaising with the resident to ensure that repairs are completed and clearly communicated with the resident.

The targets for the local teams are summarised as follows;

- **250 home visits per year**

A resident engagement target has been set for each area team to contact and attend to over 250 homes in each ward. The purpose of the visits is to gain access to homes with the highest and lowest repair demand and to introduce each of the staff members to their residents.

This will be in addition to post inspections of the homes and will focus on driving a resident-led culture of engagement and identification of service disconnect in the homes. It will also focus the teams on resident priorities, further reinforcing the Community Thursdays and providing an active presence on our estates.

On average, each area patch has circa 500 homes and this initiative will ensure that we have been into each home once every two years (outside of the repairs function). This will help us support any unreported vulnerability in the homes, and work with residents for damp, mould, or cost of living issues in the properties.

It will additionally allow us to identify and resolve any unreported or incomplete repairs that our residents have.

- **Local repair management**

Working with our contractors, the new teams will focus on **85%** of all indwelling repairs being completed on time with a **90%** target for communal repairs.

- **Inspections**

Communal block inspections in each area have been allocated a target of **95%**.

6.0 Service delivery Improvements

Focusing on the service disconnect and feedback through the complaints received over the past 18 months, the service proposes to run the following pilots across the teams, focused on reducing waiting times for repairs and provide support to the staff and existing contracts.

The measure will be based on resident satisfaction and first-time fix satisfaction levels as follows.

Additional resource and task force – Working with Westminster’s procurement department to provide the repairs team with an approved list of supply chain contractors. This will provide additional resource to the department focusing on decoration, carpentry, roofing, and communal repair.

It is proposed that a task force be set up for a minimum of 6 months to focus and prioritise complicated repairs in our residents’ homes to resolve issues quickly.

The task team will provide additional resource for decoration services and will continue to focus on stage 1 and stage 2 complaints.

The largest pressure on the repairs contract is that Westminster has no current (procured) reserve to provide competition or alternative resource for demand increases over a short period of time.

Emergency repairs and job review – The existing contract and resource levels are based on an emergency repair volume of 20% (originally used in the procurement of the contracts in 2017 and based on repair demand from 2012 – 2017).

The current levels of emergency and immediate repairs (24 hours and 4 hours attendance) are running at **circa 40%**. Benchmarking against Camden, Hammersmith and Fulham and Southwark councils, the average emergency repair call outs experienced by external councils is **15 – 20%**.

This increase in number of emergency call outs results in planned work resource (Urgent and Routine repairs) to be redirected to attend to emergency call outs which causes delays to delayed works, late arrivals or jobs being cancelled and in turn drives up customer dissatisfaction.

Repair Types in the Contract

Within the Tenant and Leaseholder Handbooks, each repair raised is allocated the following target,

- Emergency repair – 24 Hours (attend and make safe)
- Immediate repair – 2 - 4 Hours (attend and make safe)
- Urgent repair – 3 days (right to repair)
- Routine repair – 28 Days (complicated and multi trade repairs)

A focus group led by the contact centre and Repairs teams with the contractors has been arranged for October 2022 to identify and reverse trends to protect the resource and operative delivery model and in turn improve residents' satisfaction for the contract.

Included in the review will be the following,

- Service delivery and communication systems
- Contractor scheduling system
- Automated messaging system for repairs
- Repairs tracking system
- Feedback on actual repairs completed
- Completions of emergency repairs and van stock
- Types of repairs being raised and review of training materials

Mould and Damp Sensors and in house ventilation systems

Following the Ombudsman's Mould and Condensation Report in 2022, Westminster Council have produced and are launching in October 2022 a new system management of mould in 3 pilot estates across Westminster.

Sites and locations selected are Queens Park Court, Mozart Estate and Lisson Green estate. The areas have been selected and profiled on 5 years of data collection across the City of Westminster with repeat repairs for mould washes being requested for the same properties each year.

The pilot schemes will cover over 1,500 tenanted homes in the housing stock and as part of the mould works in the homes, temperature and humidity sensors will be installed in the homes complete with passive ventilation systems which will target and remove high levels of moisture from the properties.

The sensors will capture temperature and the humidity levels in each property alongside CO2 and internal air quality. The recording and monitoring of the data will feed into a live client dashboard providing alerts to notify the repairs service when conditions and temperatures have.

- i) the potential for damp or mould due to increase humidity and lack of ventilation
- ii) where homes are continuously above a certain heat for sustained periods (set at 27 degrees by default)
- iii) have high CO2 or poor internal air quality (which also help indicate lack of ventilation)

The system will also allow the Council to see and support any homes that, potentially for fuel poverty reasons, cannot afford to heat the home, and in turn allow us to support potentially vulnerable residents.

Sub-Contractor Management

Currently working through the contracts with our service providers, Westminster Council has requested a review of the sub-contractor management via formal notice on 21 September 2022.

Some of the service disconnects (and delays to works being completed in properties) can be attributed to management of specialist or sub-contractor works across the Council.

The contracts allow Westminster Council to directly engage with all supply chain and sub-contractors working through the existing contracts. This is in relation to concerns over delivery of works, management of works or supply chain costs.

A core group, and notice to review the management of this, will take place in mid-October 2022.

7.0 Service delivers pressures

Currently, the pressures on the repairs and service delivery which are greatly affecting the Council and our contractors are as follows:

Rising costs of materials

Within each of the contracts, any repairs which is not our standard Price Per Repair model is required to be priced using a schedule of rates register that was engrossed within the original procurement documents called the National Housing Federation schedule (**NHF**).

The rate within this document is adjusted each year by the previous year's CPI% increase.

The main issue is that the existing rates in the contract (including CPI) is running at **12 – 15%** less than the cost of materials currently at market.

This in turn causes delays for our contractors to source at the rate allowed within the contract documents. This directly affects Morgan Sindall, GEM, and Precision Lifts.

To provide a resolution to the above, we need to consider additional resource for the service (as covered in the task team item above) or readjust the rates in the contract to financially support the contractors.

Recruitment and retention of labour

Labour and skill shortages across the UK continue to be a problem and managing recruitment and the correct number of operatives on the contract with the correct levels of skill sets for all service providers (and local authorities across London) continue to be a challenge. Again, we need to consider the financial impact of paying for additional resource in the existing contracts or additional resource for the service.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Report Author 07732120096
jhayden1@westminster.gov.uk

APPENDICES:

Appendix A – Repairs and Mechanical and Electrical Structure

Appendix B – Repairs Overview

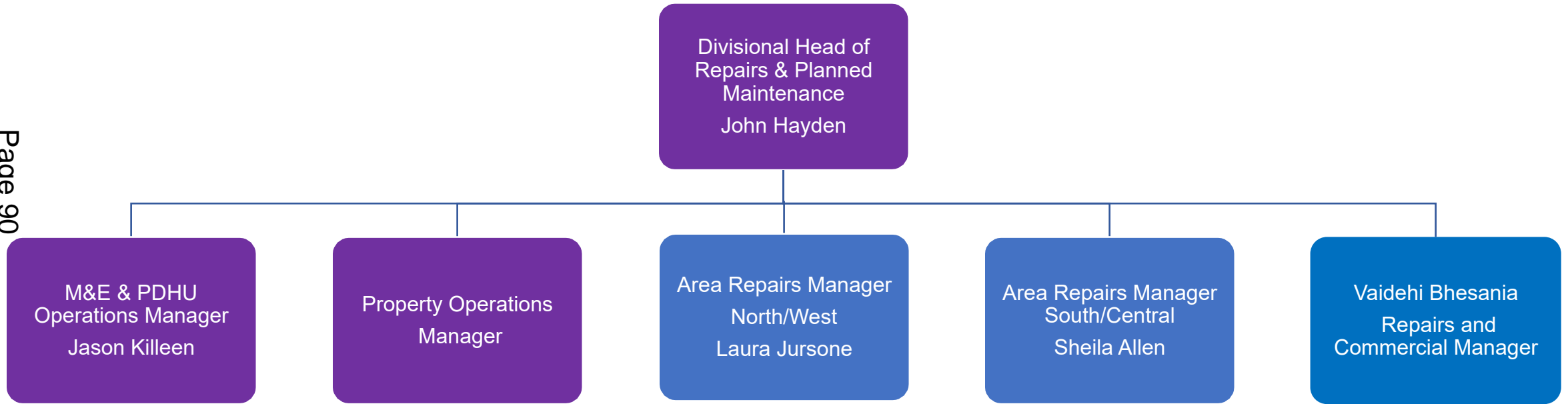
Appendix C – Operating Model

Repairs & Planned Maintenance



Housing Repairs & Planned Maintenance

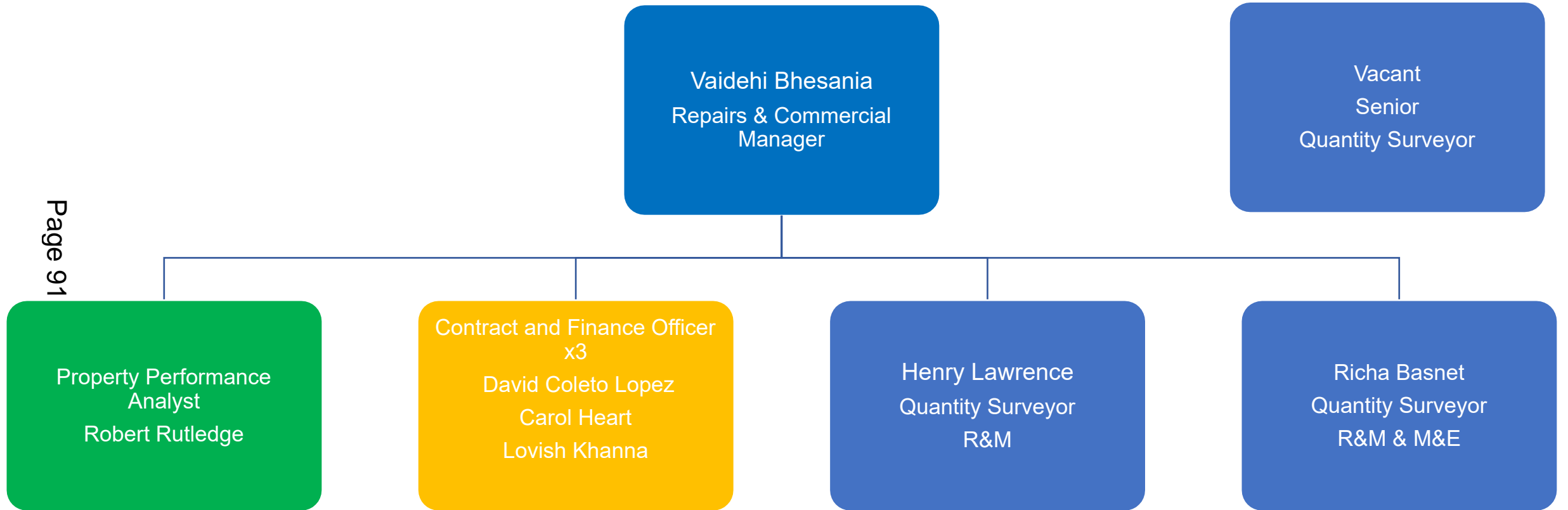
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KEY	
Band 5	Band 5
Band 4	Band 4
Band 3	Band 3
Band 2	Band 2
Trainee	Trainee

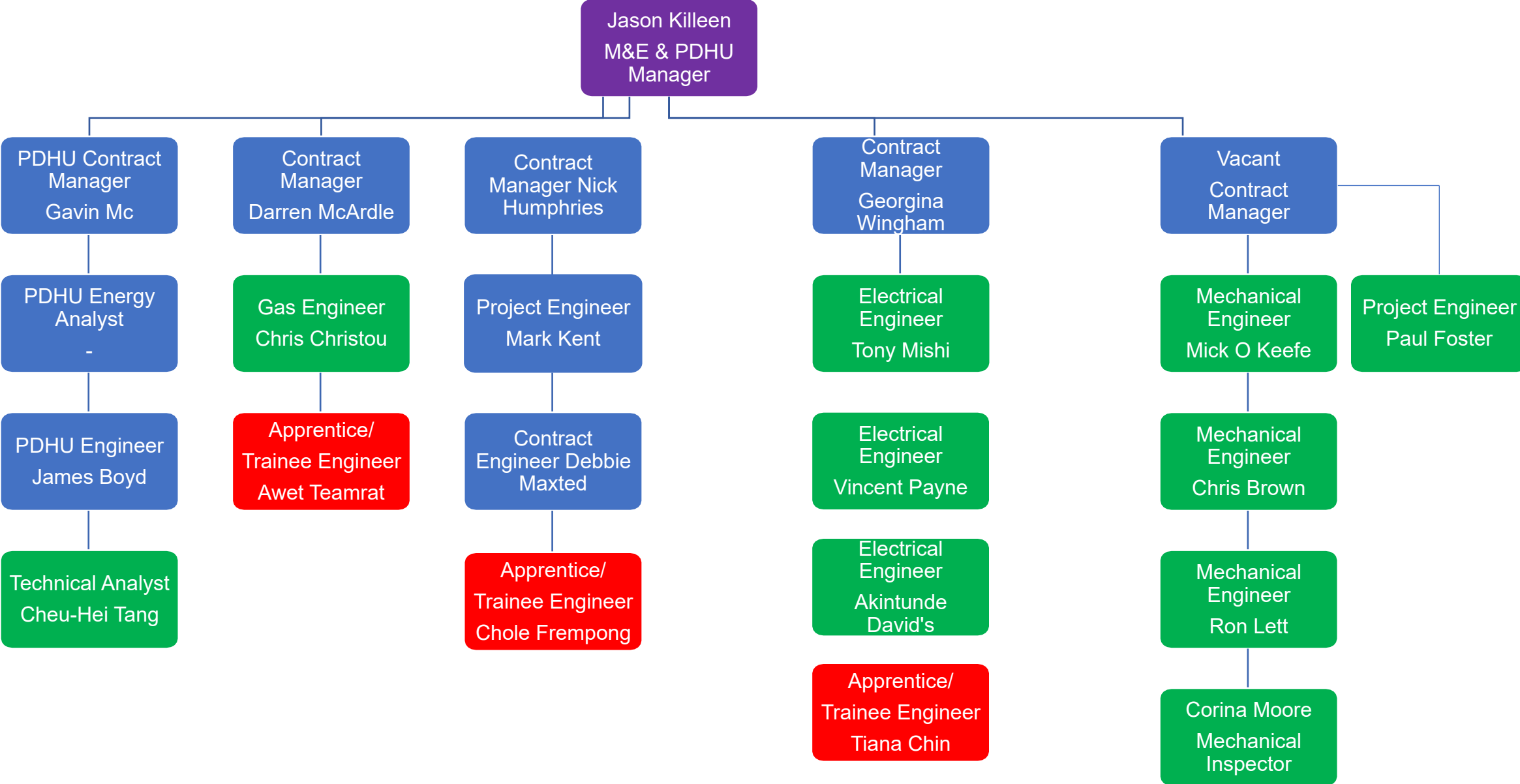
Commercial and Quality Assurance

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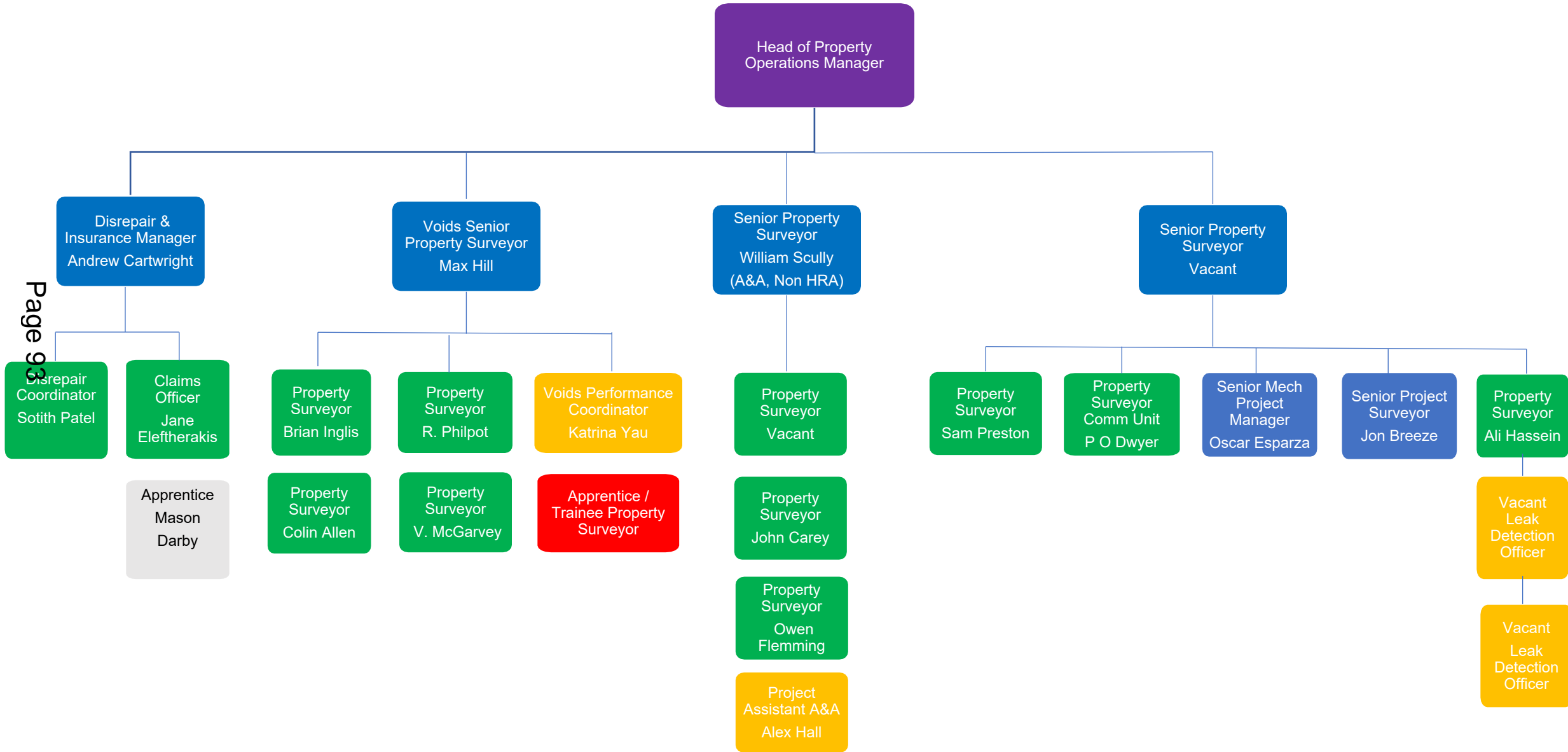


Mechanical & Engineering – Proposed Structure

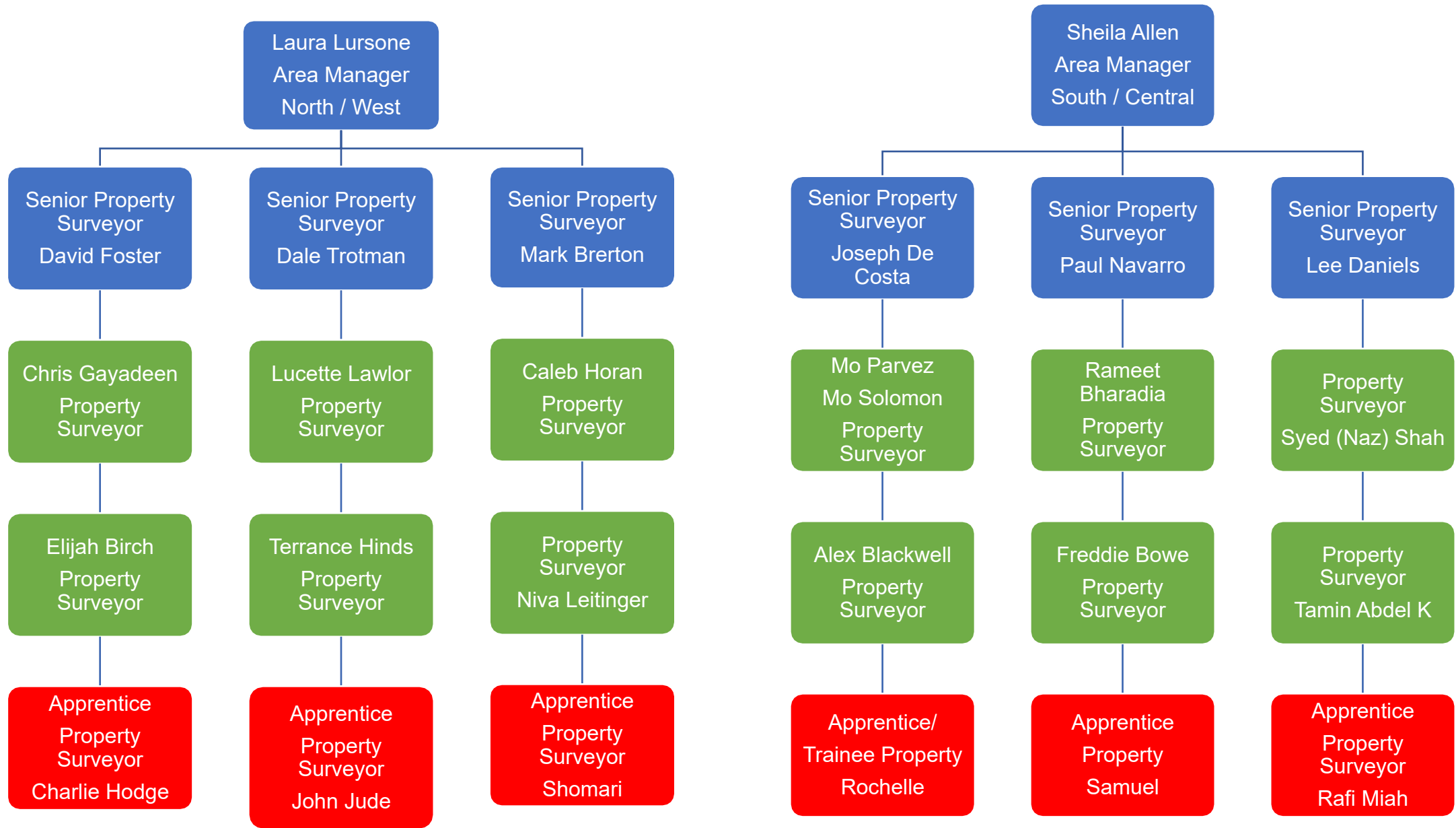
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Property Operations – Proposed Structure



Repairs – Proposed Structure



Appendix B - Repairs Overview 2021 / 2022

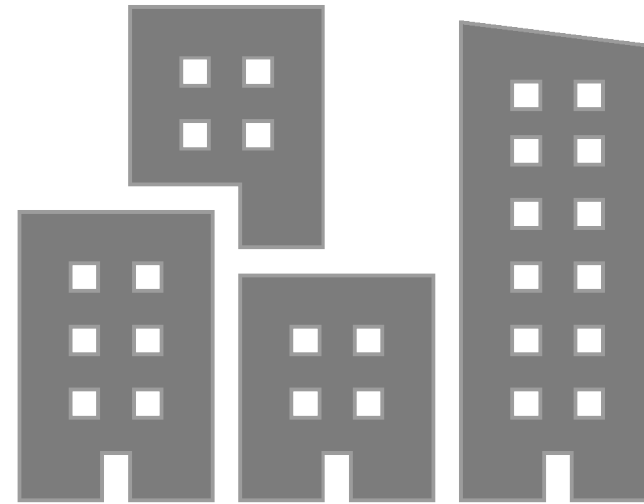


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City of Westminster

Property Services Repairs & Maintenance overview





Contract Management

On a daily basis:

- Identify new issues logged on the “Out Of Hours Tracker” and undertake appropriate follow-up responses and actions with the resident and contractor
- Check the “jobs raised the previous day report” for any orders relating to insured perils, logging, monitoring and progressing all claims
- Manage and respond to requests for contract/cost variations within agreed SLA (5 days)
- Manage payment approvals for contractors (£500 or above the PPR value), selecting jobs for post inspection and ensuring that jobs selected loop into the post-inspection process
- Manage and review cancellation requests received from the contractor, where request is refused provide full details of the reason for refusal
- Proactively manage WIP in area and identify and cancel duplicate repairs. 100% of the jobs raised by a surveyor to be managed through to completion
- Check the follow on works tracker the day before the appointment to ensure the contractor is attending as agreed and confirmed with resident



Contract Management (continued)

- Provide detailed responses to all resident enquiries on the day the enquiry is received. Holding responses only to be sent where information is required from either the contractor or other teams with a date as to when a full response will be sent
- After Care/courtesy calls to ensure job done and listen to resident's feedback
- Provide detailed and timely responses to the insurance team at RBKC to defend or confirm cases as required by them, ensuring responses are given within the agreed SLA timeframe
- Confirm approval of compensation payments following Stage 1 and Stage 2 complaints as and when requested by the complaints team, within agreed SLA timeframe
- Follow the No Access for Repairs process when required, which is available on the Property Services SharePoint site; letters to be filed for auditing purposes
- Attend team, estate and resident meetings as requested (which may be outside of regular working hours)



In Dwelling Pre-Inspections

- Contact resident on day of appointment to confirm attendance and give ETA
- During inspection compile Site Audit Pro report detailing all repair issues, before leaving check email address for the resident and confirm the works that we will carry out
- Complete the pre inspection request on Orchard, providing details of what was noted during the inspection
- Issue an order to the contractor within 3 days of the inspection
- Confirm to the resident in writing (by email) the works that we have agreed, providing relevant job numbers
- Site Audit Pro report to be filed into Property Services SharePoint site
- Pro-actively manage any works through to completion including escalation of outstanding works daily to ensure job is closed and/or completed
- The day after works are completed, contact resident to ensure they are satisfied with the works
- Maintain Section 20 paperwork and insurance claims for pre inspections (refer to S20 process)



Communal inspections

- Includes the pre inspection of building structure and/or fabric of the buildings and estate grounds
- During inspection compile Site Audit Pro report detailing all repair issues
- Issue an order to the contractor within 3 days of the inspection
- Site Audit Pro report to be filed into Property Services SharePoint site
- Pro-actively manage any works through to completion
- Complete post inspection of the works within one week of completion
- Carry out joint inspections each week with the allocated Housing team and track outcome
- Maintain Section 20 paperwork and insurance claims for inspections
- Observe what works can potentially be included in a wider programme of works and referred to the Asset Strategy team
- Be visible on estates, spend more time out of the office, getting to know your residents and blocks
- Aftercare monitoring/calls to residents/RA representatives to ensure works are communicated and closed down
- Attend with Housing Management at Estate Walkabouts, Resident Association meetings / resident surgeries
- Represent Property services at out of hours estate events - estate open days, Community/Summer Fayres



Post Inspections

- Post Inspections for In Dwelling and Communal areas are identified via the Payment approvals, Complaints Process or as requested
- Compile a Site Audit Pro report for each post inspection completed
- Complete the results of the post inspection on Orchard
- Where the works are not to the required standard issue a recall to the contractor
- Manage the Recalled works through to satisfactory completion, arranging to post inspect the newly completed works
- Site Audit Pro report to be filed onto Property Services SharePoint site



Complaints

- Complaints are defined as either Stage 1, Stage 2, Cllr or MP enquiries
- Check daily for incoming complaints and Cllr / MP enquiries
- Contact the resident for all Stage 1s and Stage 2s and arrange to visit. Record the works using Site Audit Pro and complete info on Orchard
- Raise an order to the contractor on Orchard and ensure an appointment for the works is recorded and confirmed to the resident
- Confirm the scope of works and appointment dates with the resident. Book in the work with the term contractor (raising the order)
- Confirm the scope of works and appointment dates with the resident. Follow up the works on the day and post inspect if the resident requires
- All follow-on works must be managed and tracked by the surveyors and signed off
- File the Site Audit Pro reports into the Property Services SharePoint site under 'Complaints' section
- Add the works to the follow on works tracker and monitor progress ensuring no actions remain outstanding and updates requested are provided
- Provide a written response to the complaint within the agreed SLA, either by using the letter template (for Stage 1 and Stage 2) or in a suitable format via email to the appropriate team for Cllr and MP Enquiries. File responses on the SharePoint Site as outlined above.

Housing Ombudsman Enquiries

- As and when requested provide copies of all correspondence, Site Audit Pro reports and telephone logs to and from the resident regarding the specific issue that the Ombudsman is investigating
- Check the link that is sent to the case file to make sure you have access
- Provide the repairs history in spreadsheet format with all supplementary notes to and from the contractor included, completion dates etc.
- Provide a Word document with the hyper-links to any photos taken by the contractor – together with related job numbers
- All information to be provided within agreed SLA / timeframe and saved into the appropriate & corresponding folder in the Case File

Case Management



City of Westminster

- For high profile, complex repairs and disrepair cases the Senior Surveyor will appoint themselves as the lead case handler
- Senior Surveyor will contact the resident to advise that they are dealing with their case and will provide their contact details
- Arrange an inspection of the home and prepare a condition schedule of all rooms together with pictures highlighting all defects, and ensuring that the information provided is of a high standard
- Full details of the case will be entered onto the Case Management tracker
- Senior Surveyor will assess whether input from any other teams is needed and working collaboratively will ensure that all information required is collated and disseminated within target time
- Arrange weekly meetings between all stakeholders, including the contractor, to discuss progress and highlight any issues that need resolving
- Update case progress and any blockages on the Case Management tracker
- Where assistance is required from an external agency i.e. Social Services, OT etc., arrange a case conference
- Senior Surveyor will closely manage the repairs to the home by obtaining daily updates from the Contractor's supervisor and by contacting the resident daily either by telephone or by visiting in person to inspect the works that have been completed
- On the final day of works, the Senior Surveyor will attend the home to post-inspect the works, compile a Site Audit Pro report together with photos so that we have records of before and after
- File Site Audit Pro report in the Teams SharePoint site and close down the case on the Case Management tracker



Section 20 - Explanation

- Repairs that are required to be carried out to communal areas (roofs, windows, building fabric repairs) can be subject to a section 20 limit for all blocks which have leaseholders.
- A section 20 notice (S20) is a notice to tell our leaseholders that the council intend to carry out work or provide a service that leaseholders will have to pay towards.
- In turn the Council must serve a S20 notice on any leaseholder who will be affected by the work or receive the service.
- Once the value of the work has been estimated and the leaseholder liability calculated, a repair going through the S20 process will be subject to the following time lines,
 - A) 2 weeks to prepare costs and notices to be issued
 - B) 6 weeks consultation issue of the notice to leaseholders
 - C) 2 weeks formal sign off of notice
- No works can commence in this period without an application to the first tier tribunal for a waiver to commence works in the section 20 period.



Section 20

- Check S20 repairs limit for the block before agreeing works
- Where communal works exceed the S20 repairs limit, complete the S20 referral form, providing full details of the works required, including the scope and specification, costs and estimated timescale of works once S20 has been approved
- Submit S20 form to the Lessee Services and obtain the estimated sign-off date
- Confirm to Morgan Sindall by email that the works are subject to S20 and provide the estimated sign-off date to them
- Update the resident most affected by the works of the reason for the delay and estimated sign-off date
- Add S20 information to the Area Teams S20 tracker on the Property Services SharePoint Site to aid visibility of outstanding Variations
- Once approval to proceed has been given by Lessee Services, agree variation and instruct contractor to proceed with the works. Update the resident most affected by the works of the date works are to commence

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Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date:	18 October 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:	Clare O’Keefe cokeefe@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:
 - 14 November 2022;
 - 7 December 2022;
 - 2 March 2023; and
 - 19 April 2023.

3. Suggested topics

- 3.1 The Committee’s agenda for the meeting on 18 October meeting includes reports on Housing Repairs and the Climate Emergency Programme.

- 3.2 As the Committee's meeting in September was rescheduled to 14 November, the agenda for this meeting remains the same. The Committee is therefore asked to reflect on and discuss the suggested work programme for the December meeting.
- 3.2 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 Clare O'Keefe.

cokeefe@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 3 18 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 Action Programme Update	To review the Council's Climate Action Programme.	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
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 2 14 November (POSTPONED FROM 19 SEPT)		
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 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.
Allocations Policy	To consider the council's housing allocations policy and approach and identify potential opportunities for improvement
Rough Sleeping and Homelessness	To consider the council's approach to tackling rough sleeping and homelessness
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.
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.

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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 is reviewed, and an update be provided to the Committee in due course.	In progress	On the Work Programme under 'unallocated items'
	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'
	That the Committee be updated about the new rough sleeping commissioning strategy in due course.	In progress	On the Work Programme under 'unallocated items'
	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

<p>Item 4 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Housing Services</p>			<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. • 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	On the Work Programme under 'unallocated items'
	That the Fire and Building Safety Bill be kept on the agenda to be looked into in due course.	In progress	On the Work Programme under 'unallocated items'

<p>Item 5 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Climate Action, Regeneration and Renters</p>	<p>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 of those buying the bond needing to live in Westminster.</p>	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 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. • 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.
	<p>That school children could be involved in the thinking around the local climate bond and tackling climate change</p>	In progress	
	<p>That Scope 3 emissions are investigated so a stricter definition can be implemented to ensure sustainable procurement of supply chains.</p>	In progress	
	<p>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.</p>	In progress	
	<p>That the existing pipeline for social housing in South Westminster be examined and ideas for potential regeneration be encouraged from Councillors and residents.</p>	In progress	
	<p>That the Fire and Building Safety Bill be kept on the agenda to be looked into in due course.</p>	In progress	On the Work Programme under ‘unallocated items’

Item 6 Work Programme	N/A	N/A	
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