



City of Westminster

Committee Agenda

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

Meeting Date: **Wednesday 19th April, 2023**

Time: **6.30 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. MINUTES

To approve the minutes of the Committee's previous meetings held on 8 February 2023 and 2 March 2023.

(Pages 3 - 14)

4. PORTFOLIO UPDATE - CABINET MEMBER FOR HOUSING SERVICES

To receive an update from the Cabinet Member for Housing Services, Councillor Liza Begum.

(Pages 15 - 20)

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

To receive an update from the Cabinet Member for Climate Action, Regeneration and Renters, Councillor Matt Noble.

(Pages 21 - 24)

6. PDHU STRATEGIC OPTIONS PAPER

To receive a paper on the Pimlico District Heating Unit strategic options.

(Pages 25 - 80)

7. WORK PROGRAMME REPORT

To discuss and shape the Committee's work programme for the municipal year 2023-2024.

(Pages 81 - 96)

Stuart Love
Chief Executive
11 April 2023

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CITY OF WESTMINSTER

MINUTES

Climate Action, Housing and Regeneration Policy and Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of the Call-in meeting of the **Climate Action, Housing and Regeneration Policy and Scrutiny Committee** held on **8 February 2023**, Rooms 18.01 & 18.03, 18th Floor, 64 Victoria Street, London, SW1E 6QP.

Members Present: Councillors Gillian Arrindell, Robert Eagleton, David Harvey, Elizabeth Hitchcock, Patricia McAllister (Chair), Alan Mendoza, and Cara Sanquest.

Also Present: Councillor Liza Begum (Cabinet Member for Housing Services), Councillor Matt Noble (Cabinet Member for Climate Action, Regeneration and Renters), Councillor David Boothroyd (Cabinet Member for Finance and Council Reform), Martin Crank (Communication and Engagement), Alex Deolinda Severino (Cabinet Portfolio Advisor to Councillor Matt Noble), James Green (Director of Development), Debbie Jackson (Executive Director of Growth, Planning and Housing, virtual), Gelina Menville (Head of Regeneration), Setareh Neshati (Head of Development) and Clare O'Keefe (Lead Policy and Scrutiny Advisor).

1. MEMBERSHIP

1.1 The Committee noted there were no changes to membership.

2. WELCOME AND INTRODUCTIONS

2.1 The Chair welcomed the Members of the Committee and Cabinet Members Councillor Matt Noble (Cabinet Member for Climate Action, Regeneration, and Renters) and Councillor David Boothroyd (Cabinet Member for Finance and Council Reform) to the meeting.

3. DECLARATIONS OF INTEREST

3.1 The Committee noted there were no declarations of interest.

4. MINUTES

4.1 It was confirmed that the minutes of the meeting held on 7 December 2022 would be approved at the next meeting on 2 March 2023.

5. CALL-IN: CABINET MEMBER DECISION FOR THE EBURY ESTATE RENEWL: DELIVERY, SRATEGY AND VIABILITY POSITION

5.1 The Committee convened to review a call-in brought by three of the Committee's Members - Councillors Elizabeth Hitchcock, David Harvey, and Alan Mendoza. The Members stated their reasons for the call-in, identifying two key areas:

1. Homes for intermediate rent
2. Segregation of tenures

5.2 A report responding to the reasons for the decision was presented by the Cabinet Member for Climate Action, Regeneration and Renters, Councillor Matt Noble, and the Cabinet Member for Finance and Council Reform, Councillor David Boothroyd. Both addressed Members' questions arising from the report.

5.3 The Council cited that its overarching aim of the Ebury Bridge development is to address the acute deficit in social housing for residents, the long period of time residents spend on the waiting lists to be offered a social housing option, the number of residents on the waiting lists in Westminster, and the large demand in the immediate local area for social housing.

5.4 Following the reasons for the call-in by Members, Officers, and the Cabinet decision-makers responded and explained the reasons for the rearrangement and reprioritisation of intermediate and social homes. This included the priority to deliver the truly affordable housing strategy produced by the Cabinet and that a key priority of the new administration is to deliver social housing across all public land. It was noted that Ebury Bridge provides one of the largest opportunities to provide the social homes needed in Westminster.

5.5 Officers explained that the demand for intermediate housing is also a significant priority to the Council and the plans address this, and the needs for key worker accommodation over the next 10 years has also been addressed in the report. It was noted there is currently 4,000 residents on the waiting list for intermediate housing. This figure includes less than 100 residents that are key workers.

5.6 Officers explained that the Council and partners will be delivering 500 intermediate rental housing across developments such as the Churchill Gardens Estate, Balmoral Project, and Chelsea Barracks programme.

5.7 Officers responded to the call-in queries regarding the tenure distribution at Ebury Bridge and outlined that the plans have been to prioritise a mixed tenure estate. It was noted that the realities around affordability of housing over the last couple of years had caused a review and increase of the service charges for returning social tenants, making it unaffordable. Additionally, Officers on the project tried to mitigate this issue by consolidating tenures within individual buildings on the estate. This meant the only

difference in service would be the ability for social tenants and resident leaseholders in affordable blocks will be able to retain their relationship with Westminster City Council (WCC). As a result, there is therefore a far greater potential risk by a third party to increase service charges and this had been a priority of residents from the consultation.

- 5.8 Councillor Boothroyd explained to Members that if a successful ballot was achieved with the residents of Ebury Bridge, that would provide the Council the opportunity to receive a £38 million GLA (Greater London Authority) grant. This funding would not be available to WCC and its residents if the decision was reversed. It was further highlighted that the largest pressure on the Council General Fund budget comes from the cost of providing the legal duty that the Council must house temporary residents. This cost the Council £22 million in 2022/ 23 and is projected to be around £44 million for 2023 /24. This has significant repercussions for residents, as all Westminster residents will be paying over £230 in tax or services due to this need of temporary accommodation. A development like Ebury Bridge which provides additional Council housing stock will remove one household from the current waiting lists (figures at paragraph 4.3.4 of the report). It will also, in turn, have a positive impact on the intermediate housing register housing (figures at 4.1.4 of the report) like Ebury Bridge.
- 5.9 Officers advised the decision made for the change in tenure at Ebury Bridge, that resulted in the call-in by Members, is estimated at relieving the burden of temporary accommodation by creating 105 households. It will also provide savings in providing temporary accommodation to the Council General Fund in the region of £700,000, which could be used for services in other parts of the City.
- 5.10 Call-in Members raised questions about the accuracy of the number of residents on cited on intermediate housing waiting lists, including the number of key workers. The Council acknowledged that unlike the data that is available for social housing registers, due to the eligibility process involved and length of time to process, there may be inaccuracies in the figures cited in the report. This is because of some residents' choice to move from the borough while waiting to find intermediate housing elsewhere and the inability to capture this information. It was also noted that the number of intermediate properties that will be available at Ebury Bridge is 561, with further numbers becoming available at developments such as Churchill Gardens and Chelsea Barracks, therefore providing for this demand in the south of Westminster.
- 5.11 A question arose about the HRA (Housing Revenue Account). The Council explained that it is assumed the 105 properties created at Ebury Bridge will be part of the HRA, with the rental income from these properties going into the HRA and the income derived from rental properties being the primary source of income for the HRA. It was identified that the HRA budget had been a challenge for the Council in the last financial year due to the increased costs in maintenance, the Government's move to cap income from rent at 7%, and that the Government didn't replace the gap between this, and the inflation lift in outgoings. It was noted the income from the 105 properties will make a

significant contribution to the HRA budget. As maintenance is one of the primary uses of this and, as these units will be new, maintenance should be minimal for some years and therefore income will make the HRA considerably more sustainable.

- 5.12 A question arose regarding the Council's change in strategy at Ebury Bridge to reduce the number of intermediate housing stock and increase the number of social housing available, as part of the Council's Truly Affordable Housing Strategy. Concerns were raised about properties being discounted from the market rent, making them further reduced in rental price and therefore there would be a possibility that some residents would be able to be both on the intermediate and social housing registers. It was also noted that key workers would get additional points if they were on the social housing waiting list, through the housing allocation policy. The Council confirmed there is a list of occupations on the list for intermediate housing (namely key workers) that contribute to the community. This list would discount those that were in existing social housing and those on the waiting list for existing Council housing stock. These residents would also largely work in these professions, will have grown up in the City, and want to continue to contribute to the communities. The Council has a duty to alleviate homelessness and to provide secure housing for these people. It was noted it is not just the intermediate waiting list or higher that are considered as contributing to the fabric of Westminster and the Council plans to introduce more intermediate housing across the borough. The Council confirmed there is a local social housing provider in the Belgravia area that will be focussing on voids in the social housing stock, and that as these properties are available, they will be moved across as an intermediate housing source.
- 5.13 Call-in Members raised queries about the 561 homes that will be available for intermediate rent and whether they would, in time, be changed to leasehold or affordable rent, or intermediate to social housing. The Council confirmed the priority is to remove the private market sale where possible from smaller sites, such as Churchill Gardens, as part of the Truly Affordable Housing Strategy. They referred to the Cabinet report that was a review of the entire programme and the switching of tenures in line with affordability under the HRA and the General Fund Capital Budget that provides a framework. Officers explained, there are cost implications to the Council in changing the tenure under the HRA and General Fund capital budget implications. If an opportunity arose within the affordability criteria, the Council would have the option to switch tenures, on a scheme-by-scheme basis.
- 5.14 Discussion arose about the Council having a responsibility to provide housing across a range of economic needs. Call-in Members enquired how infrequently residents leave social housing accommodation and in turn create a void and noted that around 4,000 residents are currently on the waiting list for social housing. The Council advised that information obtained from case workers and ward surgeries has informed them in order to respond to the actual needs that exists. One of these was to increase the marketing for available intermediate rent homes and to look at ways to increase the intermediate rent offer.

- 5.15 Call-in Members queried the segregation of the tenure plans at Ebury Bridge and what percentage difference or value the private tenure would be marketed for to make up funds. The Council responded that there are operational savings in the way the blocks at Ebury Bridge are planned, however, the difference in the private tenure was in the region of £170 per square foot. The Council will sell the private properties at a value the market can sustain, to recoup the money that has been invested by the Council for the homes that have been built. There is an opportunity for the Council to obtain more revenue for the private market sale of homes, but that will not directly incur an increase in service charges.
- 5.16 Discussion arose by call-in Members around the mixed tenure plans and the costs incurred to the changes in tenure at Ebury Bridge at a later stage in the development. The Council reported they have a commitment to increase the plans of mixed communities and that there will be no visual identification whether someone is a social renter or a private market owner from the outside of the buildings at Ebury Bridge. This is unlike earlier developments where different communities were segregated. The community at Ebury Bridge will also be mixed by the provision of mixed services and communal spaces. The Council highlighted, the plan across the borough, is a distribution of broadly 70% social and 30% intermediate housing, across the schemes, as part of its manifesto. On Council land and other schemes, the distribution is a minimum of 50% affordable housing. Infill schemes are broadly 50% intermediate and 50% social housing, with some smaller estates being entirely social housing.
- 5.17 Call-in Members queried the reasons for changing the mixture of the tenure at Ebury Bridge from the original plans, given that the specifications and cost implications were the same in making the variations on the estate. The Council responded that as none of the architectural plans needed to change, there were cost savings by having a horizontal mixed tenure in the estate buildings, as opposed to individual blocks of tenures. This was because of inflation and rising costs and small specific specification changes between tenures. These changes in cost per individual unit have been previously shared with Ward Councillors. The changes in market sales and rental value have provided the Council with an idea of what income will be generated in addition and it is hoped the Council will be awarded £38 million after a successful ballot. The savings to the Council were cited as two-fold, to the residents in the cost-of-service charges and an increase in the receipt of sale of the properties. It was further noted, that within each building the only noticeable differences in the different tenures will be inside the individual properties.
- 5.18 Questions were further raised by call-in Members regarding the balance of the property mix for the social housing element of the development, given the length of the Council's waiting lists for larger properties. The Council responded that as this stage in the development, they would be unable to make any changes to property sizes and the plans never included any five bed properties and only 2 four bed properties in the plans. Further, the Council sees the benefit of introducing homes of all sizes into the social housing pipeline, as this also allows people to downsize, and Ebury Bridge is

not the only scheme presently being developed. It was noted the largest number of people on waiting lists are for two-bedroom properties and that Phase 2 at Ebury is still possible to be reviewed in terms of tenure mix, based on demand and where possible, the Councils plans forward will be considering the waiting lists.

- 5.19 A question arose as to whether the Council were keeping abreast of what Housing Associations were offering in intermediate housing options. The Council responded this was considered in the figures presented and was represented as part of the 561-figure cited in the report.

6. VOTING

- 6.1 4 – For: to note the report and take no further action.
3 – Against: to proceed with referral back to the decision-maker.

RESOLVED: That the Committee note the report and no further action to be taken.

7. ANY OTHER BUSINESS

- 7.1 The Committee agreed there were no other business items to be discussed.
7.2 It was noted the next meeting for this committee is 2 March 2023.

8. TERMINATION OF MEETING

- 8.1 The meeting ended at 19.21.

CHAIR _____

DATE _____



CITY OF WESTMINSTER

MINUTES

Climate Action, Housing and Regeneration Policy and Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Climate Action, Housing and Regeneration Policy and Scrutiny Committee** held on **2 March 2023**, Rooms 18.01-18.03, 18th Floor, 64 Victoria Street, London, SW1E 6QP.

Members Present: Councillors Gillian Arrindell, Robert Eagleton, David Harvey, Amanda Langford, Patricia McAllister (Chair), Alan Mendoza, and Cara Sanquest.

Also Present: Councillor Liza Begum (Cabinet Member for Housing Services), Councillor Matt Noble (Cabinet Member for Climate Action, Regeneration and Renters), Heather Clarke (Divisional Head of Housing Needs), James Green (Director of Development) (virtual), Damian Hemmings (Climate Emergency Programme Director) (virtual), Linda Hunting (Policy and Scrutiny Advisor), Debbie Jackson (Executive Director Growth, Planning, and Housing), and Neil Whiteman (Head of Housing).

1. MEMBERSHIP

- 1.1 The Committee noted that Councillor Elizabeth Hitchcock had sent her apologies for the meeting.
- 1.2 The Committee noted that Councillor Amanda Langford was attending as substitute for Councillor Elizabeth Hitchcock.

2. DECLARATIONS OF INTEREST

- 2.1 The Committee noted there were no declarations of interest.

3. MINUTES

- 3.1 The Committee approved the minutes of its meeting held on 7 December 2022.

RESOLVED:

- 3.2 That the minutes of the meeting held on 7 December 2022 be signed by the Chair as a correct record of proceedings.

4. PORTFLIO UPDATE - CABINET MEMBER FOR HOUSING SERVICES

4.1 The Committee received an update from Councillor Liza Begum, Cabinet Member for Housing Services, on priorities for the portfolio and any updates that have arisen. The Cabinet Member responded to questions on the following topics:

- The reporting of damp and mould in Council owned properties.
- The inconsistencies with rough sleeping statistics, the Levelling Up report and the increase in rough sleepers reported and additional funding for rough sleepers. Also discussed was the rough sleeping counts and their accuracy across the Wards, including, upcoming street counts and Councillor involvement, the seasonal challenges presented with rough sleepers such as achieving temporary accommodation and what can be done for rough sleepers where they have no recourse to public funding.
- What the Council is doing to reduce outstanding repairs in Council owned properties and the repair target dates for work to be completed.
- How Morgan Sindall is working and communicating with residents.
- The Cross-Cabinet Community Hubs programme opening hours, plans for Bruckner Street and the Mozart Estate, and availability of a drop-in housing service for residents.
- Leaseholder Service Charges.
- Housing Officers, resident engagement, and engagement with Resident Associations.
- The mobile security pilot scheme and future of a similar scheme.
- Anti-Social Behaviour across the estates in Westminster.
- The Air Quality Sensor pilot scheme (across 300 homes in Westminster).
- Changes to the allocations system and the potential effects on residents.

ACTIONS:

1. That information be provided on the employment point scheme applicable to housing allocation.
2. That the Committee will receive the number of reports the Council has received (via the website and portal) regarding damp / mould.
3. That the most recent rough-sleeping count figures to be shared with the Committee per Ward.
4. That detail of the rough sleeper counts by Ward will be provided to the Committee.
5. That figures are to be provided and an update of progress made regarding outstanding repairs across the Council.
6. That information will to be provided to the Committee (when available) on the plans for the Bruckner Street housing surgery.

7. That information to be sent to the Committee (once available) about the opening of the Bruckner Street office.
8. That the Committee will receive the details and dates of upcoming rough sleeping street counts across the borough.
9. That details will be provided to the Committee (once available) about Leaseholder Service Charges.
10. Information to be provided of RAs and contact details of their specific Housing Officers for Members.
11. The Committee to receive the details of the number and nature of repairs that are currently out of the 28-day completion target.
12. The Committee to be briefed about how the mobile security pilot went, the lessons learned, and the intelligence gathered, after the pilot is completed and before the possible extension is up for further consultation.
13. The Committee to be sent updated comparative figures for Anti-Social Behaviour reporting.

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

- 5.1 The Committee received an update from Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters, on priorities for the portfolio and any updates that have arisen. The Cabinet Member responded to questions on the following topics:
- Green Doctors, their link to housing services, giving advice to residents, how much the programme via Groundworks costs the Council and how many people are employed in the service. Also discussed were the criteria for Green Doctors advice (over the age of 65 and vulnerable households), how this support and advice could be extended and offered to other residents and in further advice surgeries, and how the service is effectively promoted to residents.
 - Issues around residents being advised by the Green Doctors to install a Smart Meter, which becomes a pre-payment meter, and the energy disruption to residents if they have an inability to manage this effectively.
 - Participation in the MEES (Minimum Energy Efficiency Standard) Pilot that provides matched funding to private landowners, the cost of the scheme if taken forward as part of the Carbon Offset Fund, and ideas for making all residences in Westminster greener in future planning. Also discussed was the incentives to private landlords due to the matched funding, the indirect support this offers private rented sector tenants, and the impact in the private rented housing sector for landowners and tenants in the future if the minimum energy efficiency standards are not met.
 - The criteria for the Council's Carbon Offset Fund for community, voluntary and faith organisations and how the Council can allocate the grant in line with a reduction of carbon emissions.

- More details of the Truly Affordable Housing Strategy and the proposed delivery programme over the next five years, including the total number of affordable homes planned (1855 social homes), approximately 1220 new and 867 new intermediate homes and the future sites for development such as 291 Harrow Road, where the number of available housing options is as yet unknown.
- The Sustainable City Charter and the current number of expressions of interest from businesses and the number (16) that have signed up to the Charter, the involvement of Landsec and the Westminster Property Association (WPA), sharing of information to Charter members, including the plans to involve smaller organisations and landowners, and what the Council can do to improve the number of businesses involved.
- The positive result from the Ebury Bridge ballot (90.9% voted in favour).
- The approval of the grant for the Harrow Road development by the Greater London Authority (GLA).
- The options available for the Pimlico District Heating Unit, the issues presented with the upgrades required to the pipework throughout the system, the consideration of future costs to the Council and residents, and the most environmentally friendly options for redevelopment.

ACTIONS:

1. Officers to provide the details of the numbers employed by Green Doctors to the Committee.
2. Officers to provide the information to the Committee about the overall cost to the Council for the Green Doctors service and who is responsible for managing this contract.
3. Information to be provided to the Committee about how referrals to the Green Doctors service are being carried out and how the service is being promoted to residents in order to maximise the number of appointments available.
4. Information to be provided to the Committee about Smart Meters, prepayment options and whether this is an automatic transfer when a Smart Meter is installed.
5. Information to be shared with the Committee about the Council's plans to ensure the delivery of the Truly Affordable Housing Strategy over the next 10 years.

6. THE PROVISION OF TEMPORARY ACCOMMODATION TO MEET THE NEEDS OF HOMELESS HOUSEHOLDS:

- 6.1 The Chair welcomed Neil Whiteman (Head of Housing) and Heather Clarke (Divisional Head of Housing Needs, Growth, Planning and Housing), to introduce the report on the Council's plans for temporary accommodation for homeless households in Westminster and provide an overview. The Head of Housing and Divisional Head of Housing Needs responded to questions on the following topics:

- The review and update of the Allocations Policy, including, the Council's work with the Housing Commission over the last five months and the recommendations that the Cabinet will make, the importance of the scheme being easily understandable and transparent for residents, and the impact this has on residents.
- The shortages of social housing in Westminster, the need for larger social housing homes, and the demand and challenges of being able to provide suitable two-bedroom properties in the current housing market.
- The high numbers of people that are in Temporary Accommodation (TA) versus the number that move out of TA being very small.
- The future demand of TA and the number of TA the Council plans to achieve.
- The average cost of using commercial, self-catering and hotel, accommodation to house residents on a temporary basis, often with complex needs and the Council's statutory duty to place residents in a suitable environment.
- The catchment area and travel time measures currently being considered for placing residents in TA in Westminster, the mapping project currently being undertaken to ascertain what properties are currently available and those that would be suitable for the Council to purchase in Westminster or nearby, as well as considering out of borough for TA.
- The process and benefits of acquiring ex-council properties for TA, which will in turn benefit the Council with rental income and the average cost of these properties in Westminster, including the assistance of a grant from the GLA the Council receives.
- The gross cost to the Council to offer TA, which is currently £58 million per year, which is weighted against income received, such as housing benefits toward rental payments, therefore the current net cost being £14 million for this year and an estimation over the next 2 years for this to increase to £24 million.
- Landlords increasing rental prices at tenancy changes, therefore increasing the costs incurred to the Council in order to be able to afford rent to residents, putting pressure on the available budget (£15 million) while the amount of GLA funding remains static.
- Residents that remain in TA for longer periods of time and assisting them in making future choices about suitability and locality of other housing options available, including the Placement Policy, communicating with residents so as to have a greater understanding of their individual circumstances, and working with the voluntary and faith sectors to support the work around these challenges and maximise expertise.
- The TA Out of Borough Support Pilot and how the recommendations made in the recent report by the Cardinal Hume Centre, such as a targeted support offer with resources for residents, assistance from the voluntary sector, and Home Start should feed into the delivery of the pilot scheme.
- The number of families (34 to date) that have been referred to the TA Out of Borough Support Pilot and how those referrals are made, including, actions that are being taken to work on a support scheme outside of the current pilot with assistance for maximising income, travel, barriers with language, and other complexities that may exist within the families.

ACTIONS:

1. To provide Members with the maximum spend amount when using commercial hotels and self-catering apartments to house people in need of TA.
2. Officers to provide the prices of ex-council, 2-bedroom properties that have been purchased for TA to date and the target valuations for purchase as set by the Council.
3. Resources to be provided to the Committee regarding how someone is referred to TA and to who, and the resources available for residents in TA.
4. Further information to be provided to the Committee about the employment points given to residents as part of the Housing Allocation Scheme.

7. 2022/2023 WORK PROGRAMME

- 7.1 The Committee reviewed potential items to be prioritised for the 2023/24 Work Programme. It was suggested by Members that an item that considered the use of hostels in Westminster be brought to Committee, alongside discussions about homelessness and rough sleeping.
- 7.3 The Committee agreed the following item to be considered for the remaining round of this municipal year's Work Programme:
 - An update on the PDHU (Pimlico District Heating Undertaking).
- 7.4 The Committee agreed that future potential items for 2023/24 would be considered by the Committee at the next meeting. The Chair requested that Members offer suggestions for the future municipal year Work Programme, prior to the next meeting.

8. ANY OTHER BUSINESS

- 8.1 The Committee discussed the recent implications and disruption to residents due to gas leak in Queen's Park, including the future recommendations made by officers that attended the emergency as to how the Council could have better managed the situation, and the feedback that will be provided to Cadent Gas.

9. TERMINATION OF MEETING

- 9.1 The meeting ended at 8.14pm.

CHAIR _____

DATE _____



Climate Action, Regeneration and Housing Policy and Scrutiny Committee

Date: 19 April 2023

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 2 March 2023:

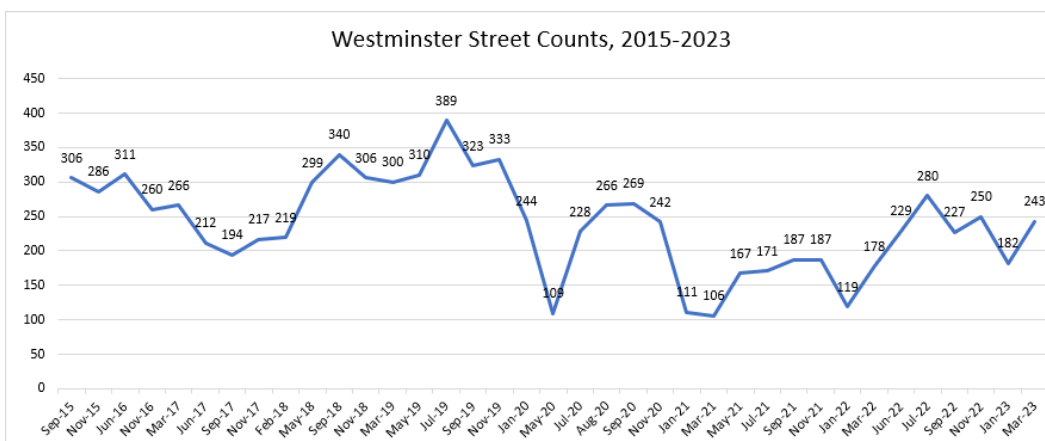
- No decisions have been taken in this period.

2. The following report includes my priorities and delivery progress to date:

2.1 Rough Sleeping Update

A street count of rough sleepers took place on the 29th of March 2023, with overall numbers increasing from 182 in February to **243** that night. Increases across different groups are as follows:

- UK and ROI - increase from 60 to **67**
- EEA Nationals - increase from 62 to **123**
- Rest of the World - increase from 13 to **17**
- New contact on the night - increase from 2 to **14**



The largest increase was amongst EEA nationals, and this was seen across the borough, with significant increases in Oxford Street and Marble Arch, Strand and Embankment, Paddington and Bayswater and Victoria North and South.

The Council continues to work with those on the street to move into accommodation. This includes supporting individuals to move over the winter months through a combination of

specialist hotel offers and emergency bed spaces in our supported housing units. Additionally, in activating the Councils Cold Weather & SWEP provision this winter when needed, 331 offers of accommodation were taken up.

The count also noted a small increase in the numbers of tents recorded across the borough at **24**, with **3** unoccupied. Public Protection and Licensing will continue to review this position to determine whether the tents are abandoned.

Further analysis on the detail of this street count is on-going with a more detailed report expected later this month. We are under-taking a wider review of the data, delivery and outcomes for our winter response which will give us additional insight, and this will be shared upon completion.

2.2 Relief Duty Changes

Due to a recent legal ruling, homeless households owed the Relief Duty will now be able to join the Housing Register and be eligible for social housing. A Relief Duty is owed when the Council has not been able to prevent an individual from becoming homeless. During the Relief Duty we must take reasonable steps to help individuals secure suitable accommodation. The Relief Duty lasts for up to 56 days and is available to all households who are homeless and eligible, regardless of whether they have a priority need.

Previously, our Supply and Allocation Scheme stated that this was only possible if a full housing duty was accepted. The reason for this change is that households owed the Relief Duty are vulnerable because they are homeless so should be added to the Housing Register. Applicants can work with the Housing Solutions Service on a Personalised Housing Plan to help relieve their homelessness and find suitable accommodation that meets their needs. More information can be found on the Council's website.

2.3 Anti-Social Behaviour Update

Open ASB Cases	Total – 215 cases West – 40 cases North – 56 cases South – 69 cases Central – 50 cases
Top 3 Categories (No. of cases)	Noise – 59 cases. Drug use / dealing – 54 cases. Verbal abuse / harassment – 43 cases.
Top 3 Wards/Estates	Mozart / Lydford & Avenue Gardens – 28 cases Pimlico – 25 cases Church street – 18 cases
ASB Case Handling Resident Satisfaction	Year to date - 65% (as of February 2023)
Number of Legal Cases	58 (including cases waiting for court hearing dates)

2.4 Funding for Retrofitting Council Homes

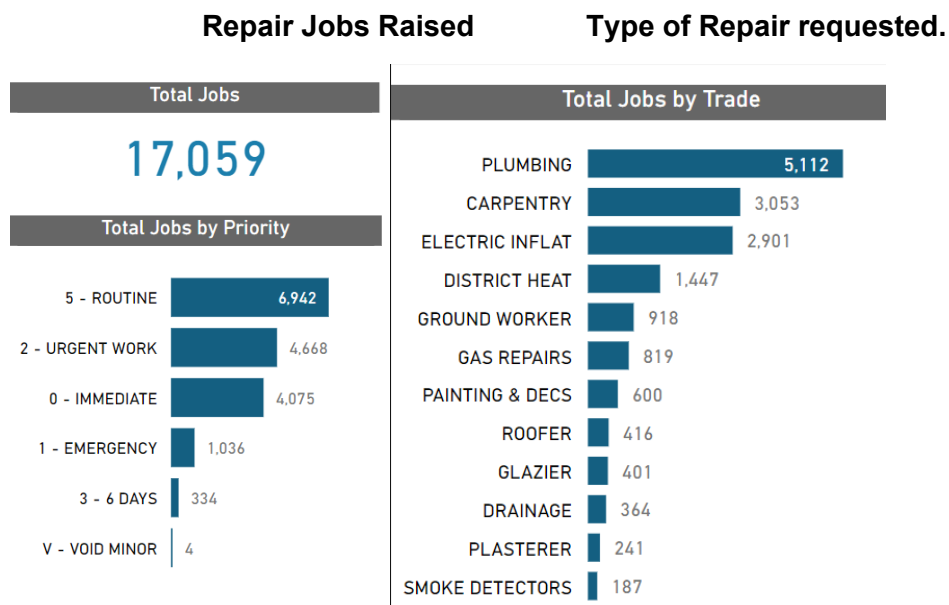
On 22 March 2023, the Department of Energy Security and Net Zero (ESNZ) announced the Council was successful in winning the funding award for the Social Housing Decarbonisation Fund (SHDF) Wave 2.1 Competition and was awarded £4.8m in funding. This, along with the matched contribution from Westminster City Council's Housing Revenue Account (HRA) of another £4.8m sees a total amount of £9.6m to be spent on retrofitting homes across the City.

This investment will see at least 560 council homes in Westminster benefit from energy-efficiency improvements over the next two years. Measures being installed using the funding will include internal wall insulation, secondary glazing/double glazing, floor, loft and cavity insulation, storage heaters, solar PV panels, wastewater heat recovery systems and external doors. These improvement works will reduce resident energy bills, helping to address cost of living pressures for some of the City's most vulnerable residents.

2.5 Repairs Service Update

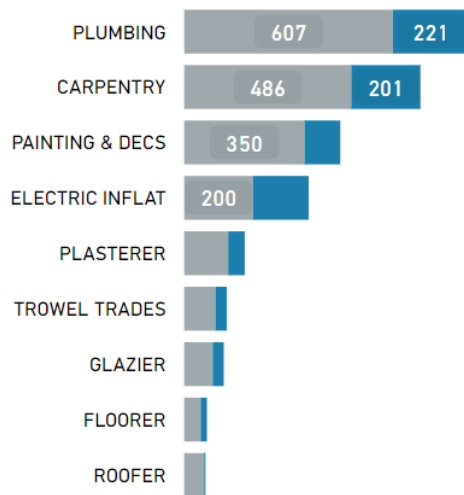
Over the past 3 months on the Repairs, Gas and GEM reactive contracts (January 23 – March 23) the service has received **17,059** repairs.

Of the repairs **40%** have been raised on a 28-day priority, **27%** raised on a 3-day priority and **30%** raised on an attend within 4-to-24-hour priority and make safe.



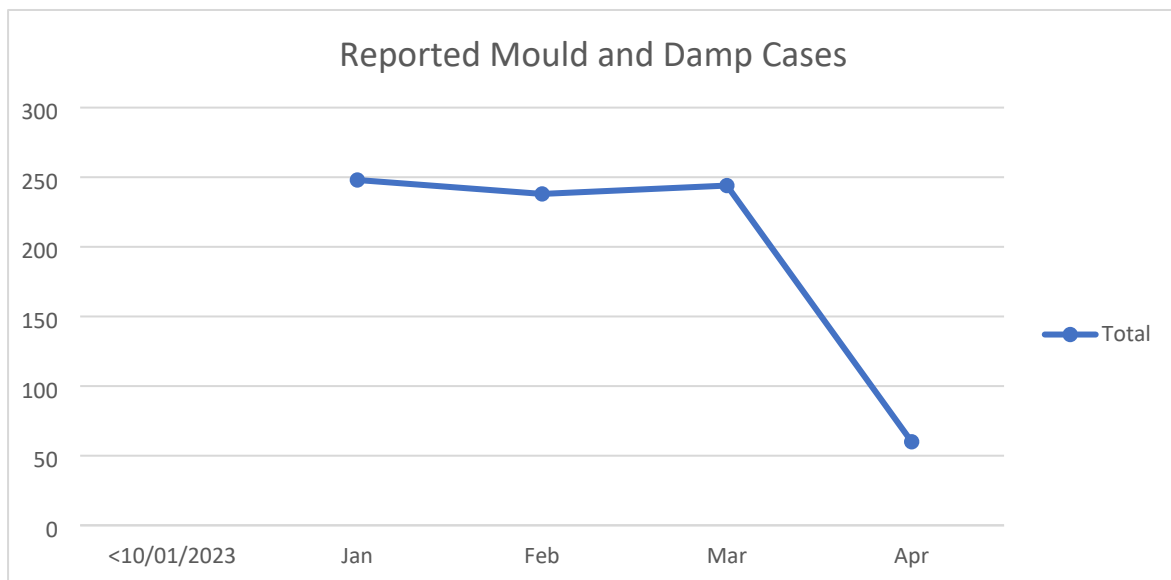
Currently as of the 11 April 2023 Westminster has **2,983** live jobs across the stock on the system. The jobs are split across the trades below with most works being Plumbing and Carpentry requests.

Repairs - Live jobs on the system split by trade.

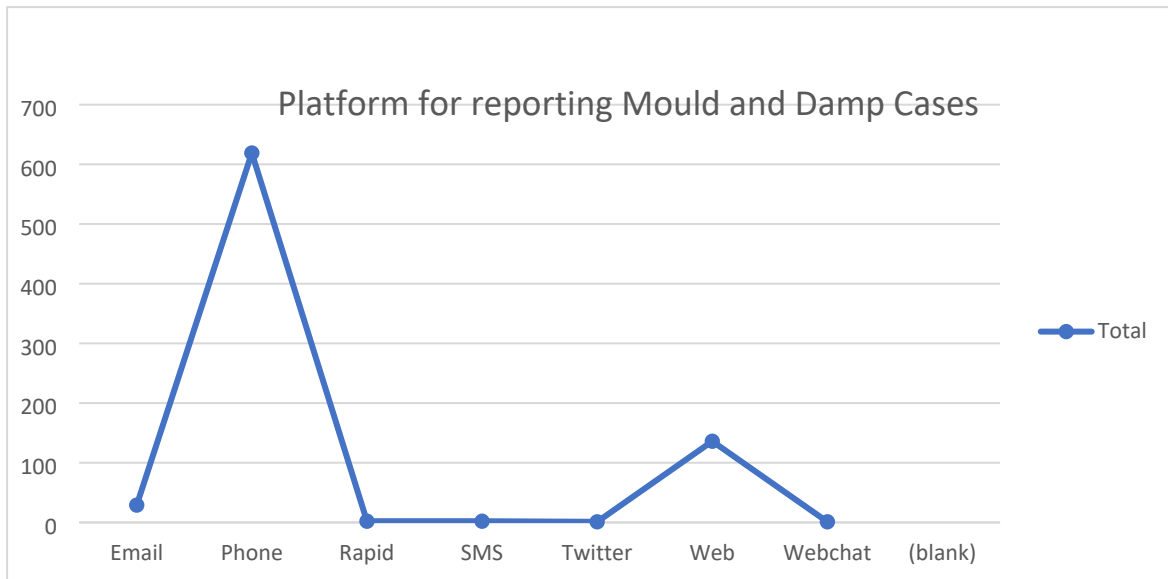


2.6 Mould and Damp

Since 3 January 2023 we have received **790** Cases of requests for surveys following Mould and damp reports via our CRM and contact centre agents. This is profiled in **Table A** below.



The profile of the reporting using the Councils services is detailed in **Table B** below and indicates that most of our residents are reporting cases via phone calls to our contact centre as opposed to social media or web formats.

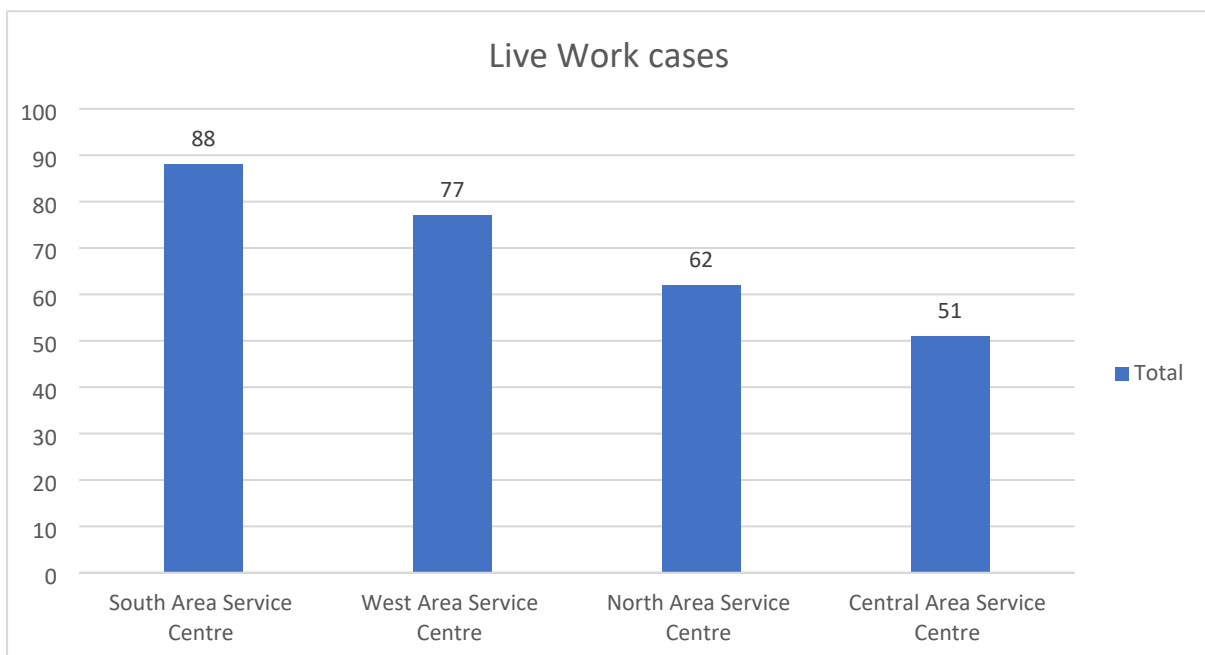


Currently the team have **338** live cases to visit, and additional surveying resource has been allocated to work on the back log from the 17 April 2023. This includes 3 additional surveyors being moved from the area patches to have a dedicated North, South, West, Central resource.

In addition to the above 5 dedicated Decorators and Mould and Damp operatives will commence work on the cases from the 19 April 2023.

Live work cases from reported Mould and Damp

Of the **452** cases of report mould in the homes we have visited **278** jobs have been raised with the majority of cases being minor mould washes and the remaining cases decoration requests from residents asking for water staining or whole rooms to be painted from a previous leak with no traces of mould or damp in the home.



The remaining cases (**338** live cases) are being booked in now with **100** appointment slots available from week commencing the 17 April 2023.

From the 24 April 2023 – the service will aim to deliver **142** mould and damp washes each week with the additional resource dropping back into decoration works as a secondary trade moving forward.

Monday	Tuesday	Wednesday	Thursday	Friday	Sub Total
5	5	5	5	5	25
5	5	5	5	5	25
4	4	5	5	5	23
4	4	5	5	5	23
4	4	5	5	5	23
4	4	5	5	5	23

142

GP referrals

- Over the past 3 months we have had 3 GP referrals to the team and those visits and works have been prioritised and closed off.

2.6 Rent Support Fund

In March the Council launched the Rent Support Fund to help social housing tenants struggling with rent payments during the cost-of-living crisis. We have set aside the sum of £1m to support our tenants. Created specifically to help those in financial difficulty, the money will be used to cover some or all the rent increases for households who are not entitled to Universal Credit or Housing Benefit. Tenants who are eligible for full or partial benefits will receive the full rebate in their Housing Benefit or Universal Credit payments.

Over the upcoming weeks we will be releasing information via video on our Rent Support page on the Council's main website on how to apply to the fund in five languages, Arabic, Bengali, Kurdish, Portuguese, and Spanish. In addition to this, we will be contacting our residents who need support by text, phone, letters, and house calls. We will also be reaching out to faith networks, libraries, and schools.

2.7 Additional Estate Offices

Work continues to progress at pace on adding additional estate offices across the borough. With Bruckner Street (Queen's Park Ward) now confirmed, our next suitable site North Paddington Hall Place (Little Venice Ward) will be undergoing survey work, and having a new reception space put in. As this work is ongoing along side the Cross-Cabinet Community Hubs Programme, the Committee will receive updates when appropriate and available.



City of Westminster

Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date: 19 April 2023

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 2 March 2023:**
 - 02/03/2023 - Community Municipal Investment
 - 08/03/2023 - Service Change in Regeneration and Development
 - 14/03/2023 - Balmoral Castle and Darwin House - Approval of the Full Business Case and the Appointment of the Main Contractor to Deliver Phases 2,3 and 4
- 2. The following report includes my priorities and delivery progress to date.**

2.1 Climate Action

2.2 Sustainable City Charter (SCC) Update

Over 60 participants are now in the process of signing up to the SCC with 21 full Charter participants and a further 50 expressions of interest. We are pleased to say we have several key partners signed up including the Portman Estate, Axis Europe Plc, The Royal Opera House, Landsec, Imperial College Healthcare NHS Trust, London School of Economics and Political Science (LSE) and Shaftesbury. A case study of the Charter has been accepted by UK100 and will feature in their monthly newsletter in April 2023. Further information on the Charter as well as a complete list of full participants can be found online on the Council's website following the link attached: <https://www.westminster.gov.uk/tackling-climate-change-westminster/business-climate-action/sustainable-city-charter/current-participants>

2.3 Westminster Green Investment 2028

In partnership with *Abundance*, the first round of the Westminster Green Investment 2028 (also known as the Green Bond) launched on 13 March and funded the full £1 million pound target in just 10 days officially closing on 23 March. 484 investors participated in this round of funding aimed to support a variety of green initiatives within Westminster. The money will be used for various projects such as glazing upgrades, heat pump technology, installation of solar PV and draught proofing. Further details on specific projects to be funded will be released in due course.

2.4 Greening Westminster Programme

Formerly known as the Open Spaces, Greener Places Programme (OSGP), Greening Westminster is an annual grant funding programme designed to improve and increase Westminster's green infrastructure and open spaces. The Greening Westminster fund is open to various applicants, such as Community groups, Neighbourhood Forums and Business Improvements Districts, and internal council departments. Every applicant will be asked to submit an expression of interest form to help determine which of the following categories they fall into, either Greening *Westminster Communities* or *Greening Westminster Professionals*.

Grants are awarded based on criteria shaped by our Climate Action Plan and the Fairer Westminster Strategy meaning proposals will be selected based on their contribution to the environment as well as people and communities. For this round of funding, expressions of interest must be received by 28 April 2023 and full applications received by 2 May 2023. More information can be found via the link below <https://www.westminster.gov.uk/place-shaping/greening-westminster>.

2.4. Biodiversity Update – Wild West End Partnership

The Council is now a Strategic Partner of the *Wild West End* (WWE) an organization with an ambition to create a network of green infrastructure through London's West End, to enhance biodiversity, and improve the local environment for residents, workers and visitors.

Together with our partners we will begin to green parts of the urban environment (including roofs, walls, and parts of the public realm) to create more wildlife friendly features and habitats, opportunities for small-scale food growing, and community gardening that are appropriate to the function and form of the West End Estates. Along with Councillor Dimoldenberg and officers, I will be attending future meetings to review the progress of creating a green network, share good practise / lessons learnt, and review opportunities for collaboration among stakeholders.

2.5. Climate Assembly Update

Our chosen supplier Involve has been onboarded and an inception meeting with officers from the Climate Emergency, Communities and Comms teams took place on 27th March. Prior to inception, Cabinet members inputted on potential Assembly themes.

We are working with Involve to finalise the Assembly remit wording. The Sortition Foundation will begin recruiting participants through May, to be onboarded in early June. We are aiming to commence Assembly sessions on the 24/25th June.

2.6 Green Doctors Update

In 2022/23 (as of end of March), the Green Doctors service has delivered energy advice and support to a total of 189 Westminster residents (91 home visits, 98 telephone consultations). Appointments can be booked online or over the telephone. Over 600 free energy saving measures have been installed to participating households, providing an average saving of

circa £250 per household. This has been funded through a combination of internal (public health grant, carbon offset funding) and external (GLA Warm Homes Advice Service grant funding) sources.

Promotion of the service have been delivered via a range of supporting communications activity and outreach, including:

- WCC website, the Cost-of-Living Hub and the Active Westminster website.
- Information has been included in the cost-of-living training sessions delivered to front line officers, including housing management.
- Public Health Community Champions have been notified of the schemes.
- Green Doctors have attended Housing advice sessions.
- Leaflets and posters have been distributed to WCC-managed community hubs (all 20 community halls, family hubs, leisure centres and libraries).
- Council social channels and newsletters, with further information planned from 1 April following the Government's Energy Price Guarantee change.
- Two videos for social media are being filmed with Green Doctors as part of the ongoing Cost-of-Living campaign.
- Stalls have been held at a range of outreach events:
 - Queens Park Community Winter Fair 10/12/22
 - Westminster Together forum 23/11/22.
 - Fairer Westminster resident event on 21/03/23.
 - Cost-of-living workshops at Queens Park and Paddington Libraries (07/03/22 and 14/03/22).

Further outreach opportunities are being explored, including:

- Green Live Learning Lab event
- Joint Green Live Learning Lab stall with WAES at the Westbourne Festival
- Grand Junction Spring Festival
- 3 x Housing monthly workshops

3. Regeneration

3.1. Updates to the Truly Affordable Housing Strategy

3.1.1 Westminster Builds – Registered Provider Status

On the 27th of March, the Shareholder Committee considered a paper which set out that the Council has provisionally secured £11.3m of GLA grant to fund the construction of intermediate rent homes. These homes are currently intended to be acquired by Westminster Builds; however, the terms of the grant require the homes to be held by a Registered Provider and, currently, Westminster Builds is not a Registered Provider. RPs are defined as organisations that are run independently from councils as the main developers of new homes in the social housing sector who provide housing for people.

The Westminster Builds' Board has therefore resolved to incorporate a new company as a Registered Provider in its group to retain the flexibility of the current approach, meet the terms of the grant funding and provide the Council with the option to purchase and retain ownership of the intermediate housing when complete. As required under the Articles of Association, the Board requires approval of the shareholder to incorporate a new company. The establishment of any new company is a retained responsibility of the Cabinet and is not delegated to the Shareholder Committee to act on behalf of the Council. Accordingly the Committee resolved to recommend this decision to a future Cabinet meeting, and this is planned for 15 May 2023.

3.1.2 Working with the Greater London Authority (GLA)

We are pleased to confirm that we are on track to unlock an additional £60m in funding from the GLA following the successful residents' ballots on our two major regeneration schemes at Church Street and Ebury Bridge. This funding will enable us to deliver more high-quality affordable homes in line with the Truly Affordable Housing Strategy.

3.2. Church Street Programme Update

Planning permission on our Church Street Regeneration Scheme was granted by the Council on 28th March for sites A, B, and C following the positive resident ballot that was undertaken in late 2022. These approved plans will ensure that all 228 existing homes for social rent will be reprovided as well as delivering an additional 156 social rent homes and 170 intermediate rent units. The regeneration scheme will also include an enhanced market infrastructure for Church Street Market, a new pedestrianised route, high quality green public spaces, and the creation of new jobs and training opportunities for the community. The planning application will now be referred to the GLA for Stage 2 approval.

3.4. Balmoral & Darwin House Update

In line with our Fairer Westminster Strategy officers undertook a review of the existing Darwin House and garages offering a sizable Community Supporting Housing (CSH) scheme and providing additional affordable housing units. With this review the Council has committed to providing the maximum possible affordable housing in the development, works will be phased to minimize disruption to residents, there will be a full replacement of all Council homes and the Council will keep residents at the heart of the development and design of the scheme.

Following the approval of the Full Business Case in mid-march, officers can now begin delivering the scheme which will take part in four phases: Phase 1 - demolition of the Balmoral Castle public house and 23 vacant garages, Phase 2 – delivery of 34 new homes - Community Supported Housing (CSH) (Block A), Phase 3 - the demolition of Darwin House and Phase 4 – delivery of 18 new homes – Affordable Intermediate Rent housing (Block B).

4. Renters

4.1 Minimum Energy Efficiency Standard (MEES)

Our new webpage dedicated to information on the MEES, including how to apply can be found here: <https://www.westminster.gov.uk/housing/private-sector-housing/landlords/landlord-energy-grant-scheme>. We currently have 16 properties which have been shortlisted and will be asked to apply but we hope that this number will continue to increase. Officers will now be writing to landlords of eligible properties and making use of existing landlord groups and networks to promote the scheme to reputable Westminster landlords.

We have already communicated with the London Landlord Accreditation Scheme, who distributed a letter on our behalf to their members and put an advert in their monthly newsletter. This went out earlier in March 2023. Officers will also be reaching out to Westminster's Landlords Forum, the National Residential Landlords Association, and the Green Doctors.



Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date:	27 th March 2023
Classification:	General Release
Title:	PDHU Decarbonisation and Renewal – Strategic Outline Case
Report of:	Debbie Jackson
Cabinet Member Portfolio	Cllr Matt Noble, Cllr Liza Begum, Cllr David Boothroyd
Wards Involved:	Pimlico North, Pimlico South
Policy Context:	Fairer Housing/ Fairer Environment
Report Author and Contact Details:	Chris Spicer, Programme Manager cspicer@westminster.gov.uk

1. Executive Summary

This briefing note provides a summary of the Strategic Outline Case (SOC) as presented to Capital Review Group on 17th January 2023. The SOC sets out the rationale for significant investment in Pimlico District Heat Undertaking (PDHU).

2. Key Matters for the Committee's Consideration

- Does the committee agree with the rationale for significant investment in PDHU?
- Does the committee agree with the recommended strategic options identified in the SOC?
- Does the committee agree with the proposed approach to resident consultation and engagement?

3. Background

Introduction to PDHU

Pimlico District Heat Undertaking (PDHU) is a district heat network which provides heating and hot water to 3,306 residential properties and more than 50 commercial properties ranging from schools, offices, a library and shops. This is split down into 3 main areas/estates as follows:

Estates	No of Dwellings	Detail
Abbots Manor	411	
Churchill Gardens	1619	<ul style="list-style-type: none">• Conservation area• Includes grade 2 listed buildings
Lillington and Longmoore	1156	<ul style="list-style-type: none">• Constructed 1960 – 1970• Conservation area• Includes grade 2 listed buildings

PDHU is supplied with heat from an Energy Centre which is located at the Pump House in Churchill Gardens Estate. The Energy Centre has 3 gas fired boilers which generates hot water, this is then pumped around approximately 5km of pipework.

PDHU is the oldest heat network in the United Kingdom, dating back to the 1950s. Its ageing distribution infrastructure is in urgent need of replacement and it is critically important that the network is renewed to maintain a secure supply to its residents.

Purpose of briefing note

The SOC sets out the rationale for significant investment in PDHU:

- **Network condition** – the existing PDHU network is over 50 years old. Due to its age, maintenance costs are increasing with £1.7m spent per annum repairing and maintaining the network. The number of leaks from the network is increasing every year, a growing problem as the pipework deteriorates. The potential for network failure will increase without investment.
- **Carbon emissions and net zero** – PDHU is currently powered by three 8MW natural gas boilers which emit 16k Tonnes of CO2 per annum, this equates to 39% of the Council's total carbon emissions in 2021/22. Investment in the network will significantly reduce emissions, a critical part of achieving the Council's net zero 2030 target.
- **Fuel costs and fuel poverty** – The recent energy price crisis has highlighted the importance of energy efficiency and energy security. Operating an efficient heat network will minimise the impact of energy price fluctuations and help to alleviate fuel poverty for vulnerable tenants

- **Improved network management** – The existing network currently has limited control, with a high level of losses due to its condition. This project will improve control through the installation of modern metering systems, resulting in users only being billed for the energy they use. Replacement of pipework will also lead to lower distribution losses, which are currently estimated at 30%.

Options Appraisal

A feasibility study has been carried out as part of the SOC, which includes a techno economic appraisal of the potential options for renewal of PDHU. A long list of options was reviewed, which was shortlisted in discussion with Cabinet Members.

A summary of the techno-economic appraisal for the shortlisted options is provided below:

Option	Estimated Capital Cost	Energy costs (40 year)	Opex/Repex cost (40 year)	2030 Carbon emission reduction (%)
Business As Usual	£133m	£140m	£95m	0%
1a – Retain PDHU and power by a river source heat pump (gas boiler back up)	£175m	£126m	£112m	74%
1b Retain PDHU and power by a river source heat pump (electric boiler back up)	£186m	£144m	£110m	76%
3a - Zone L&L and install electric boiler at Morgan House. Power PDHU by river source heat pump	£210m	£190m	£106m	68%
3b – Zone L&L and install electric boiler with heat pump using waste heat. Power PDHU by river source heat pump	£212m	£164m	£106m	72%
5 - Close down PDHU and install individual electric heating and immersion heated communal hot water	£182m	£351m	£34m	54%

The appraisal has identified that significant investment will be required to deliver the Councils strategic objectives. A heat pump led solution is currently the only option which will deliver a significant carbon reduction but this would need to be delivered alongside a widespread renewal of the existing heat distribution pipework and upgrade to the connected buildings thermal performance.

To advance the project to the next stage, a budget of £1.2m was approved by CRG to develop the Outline Business Case (OBC).

Outline Business Case

The SOC recommends that options 1A, 1B, 3A and 3B are taken forwards into the Outline Business Case (OBC). Option 5 has been discounted due to the high impact on resident energy bills and lower carbon emission reduction.

An additional option to further zone the network at Abbots Manor will be investigated – this will be an expansion of options 3A and 3B. This would effectively split the existing PDHU network into 3 separate communal heat networks.

Development of the OBC is now in progress with a focus on the following:

- Technical de-risking of the River Source Heat Pump to include engagement with Port of London and Environment Agency
- Identify and review delivery options including approach to phasing the project (i.e commence pipework upgrades as a priority)
- Procurement of professional services including commercial consultants, financial modelling and engineering
- Commencement of resident and stakeholder engagement process

The Outline Business Case (OBC) is forecast to be finalised in January 2024 at which point a decision will be required on proceeding to the Full Business Case (FBC).

South Westminster Area Network (SWAN)

The Department for Energy Security and Net Zero (DESNZ) is developing an Outline Business Case for the large heat network across South Westminster, this would potentially link PDHU with the existing heat network at Whitehall and beyond. WCC Officers have been in discussion with the DESNZ about the project and this option will be considered in the OBC.

Project funding

The total estimated capital cost for the options that the business case proposes to develop is in the range of £175-212m. It is anticipated that this capital outlay would be spread over a period of 6-8 years, depending on the final option selected, delivery approach and scope of the project.

These figures are based on high level cost estimates at this stage and will be subject to development as part of the progress towards the OBC.

Sources of funding for the project will be reviewed during the OBC. Those being considered include a mix of grant funding, borrowing and leaseholder contributions.

Resident Impact and Engagement

The project is expected to have a significant impact on residents currently connected to PDHU and engagement with residents will be vital to delivering a successful project. The level of impact will vary depending on the final design and costs of the project but it is expected to include:

- A requirement to temporarily decant properties where the renewal work does not allow the residents to stay in occupation. This may include compulsory decant to allow heat to continue to be supplied
- Interruption to heat supply during upgrade work and provision of temporary heating
- Removal of existing fittings and fixtures (e.g bathrooms) to access pipework
- Potential requirement for section 20 consultation with leaseholders depending on the agreed approach to funding the project

An initial resident engagement and communication plan has been developed and is provided in the appendices. This will be led by a full time PDHU engagement lead which is expected to be in post by June 2023.

Project Governance and Next Steps

A monthly Project Board has been set up to provide governance and decision making for the project. The main next steps for the project are:

- Finalise and implement resident engagement strategy to increase of PDHU and requirement for change
- Issue Tenders for consultancy support (technical, project management and commercial)
- Mobilise the design team and commence development of the OBC

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

APPENDICES:

- A – PDHU Strategic Outline Case – Decarbonisation and Renewal
- B – PDHU Comms and Engagement Plan

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Strategic Outline Case

Pimlico District Heat Undertaking (PDHU) – Decarbonisation Project

Version Control and Authorisation Sheet

Version Control

Version	Modification	Author	Date
0	Final Draft	Chris Spicer	11 th January 2023
1	Final	Chris Spicer	13 th January 2023

Reviewers

This document requires the following reviews.

Name	Title	Approved / Not Approved	Date	Version
Debbie Jackson	Exec Director – Growth, Planning and Housing	Approved	13 th January 2023	1
Neil Wightman	Director of Housing	Approved	13 th January 2023	1

Approvals

This document requires the following approvals

Name	Title	Signature	Date	Version
Andrew Ogalo	Internal Legal Team			
Ryan Giles	Procurement Team			
Luke Chiverton	Finance			

Internal Project Team

Project Name	PDHU Decarbonisation
Senior Responsible Officer	Debbie Jackson
Programme Manager	Chris Spicer
Internal Legal Team	Andrew Ogalo
Head of Commercial	Ryan Giles
Finance Team	Luke Chiverton

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- 1 Strategic Case**
- 2 Economic Case**
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- 4 Commercial Case**
- 5 Management Case**
- 6 Programme**
- 7 Appendices**

0. EXECUTIVE SUMMARY

Decisions Required

1. To approve the Strategic Outline Case for the decarbonisation and refurbishment of the Pimlico District Heat Undertaking (PDHU) on the basis that there is a strategic need for change.
2. Approve the following decarbonisation options to proceed to Outline Business Case (OBC):
 - a. Option 1A – refurbish the existing PDHU network and install a 7.5MW River Source Heat Pump at the Churchill Gardens energy centre, with gas boilers for peak demand
 - b. Option 1B - refurbish the existing PDHU network and install a 7.5MW River Source Heat Pump at the Churchill Gardens energy centre, with an electric boiler for peak demand
 - c. Option 3A – Zone Lillington and Longmoore estate and install a separate electric boiler. Refurbish the remaining PDHU network and install a 5MW River Source Heat Pump at the Churchill Gardens energy centre, with an electric boiler for peak demand
 - d. Options 3B – Zone Lillington and Longmoore estate and install an electric boiler supported by a waste heat pump from TFL ventilation shaft. Refurbish the remaining PDHU network and install a 5MW River Source Heat Pump at the Churchill Gardens energy centre, with an electric boiler for peak demand
3. Approve a budget of £1.2m for development of the Outline Business Case, to include technical, commercial, legal and procurement support. Grant funding to be applied for up to £500k of this expenditure

1. Strategic Case

1.1 Strategic Context

This Strategic Outline Case outlines the rationale for significant investment in the Pimlico District Heat Undertaking (PDHU). PDHU is a critically important asset for Westminster City Council. The heat network delivers heating and hot water to 3,300 homes, 50 commercial units and schools and has a significant economic, environment and political impact.

There are a number of strategic reasons for investing in PDHU:

- **Network condition** – the existing PDHU network is over 50 years old. Due to its age, maintenance costs are increasing and WCC spend £1.97m per annum maintaining and repairing the network, with a further £1.7m on in flat repairs related to PDHU. The number of leaks from the network is increasing every year, a growing problem as the pipework deteriorates. The potential for network failure will increase without investment.
- **Carbon emissions and net zero** – PDHU is currently powered by three 8MW natural gas boilers which emit 16k Tonnes of CO₂ per annum, this equates to 39% of the Council's total carbon emissions in 2021/22. Investment in the network will significantly reduce emissions, a critical part of achieving the Council's net zero 2030 target.
- **Fuel costs and fuel poverty** – The recent energy price crisis has highlighted the importance of energy efficiency and energy security. Operating an efficient heat network will minimise the impact of energy price fluctuations and help to alleviate fuel poverty for vulnerable tenants
- **Improved network management** – The existing network currently has limited control, with a high level of losses due to its condition. This project will improve control through the installation of modern metering systems, resulting in users only being billed for the energy they use. Replacement of pipework will also lead to lower distribution losses, which are currently estimated at 30%.

1.1.1 Local Strategy

Westminster City Council

The new 'Fairer Westminster' strategy highlights the Council's ambition to take action on climate change with the aim of becoming a net zero Council by 2030. PDHU accounts for over a third of the Council's direct emissions making it a key focus area for emission reduction.

Greater London Authority

The Mayor of London (GLA) ambition is for London to be a zero-carbon city by 2050. Generating energy locally is more efficient and helps to cut London's carbon emissions. To drive this aim the GLA launched the Decentralised Energy Enabling Programme (DEEP) which provides public sector intervention and support to larger-scale decentralised energy (DE) projects in London

South Westminster Area Network (SWAN)

The SWAN project is an ambitious proposal which includes creating a large district heat network, linking up the existing heat networks at Whitehall and Pimlico and creating a low carbon network across Westminster. When complete, this would run from Aldwych, through Whitehall into PDHU.

As a key stakeholder in the project, WCC has been in discussions with BEIS regarding development of the project.

The main attributes are:

- Public-Public partnership providing a key contribution to National targets to achieve net zero commitments
- An area wide energy network supplying solely low carbon energy to 500+ customer buildings
- Harness energy from local waste and ambient sources that are inaccessible at a smaller scale
- Capable of producing zero carbon heat, with an estimated saving of 75,000 tonnes of CO₂ per year
- Allow building owners and operators to meet their carbon reduction goals at a low cost
- Not a replacement for the investment required in PDHU but significantly funding part of that requirement
- Unlocks wider carbon targets across wider areas of the City, through future network expansion

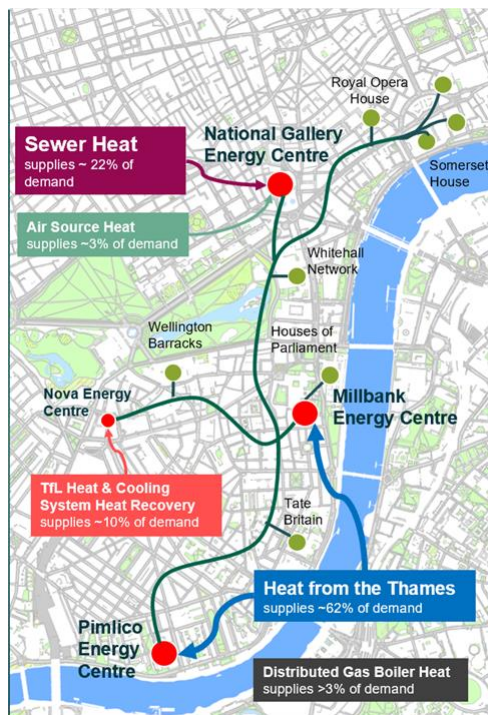


Figure 1 - Proposed Strategic SWAN Network Map

1.1.2 National Policy

Heat networks are a key feature in the UK Government's drive to net zero. The Government aims for heat networks to expand to serve 20% of UK households by 2050, up from around 2% in 2020, as part of its plans to bring heat and buildings to net-zero emissions. The Heat and Buildings Strategy aims to 'accelerate growth of the low-carbon heat network market' through a £338m Heat Network Transformation Programme which include initiatives such as the Green Heat Network Fund (GHNF) and the Heat Network Investment Project (HNIP).

Due to the increasing number of consumers connected to heat networks, OFGEM have recently been appointed by the UK Government 'to provide support and protection to consumers from volatile market changes through regulation'. The appointment of OFGEM is important for PDHU as it is expected that there will be a growing amount of regulation in the coming years.

In 2020, the Energy White Paper committed to implementing heat network zoning by 2025. This commitment was reiterated in October 2021 in both the Heat and Building Strategy and the Net Zero Strategy. Within a heat network zone, specific buildings will be required to connect to a heat network within a certain timeframe, unless exempt. A building may be exempt if low-carbon heating systems have already been installed or the costs of connection to the heat network are prohibitive.

1.1.3 Project Objectives

Investment in PDHU has the following objectives:

- Reduction of carbon emissions – PDHU currently accounts for 39% of WCC's scope 1 and 2 emissions therefore is a priority for improvement
- Reduce maintenance costs – The existing PDHU network is reaching the end of its useful life and maintenance costs are increasing, upgrading the network will lower annual opex costs for WCC
- Improve customer experience – Due to its condition, there is an increasing number of leaks across the network which impact on residents. Upgrading the network will improve its condition and significantly reduce the number of leaks
- Improve energy control and management – the project will seek to install a modern energy system with improved control. This will reduce energy waste and minimise ongoing energy costs
- Modernise PDHU for the 21st century – the project will include the installation of regulatory compliant metering which will allow comprehensive monitoring of the system in real time

1.1.4 Project Scope

The scope of the project is wide reaching and ambitious. It is expected to cover the following headline areas:

- **Removal of fossil fuel boilers** – to be replaced by electric heat pumps, electric boilers or direct electric heating, depending on the preferred option. This is considered critical in reducing carbon emissions from the network and a key component of the WCC net zero strategy
- **Repurposing of existing Churchill Gardens energy centre and thermal storage overhaul** - only applies to options where the PDHU network is retained

- **Upgrade to the network pipework** – Replacement or decommissioning of the PDHU pipework which currently transfers hot water from the energy centre to the properties. In many areas the existing pipework has reached the end of its useful life and the incidence rate for leaks is increasing
- **Installation of river source heat pump** – Construction of a new river offtake structure on the River Thames to house a pump – options 1 & 3 only
- **Electrical upgrades** – Upgrades to the electrical infrastructure to accommodate the increased electricity demand from heat pumps, electric boilers or direct electric heating
- **Metering** – Installation of energy metering across the network to comply with the Metering and Billing regulations. This will allow improved energy management and PDHU users will only pay for energy they use

1.2 Spending Objectives

Spending Objective	Strategic Objective	Output	Measurement	Deadline / Timing
Reduce carbon emissions from PDHU	Fairer Environment, Fairer Housing	Reduced carbon emissions	PDHU CO2 Emissions per annum	2030
Reduce leak incidence from PDHU	Fairer Housing	Reduced rate of leak incidence within housing	No of leaks per annum	2026
Improvement energy management across PDHU	Fairer Environment, Fairer Housing	Reduced energy losses and residents only pay for the energy they use	No of meters installed % energy losses across the network	2030
Improved resident experience of PDHU	Fairer Housing	Improved survey results for resident satisfaction	% of residents with a good experience of PDHU	2030

1.3 Existing Arrangements

The PDHU is the UK's oldest heat network and was designed to connect and utilise the excess heat created from Battersea Power Station as part of the Abercrombie Plan for Churchill Gardens estate design by architects Powell and Moya in 1946. The building is Grade II Listed and situated within Churchill Gardens Estate conservation area.



Figure 2 - Aerial view of PDHU Pump House and accumulator tower

PDHU currently supplies 3,306 residential properties and more than 50 commercial properties ranging from schools, offices, a library and shops. The majority of demand is from 3 main housing estates:

Estates	No of Dwellings	Detail
Abbots Manor	411	
Churchill Gardens	1619	<ul style="list-style-type: none"> • Conservation area • Includes grade 2 listed buildings
Lillington and Longmoore	1156	<ul style="list-style-type: none"> • Constructed 1960 – 1970 • Conservation area • Includes grade 2 listed buildings

The PDHU is supplied with heat from an Energy Centre which is located at the Pump House at Churchill Gardens Estate. The Energy Centre has 3 gas fired hot water boilers each rated at 8 MWth, together with 2 No. gas fired combined heat & power (CHP) engines each of which has an output of 1.55 MWe and 1.5 MWth, these CHP engines are not currently operational. Heat from the Energy Centre is pumped via a series of circulating pumps located within the Energy Centre.

The site's electrical grid connections are via a UKPN ring main unit housed within a secure roofed enclosure within the PDHU demise. A high voltage radial connects the site services 500kW HV/LV transformer (import use) and 2 further 2000kW HV/LV transformers (export from each of the CHP units). These three transformers are located in adjacent open-air compounds at the southern end of the PDHU site.

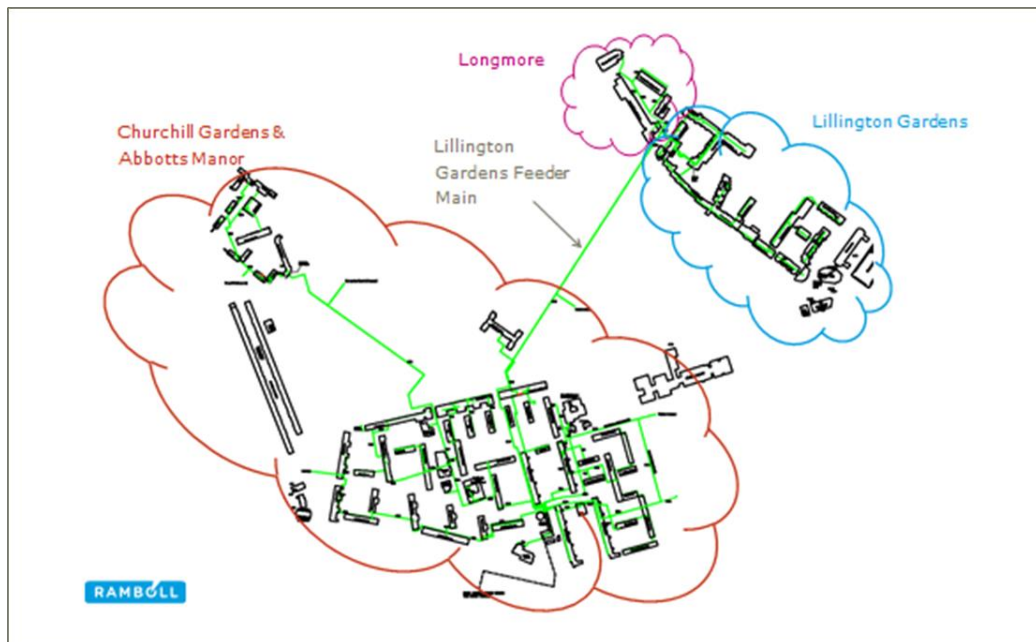


Figure 3 - PDHU Network Diagram

1.4 Benefits

Renewal of PDHU will provide a number of benefits to WCC and users of the network:

- **Carbon emission savings** – PDHU currently accounts for 39% of WCC’s scope 1 and 2 emissions. Replacing the existing gas boilers with the options presented in this paper is expected to reduce carbon emission 55% - 80% by 2030, with the achieved % reduction dependent on the final solution and decarbonisation of the electricity grid
- **Reduce maintenance costs** – The existing PDHU network is reaching the end of its useful life and maintenance costs are increasing, upgrading the network will lower annual operational and maintenance costs for WCC.
- **Improve resident experience** – Due to its condition, there is an increasing number of leaks across the network impacting on residents. Upgrading the network will improve its condition and significantly reduce the number of leaks. It also significantly reduces the risk of major network failure in the future
- **Improve energy control and management** – the project will install a modern energy system with improved control. This will reduce energy waste and minimise ongoing energy costs
- **Modernise PDHU for the 21st century** – the project will include the installation of regulatory compliant metering which will allow comprehensive monitoring of the system in real time

1.5 Risks

The table below shows the top red rated risks for the project at this stage, a full risk register is provided in the appendices. Proposed mitigation measures are also provided, following a risk workshop with the project team.

Risk Items	RAG	Mitigation	Post Mitigation RAG
Delays due to requirement for consultation with tenants/leaseholders	Red	<ol style="list-style-type: none"> 1. Start consultation process as early as possible 2. Obtain legal advice on consultation process 3. Stakeholder engagement manager appointed - consultation started early 2023 	Yellow
Planning permission for work at Churchill/Lillington is not granted e.g external risers, fabric improvements	Red	<ol style="list-style-type: none"> 1. Engineering study to identify pipework routing options has been completed with support from Architect 2. Early engagement with planners to gain feedback on proposed routing 3. Develop planning strategy - including making pre-apps during OBC process 	Yellow
External factors i.e Potential benefits from joining SWAN cause delay on decision making for PDHU	Red	<ol style="list-style-type: none"> 1. Early engagement with SWAN partners 2. Prioritise discussions with BEIS to determine preferred route as early as possible 	Yellow
Building safety act and building control - fire safety - secondary legislation approaching which could increase cost through required upgrades to the connected buildings	Red	<ol style="list-style-type: none"> 1. Appoint health and safety lead during OBC stage 2. Appoint specialist fire engineering consultants to review impact 	Yellow
Community liason - delay to the decarbonisation project due to impact on residents e.g decanting	Red	<ol style="list-style-type: none"> 1. Appoint a stakeholder engagement lead 	Red
Construction programme risk associated with electrical infrastructure upgrade.	Red	<ol style="list-style-type: none"> 1. Early application to UKPN has been made to identify estimate upgrade costs 2. Plan upgrades required during OBC stage 	Green
Decant of residents and risk to programme	Red	<ol style="list-style-type: none"> 1. Development of robust decant strategy 2. Consultation and engagement strategy to be developed 	Red
Cost of construction - uncertainty due to number of uncertainties across the different options and early stage of current design	Red	<ol style="list-style-type: none"> 1. A risk premium of 20% has been included in the cost estimates 2. Consultants have reviewed the areas of high risk to manage the level of cost risk where possible e.g electrical surveys 3. OBC to develop level of design further to 	Red

		manage risk 4. Use 2 stage design and build contract to design out risk	
Energy prices change significantly impacting on techno economic model e.g electricity prices increase more than gas prices		1. Undertake sensitivity analysis during techno- economic modelling	
Difficulty and cost of replacement underground pipework - 100% replacement is likely required due to condition		1. Condition surveys of pipework where possible 2. Prioritise replacement where most urgent	
Cost of electrical infrastructure upgrade - uncertainty due to early stage of design		1. Initial applications with UKPN to understand grid capacity and constraints 2. Survey existing electrical infrastructure to identify areas of concern and requirement for upgrades	
Replacement of existing distribution pipework in buildings and in flats is not possible due to accessibility		1. Undertake significant survey work to identify existing routing and options for upgrade 2. Design risk/cost passed to contractor	
Service continuity to residents during construction e.g temporary heating		1. Identify temporary heating options as part of OBC	
Impact of lowering building heating system temperatures on thermal comfort levels impacts ability to run scheme efficiently or with sufficiently decarbonised heat levels. This risk particularly important for sheltered blocks or for elderly/vulnerable residents.		1. Increase thermal insulation programme 2. Model impact of higher flow temperatures as part of OBC Techno Economic analysis 3. Legal discussion - obligation on leaseholders to improve insulation	
Heat Pump Scheme does not achieve the modelled COP / SEER leading to high electricity consumption		1. Undertaken sensitivity analysis of different COP levels and impact on techno economic performance 2. Pass performance risk to contractor/operator as part of tender process	

Asbestos - presence of asbestos within buildings delays installation programme		<ol style="list-style-type: none"> 1. Review asbestos register 2. Instruct R&D surveys to identify areas of risk 3. Build asbestos removal costs into programme and cost estimates 	
Decant - residents will need to be decanted to deliver upgrade work potentially leading to construction delays		<ol style="list-style-type: none"> 1. Develop decant strategy as part of design stage 	
Offtake structure - uncertainty on what is underground		<ol style="list-style-type: none"> 1. Carry out ground radar surveys 	
Issues with delivery of building insulation programme, leading to lower u values and higher flow temperatures		<ol style="list-style-type: none"> 1. Accelerate insulation programme where possible 2. Model impact of lower U values on performance of network 	

1.6 Site Constraints

The PDHU upgrade project faces a number of significant constraints. Overcoming these will require extensive planning and consultation along with innovative engineering solutions. The main constraints for the project are outlined below:

Network pipework replacement (applies to all options where heat network is retained)

To transfer heat from the energy centre to the end user, heat networks require extensive pipework and associated services. These are commonly placed into three categories:

- primary heat network systems – these are the large diameter distribution pipes which run from the energy centre to the building
- secondary heat network systems – the pipework within the communal spaces of a building.
- tertiary systems – the pipework within a dwelling connecting to radiators

Replacing and upgrading the pipework across the network is a significant constraint due to the disruption it will cause both to residents and local road users, the secondary and tertiary pipework in particular is often located in areas with restricted access e.g within concrete screed or behind in flat bathrooms. The key considerations are summarised below:

Pipework type	Constraint
Primary pipework (underground from energy centre to blocks)	Requirement for road closures Parking suspensions Disruption to heat provision Disruption to local residents
Secondary pipework (pipework within communal areas)	Requirement to decant residents Asbestos within buildings Lack of detail on pipework routes Grade 2 listed buildings

Tertiary pipework (pipework within dwellings)	Requirement to decant residents Impact on internal fixtures and fittings e.g kitchens, radiators Asbestos within buildings
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An analysis of the options for routing the secondary and tertiary pipework has been developed as part of the feasibility study. This identifies potential pipework solutions for each building archetype. The proposed next steps for to develop the proposed solution are:

- Identify the lowest risk approach to upgrading and installing external risers (Planning Consultant/Architect).
- Develop outline design proposals for external risers accordingly, sequentially or simultaneously. This workstream should combine Building Services and Planning Consultant/Architect disciplines.
- Carry out an options appraisal to determine the most appropriate hydraulic arrangement for replacement of distribution pipework, risers and laterals. This should consider the identified opportunities and constraints on an archetype-by-archetype basis as well as the impact to the distribution network as a whole. Included in this should be consideration of the impact on heat pump efficiency and possible future connection to SWAN.

Electrical Grid Capacity

Movement away from natural gas for heating will significantly increase electrical consumption, this applies to all options. There are expected to be significant upgrades required to electricity supply infrastructure to increase the electrical capacity. The project team have made initial enquiries with the network operator UKPN to assess the likely work required, the output of which is summarised below:

Option	Location	Import Cap	Budget costs (£)	Residual Risk	Remarks
1a	Churchill Gardens	3.6 MVA	1,010,000	Low	Replaces existing CHP supply
5	Abbot's Manor	3.206 MVA	1,030,000	High	Requires additional space in car park
3 a/b	Morgan House (Lillington & Longmoore)	9.6 MVA	5,400,000	Medium	Requires additional space in car parks
5	Lillington & Longmoore Gardens	8.249 MVA	5,400,000	Medium	Requires additional space in car parks
3 a/b	Churchill Gardens	12.167 MVA	8,600,000	High	Requires additional space for substation
1b	Churchill Gardens	13.2 MVA	8,600,000	High	Requires additional space for substation
5	Churchill Gardens	16.616 MVA	8,600,000	Medium	Utilising existing space for substation

In summary, the greater the electrical demand for each option the higher the capital costs and complexity. The highest capital costs are associated with option 5 (direct electric heating) as upgrades will be required at all estates. Option 1a has the lowest capital costs as only a small upgrade to the existing supply is required, with peak demand picked up by gas boilers.

These constraints will be reviewed in further detail in the OBC.

Heat Pump Installation

The option to install a River Source Heat Pump will require extensive consultation with the Port of London Authority and Environment Agency. A specialist maritime engineering consultant with experience in delivery of heat pumps has undertaken some initial investigations and feasibility (report included in the appendix), with the following key next steps at the Outline Business Case Stage:

- Modelling of thermal plume from the River Source Heat Pump offtake structure
- Review of historical tidal data
- Initial discussions with planning authorities, Port of London Authority and Environment Agency
- Additional dispersion modelling to show temperature impact on Rivers

1.7 Project Dependencies

Dependency	Detail
Port of London Authority permission	Any option taken forwards requiring installation of a heat pump in the River Thames will require approval from PLA. A programme of consultation with appropriate evidence will need to be developed during the Outline Business Case.
Planning permission	All solutions are expected to require planning permission due to the impact on the building fabric of the estate. The solution is likely to require new external risers and architectural advice has been taken to assess the risk along with potential solutions.
Building fabric improvement	To operate effective and efficiently, the current programme of building insulation should be accelerated. This will minimise energy demand within the dwellings leading to lower energy costs. It is particularly important if the heat pump option is selected due to the lower water temperatures.
Resident consultation	The project may require residents to decant dwellings to replace pipework or install new radiators. This will require a full decant strategy to be developed and extensive consultation with the residents in advance.
Electrical grid capacity	Switching to an electric solution will increase demand on the local power grid, this may require significant upgrades to allow installation of the new technology. Initial enquiries have been made with the National Grid to assess what upgrades will be required and are summarised above.
Funding and affordability	A significant level of investment is required in all options. Potential sources of funding have been reviewed and will need to be confirmed during the Outline Business Case (OBC) and Final Business Case (FBC). This will include consideration of the impact on the Housing Revenue Account and charges to lessees.

1.8 Strategic Case Conclusion

PDHU is an important asset for the Council but requires significant investment to improve its condition, maximise efficiency and reduce carbon emissions. Without investment across the network, it is anticipated that the condition will continue to deteriorate, resulting in a requirement for increasing capital investment and a negative impact on residents due to leaks, major network outages and high levels of reactive maintenance.

In addition, the existing network is currently supplied by natural gas boilers, which produce over a third of WCC's annual carbon emissions. Without investment, it will not be possible to reduce carbon emissions and reach the 2030 net zero target.

Investment in the network provides a number of strategic benefits:

- **Carbon emission savings** – Replacing the existing gas boilers with an electric alternative is expected to deliver significant carbon emission savings by 2030
- **Reduce maintenance costs** – The existing PDHU network is reaching the end of its useful life and maintenance costs are increasing, upgrading the network will lower annual opex costs for WCC.
- **Improve resident experience** – Due to its condition, there is an increasing amount of leaks across the network which impact on residents. Upgrading the network will improve its condition and significantly reduce the number of leaks. It also significantly reduces the risk of major network failure in the future
- **Improve energy control and management** – the project will install a modern energy system with improved control. This will reduce energy waste and minimise ongoing energy costs
- **Modernise PDHU for the 21st century** – the project will include the installation of regulatory compliant metering which will allow comprehensive monitoring of the system in real time
- **Future proof the network for SWAN** – The SWAN project is a significant infrastructure project planned by Central Government. If this option is pursued in future, the existing secondary and tertiary network will need to be upgraded to maximise the benefits from connecting to a low carbon heat network

A range of potential decarbonisation options have been considered, each of which faces a number of constraints and dependencies. The aim of this analysis was to compare how the options deliver against WCC's strategic objectives and identify which ones to take forwards to Outline Business Case. The results of this analysis are presented below.

2. Economic Case

2.1 Critical Success Factors

Strategic Fit	Does the project meet with the defined strategic and spending objectives, and does it fit with wider Council Strategies?
Net zero targets	Does the project achieve a significant carbon emission reduction in line with the Councils net zero target?
Deliverable	Is the project likely to be deliverable either through existing resources or supplier arrangements or through new mechanisms created by the project?
Affordable	Is the project affordable in terms of either the funding streams currently available to the Council or proposed funding streams accessed through the project?
Market Capability / Capacity	Does the project match with the capability of known and available suppliers and are they likely to be interested in delivering the project?
Value for money	Does the project maximise return on the required spend in terms of economy, efficiency and effectiveness?

2.2 Options Appraisal

2.2.1 Scoping Options

The table below compares the different scope options for delivering the project. These options are focused on delivering a decarbonised solution. The technical options are covered in the options appraisal summarised below:

Option	Business as Usual	Option 1	Option 2	Option 4
Description	Retain gas boiler	Decarbonise heat supply only	Decarbonise heat supply and upgrade the network	Decommission heat network
Spending Objective				
Reduce carbon emissions from PDHU				
Improved resident experience of PDHU				

Reduce leak incidence from PDHU				
Improve energy management across PDHU				
Critical Success Factors				
Strategic Fit				
Net zero targets				
Deliverability				
Affordability				
Supply Side Capacity / Capability				
Value for money				
Conclusions	Discounted	Discounted	Include in OBC	Discounted

2.2.2 Delivery Options

The potential delivery options for the project are covered in section 4 of this business case. The early stage of the project means that these options have not been compared in detail, although a full review will be carried out during the Outline Business Case.

2.2.3 Long List of Options

There have been a number of options considered during the scoping exercise. A full options presentation is provided in the appendices which was presented to Councillors for discussion and steer. A full list of options considered is as follows:

Options	Shortlisted	Rationale
Option 1a – River Source Heat Pump with gas boiler back up	Yes	Provides high carbon savings and lower impact on fuel bills for PDHU users
Option 1b – River Source Heat Pump with electric boiler back up	Yes	Provides high carbon savings and lower impact on fuel bills for PDHU users. Electric boiler for back up offers the potential for fully decarbonised solution
Option 2 – Electric Boiler	No	Discounted due to high impact on energy bills due to lower efficiency
Option 3a – Zone Lillington and Longmoore with electric boiler. Retain the remaining PDHU and install a RSHP with electric boiler.	Yes	As per options 1A/1B but with reduced requirement for disruption to local roads from underground pipework replacement. Offers the potential to fast track pipework upgrades to Lillington and Longmoore.

Option 3b – Zone Lillington and Longmoore with electric boiler and heat pump using waste heat. Retain the remaining PDHU and install a RSHP with electric boiler.	Yes	As per options 1A/1B but with reduced requirement for disruption to local roads from underground pipework replacement. Offers the potential to fast track pipework upgrades to Lillington and Longmoore and also explore a heat pump to increase efficiency.
Option 4 – Zone Lillington and Longmoore with direct electric heating. Retain the remaining PDHU and install a RSHP with electric boiler	No	Discounted due to high impact on fuels for Lillington and Longmoore residents.
Option 5 – Decommission PDHU and install direct electric heating	Yes	Included in shortlist as an alternative option to a heat pump solution
Option 6 – River Source Heat Pump with distributed Air Source Heat Pump	No	Discounted due to planning risk from installing roof mounted Air Source Heat Pumps across the network
Option 7 – Centralised ASHP	No	Discounted to space requirements at Pump House and potential noise impact on nearby residents
Option 8 – Decommission PDHU and install direct electric heating with ASHP for hot water	No	Discounted due to impact on fuel bills and planning impact for roof mounted ASHP.

2.3 Shortlisted Options

Option 1a
Installation of 7.5MW Centralized River Source Heat Pumps with Gas Boilers providing top up at the existing PDHU pump house
Option 1b
Installation of 7.5MW Centralized River Source Heat Pumps with Electric Boilers providing top up at the existing PDHU pump house
Option 3a
Install RSHP at existing energy centre with electric boilers for peak demand. Zone Lillington and Longmoore, to be supplied by electric boiler
Option 3b
Install RSHP at existing energy centre with electric boilers for peak demand. Zone Lillington and Longmoore, to be supplied by electric boiler and heat pump using TFL waste heat
Option 5
Decommission PDHU and install direct electric heating by storage heaters with hot water supplied by immersion coils

2.4 Feasibility Study of Shortlisted Options

See below

Option	Estimated Capital Cost	Energy costs (40 year)	Opex/Repex cost (40 year)	2030 Carbon emission reduction (%)	Constructi on Risk	Operational Risk	Reputation Risk	Net Zero Target	Disruption to residents	Timescale	
Business As Usual	£133m	£140m	£95m	0%							Discounted due to lack of emissions savings
1A – Retain PDHU and power by a river source heat pump (gas boiler back up)	£175m	£126m	£112m	74%							Take forwards to OBC
1B Retain PDHU and power by a river source heat pump (electric boiler back up)	£186m	£144m	£110m	76%							Take forwards to OBC
3A - Zone L&L and install electric boiler at Morgan House. Power PDHU by river source heat pump	£210m	£190m	£106m	68%							Take forwards to OBC
3B – Zone L&L and install electric boiler with heat pump using waste heat. Power PDHU by river source heat pump	£212m	£164m	£106m	72%							Take forwards to OBC
5 - Close down PDHU and install individual electric heating and immersion heated communal hot water	£182m	£351m	£34m	54%							Discounted to high energy costs and low carbon savings

The capital costs and scope for Options 1A, 1B, 3A and 3B presented above include for the upgrade of network distribution pipework, which is considered vital in delivering a decarbonised solution. This includes installation of new heating infrastructure within buildings and dwellings to replace the existing.

Option 5 would include decommissioning the existing pipework and installing new electrical infrastructure.

Capital cost estimates include the following where applicable:

- Installation of river source heat pump at Churchill Gardens Pump House
- Construction of new river offtake structure with pumping station
- Upgrade to electrical infrastructure to accommodate heat pump installation or direct electric heating
- Replacement of boiler #1 and #2 and flues
- Overhaul of thermal storage
- Phased replacement of primary distribution network (25% replacement allowance) with remaining 75% replacement over the next 25 years
- Replacement of block and dwelling level heating systems with new CP1 2020 compliant systems in Churchill Gardens, Lillington Gardens and Abbots Manor
- Installation of Metering and Billing Regulations compliant energy metering (heat meters for space heating and flow meters for domestic hot water)
- Installation of indirect block level substations in Churchill Gardens, Lillington Gardens and Abbots Manor (not required at Longmoore Gardens)
- Replacement of block and dwelling level domestic hot water systems with new CP1 2020 compliant systems in Churchill Gardens, Lillington Gardens and Abbots Manor
- Replacement with new of CP1 2020 compliant block and dwelling level combined domestic hot water systems and space heating systems in Longmoore Gardens, including upgrading HIUs
- 20% risk premium, client direct items 10% (including decant costs), fees 15%, inflation to 2026 15%, prelims 15%

Modelling assumptions

- BAU assumes that the network is upgraded under normal business due to life expiry of network
- Proposals set out in this document are broadly in line with RIBA stage 0/1 and associated CAPEX do not reflect developed designs based on detailed site investigations for each of the strategic options. Prior knowledge of the site is incorporated where available, and specifically for centralized options, where RIBA stage 2 design services are ongoing
- All strategic options investigated require compliance under the Metering and Billing Regulations
- All strategic options investigated are assumed to undergo fabric upgrades to improve thermal efficiency to dwellings in Churchill Gardens and Lillington Gardens (assumed not to be implemented at Longmoore Gardens and Abbots Manor). These costs are not accounted for in the modelling since these have been allocated under separate budgets within WCC. However, the reduction in customer demand is accounted for during energy modelling

- Building fabric improvements are assumed to be carried out from 2023 until 2030 for 70% of tenanted and 10% leaseholder units, as applicable. Similarly, primary and secondary network improvements are assumed to be carried out in the same period. These improvements will reduce space heating demand and heat losses for all strategies. These projected loads are used in techno-economic modelling
- Operation & maintenance costs are modelled for main heating equipment in the following way:
 - 5% of capital cost for heat pumps
 - 2% of capital cost for gas boilers, Electric/Electrode boilers, electric immersion heaters and electric storage heaters
- Other operations & maintenance costs are modelled annually based on 2018/19 fixed costs for PDHU
- Replacement costs are modelled for the main heating equipment assuming 100% of the capital cost and design lifetimes in line with CIBSE Guide M
- Primary heat network replacement allowance has been made as 25% of the capital value in year 1 and the remaining 75% during the project lifecycle
- Commercial electricity and gas tariffs are modelled based on April 2022 data. Residential electricity tariffs are modelled based on the current energy price cap applicable since October 2022. Energy price escalation has been accounted for using BEIS energy pricing forecasts
- Modelling of carbon emissions assumes long-run marginal consumption-based for commercial and public sector from BEIS Green Book Supplementary Guidance for centralized options and long run marginal consumption-based residential for electric only options (option 5)

2.5 Economic Case Conclusion

The techno economic options appraisal has identified that a significant investment will be required to deliver the Councils strategic objectives. A heat pump led solution is the only option which will deliver a significant carbon reduction but would need to be delivered alongside a widespread renewal of the existing heat distribution pipework and upgrade to the connected buildings thermal performance.

The appraisal identifies two main strategic options to take forwards into the Outline Business Case, with variations of each:

- Option 1A and 1B – Retain the existing PDHU network and install a 7.5MW River Source Heat Pump
- Option 3A and 3B – Remove Lillington and Longmoore from PDHU and install a separate electric boiler and heat pump. Retain the remaining PDHU and install a 5MW River Source Heat Pump

Investment in these options is forecast to range between £175m and £212m which would be spread over a number of years. These costs are strategic estimates only and subject to further analysis and technical development.

The efficiency of a heat pump means that, along with carbon emissions, operational energy costs are significantly lower. Achieving the necessary efficiency will be dependent on a separate programme of fabric insulation upgrades, which is being delivered separately.

It should be noted that there is a risk that the River Source Heat Pump solution could be deemed technically unviable during the OBC. All other low carbon solutions have been discounted at this stage due to high modelled running costs or concerns over technical viability. Therefore, there is not currently a viable back up decarbonisation option being taken forwards to the OBC. Further technical analysis will be carried out at an early stage to reduce this risk and increase certainty on the preferred solution.

3. Financial Case

3.1 Capital Cost

3.1.1 The total estimated capital cost for the options that the business case proposes to develop is in the range of £175-212m. It is anticipated that this capital outlay would be spread over a period of 6-8 years, depending on the final option and scope of the project.

This is summarised as follows:

Ref	Option	Estimated Capital Cost	Delta to “Do Nothing”
1A	Retain PDHU and power by a river source heat pump (gas boiler back up)	£175m	+ £42m
1B	Retain PDHU and power by a river source heat pump (electric boiler back up)	£186m	+ £53m
3A	Zone L&L and install electric boiler at Morgan House. Power PDHU by river source heat pump	£210m	+ £77m
3B	Zone L&L and install electric boiler with heat pump using waste heat. Power PDHU by river source heat pump	£212m	+ £79m

3.1.2 Clearly these figures are based on high level cost estimates at this stage and will be subject to detailed development as part of the progress towards an Outline Business Case (OBC) in December 2023.

3.1.3 For the purposes of the business case, the investment consideration is centred on the additional funding required to achieve other strategic objectives (such as decarbonisation). Given the imperative to keep the PDHU operational, the options appraisal demonstrates that it would cost a minimum of £133m to achieve this (i.e. the “Do Nothing” option), which excludes the potential future carbon offsetting costs for carbon if a gas boiler is retained. This is assumed to be a voluntary cost and there is uncertainty on the future £/Tonne rate therefore it has not been included at this stage. The right-hand column on the table therefore identifies the supplementary investment required under each option to deliver additional benefits.

3.2 Capital Funding

3.2.1 There are a number of identified funding sources that are available to support the project, but the bulk of the funding is still expected to fall on borrowing.

3.2.2 The carbon saving measures that form a prominent part of the project are expected to attract several grant funding opportunities. At this stage, the most likely source of grant funding is the Green Heat Networks Fund (GHNF). GHNF funding is currently limited to a cap of 4.5p per kWh in terms of the carbon saving (with a 50:50 match funding expectation). It is also understood that GHNF grant would not be able to fund works to address pre-existing performance issues (e.g., faulty pipework). There may be flexibility on these terms (which will be explored) but the current projection is that GHNF grant would be available to fund 50% of the river-source heat pumps (**worth £10m, equivalent to c.5% of the total investment**).

- 3.2.3 The PDHU serves approximately 3,300 homes, of which an estimated 45% are leaseholders. Network upgrades constitute roughly 55% of total capital expenditure, which includes in-dwelling pipework. This expenditure is likely to qualify as being rechargeable under the terms of those leases. Qualifying expenditure is **equivalent to c.25% of the total capital investment**. Consideration will be made about what costs are reasonable to recharge to leaseholders as part of the development of the outline business case (as well as the terms that might be applied to any potential recharges).
- 3.2.3 The Westminster Infrastructure Delivery Plan provides a definition of the types of infrastructure works that would qualify for CIL funding. One of these categories is “Utilities and Waste” which includes energy infrastructure projects. It is reasonable to assume that some of the network upgrades that are external to residential buildings may qualify for a level of CIL funding. A prudent estimate of **£15m (equivalent to c.7.5% of total capital investment)** has been made at this early stage. As with all prospective funding sources, this will be explored further as part of the development of the outline business case.
- 3.2.4 Based on the estimates for external funding opportunities, the residual expenditure that would need to be funded from borrowing is **equivalent to c.62.5% of the total investment**. There are two key considerations in relation to applying borrowing to support the scheme:
- **Servicing** – legal advice is required to ascertain how debt might be shared between the General Fund and the HRA (with the current assumption being that only in-dwelling works on tenant properties would qualify to be funded through the HRA as a landlord duty). The other potential opportunity to be explored is for a sinking fund type charge to be added to the PDHU service charge in order to service some of the debt.
 - **Source** – the nature of the scheme and its strategic intention to reduce carbon emissions means it is likely to qualify for favourable borrowing rates from lenders such as the UK Infrastructure Bank (UKIB) or the Mayor’s Energy Efficiency Fund (MEEF). Early engagement with both lenders has been met with enthusiasm and this would allow the Council to access debt at a rate lower than PWLB.

3.3 Financial Implications

- 3.3.1 Whilst financial benefit is not the primary driver for the decision to upgrade the PDHU, a complete renewal of all pipework across the network is expected to drive some revenue savings. The HRA is currently spending an estimated £1.7m per annum on in-flat repairs relating to the PDHU. Clearly a renewed network can be expected to reduce failure rates and drive a substantial saving in this area if the number of leaks is reduced. The modelling to be undertaken as part of the next phase of work will seek to assess this potential, although it is broadly expected to be very similar across each of the four options being progressed. A saving on the repairs budget would also generate some potential headroom in the HRA needed to fund borrowing for the project, if required (see above).
- 3.3.2 The potential benefit of lower carbon offset costs should also be considered, if this is a strategy the Council adopts to achieve net zero in 2030. There is still uncertainty on the future cost impact from off-setting, but it will be higher if gas boilers are retained.

3.3.3 Given the proportion of borrowing needed to support the PDHU upgrade, the other key financial implication is the revenue cost generated by the additional debt. The assessment above indicates that borrowing is expected to be in the range of £109-133m. Based on the Council's current forward borrowing arrangements, this would result in an interest cost of £2.8 to £3.5m. Clearly there are important caveats in terms of whether the debt burden falls on the General Fund or the HRA, which is still subject to advice. Any borrowing done via the General Fund would also attract an MRP charge (adding further cost to the revenue budget), while the HRA Business Plan currently has little or no borrowing headroom (and only savings on the repairs budget would create space to fund interest costs). Nonetheless, this is an important consideration in terms of the affordability of the scheme.

3.4 Financial Case Conclusion

3.4.1 The HRA has been spending at least £2m a year on PDHU upgrades and this figure is expected to rise sharply as the network gets closer and closer to the end of its operating life. The "Do Nothing" option included in the strategic options appraisal is still expected to cost the Council more than £130m over the next 10 years.

3.4.2 This is an important consideration in the context of the financial case for the project, as it means that the delta to the other options being put forward is relatively small given some of the additional benefits that are generated. The extra investment allows for both de-carbonisation and the ability to deliver a holistic upgrade of the network (as opposed to an ad hoc patching up as elements start to fail).

3.4.3 Consideration should also be given to the potential cost of offsetting carbon emissions in the future. There is still a high level of uncertainty around the cost of taking this approach (£/Tonne) but it is likely that the financial impact per annum will be significantly higher if gas boilers are retained. It is proposed that this is explored in further detail during the financial modelling for the OBC.

3.4.4 Whilst this represents a significant level of capital outlay, the additional benefits generated by this investment and the extra repair savings that are anticipated (which will be modelled in detail) are considered to justify the investment. Furthermore, the risk of the PDHU failing and what this would mean in terms of having to decant up to 3,300 households is such a substantial financial risk to the Council that the proposed investment can be considered essential.

4. Commercial Case

4.1 Procurement Strategy

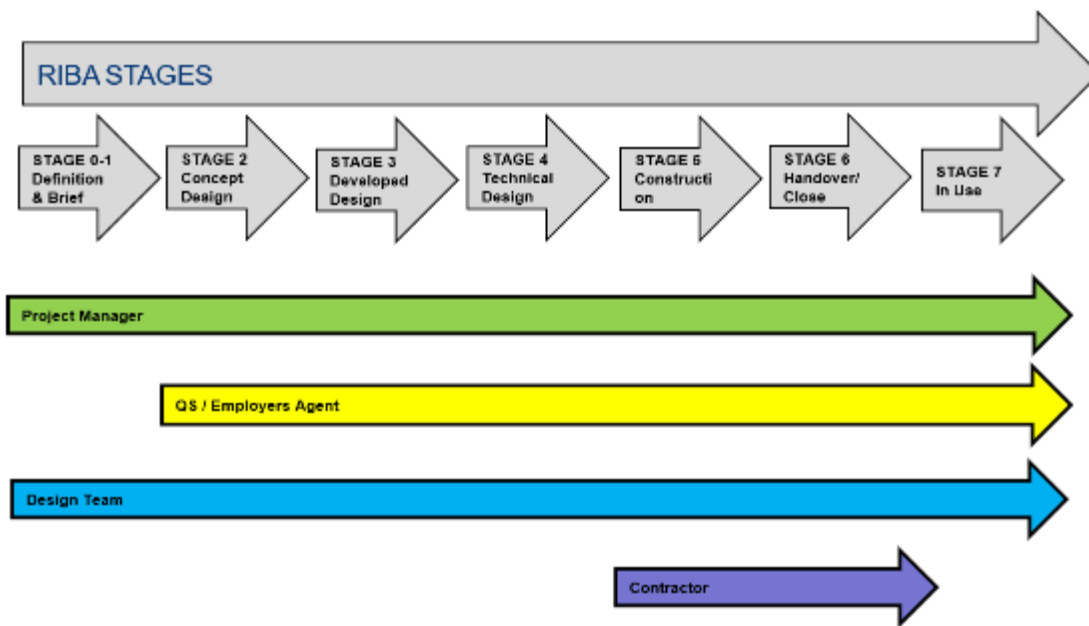
4.1.1 Contracting Structure:

There are early decisions to be made around the contracting strategy and delivery model for this project. This is vital to set the project and procurement off positively.

The main strategies to consider are:

- Traditional contracting
- Single stage design & build contracting
- Two stage design & build contracting
- Construction Management (not recommended)

A traditional route may resemble the graphic below (each line and colour representing a contract with a supplier and the council directly):



Traditional procurement routes mean that all suppliers have a direct link to the council. This does require more coordination, but the Council will have greater control. This is the classic contracting structure.

Advantages:

- Normally attractive to the main contractor market
- Fixed price agreed prior to entering contract
- Single point of responsibility for construction
- Transfer of programme risk
- Client retains high degree of control over design until completion
- Simple warranty provision for client, funders, tenants etc
- Easy to manage cashflow & payments

Disadvantages:

- Relatively slow start, as design needs to be complete prior to tendering
- Client retains risk for completion of design
- Client retains responsibility for any defects in the design
- Client changes post-contract will result in claims under the contract

The more modern structure is via a design & build route:

- A Single stage D&B would involve a designer designing to a point and then a Contractor being appointed to take over designing and building from that point through to completion.
- The difference from single-stage D&B to two stage D&B is that the main contractor is initially engaged on a consultancy basis, via a Pre-construction Services Agreement (PCSA), to sit alongside the Project Team during the completion of pre-contract design and preparation of the Employer's Requirements. This allows the contractor to provide advice, particularly in regard to buildability, which can be incorporated into the design during RIBA Stage 3/4.

The Government's construction playbook recommends a two stage D&B procurement route. This increases collaboration between the supply chain and allows the contractor to remedy any constructability concerns before the design is finalised (removing re-work). It also allows for sensible risk transfer as the Contractor can mitigate risk during the first stage – so the client is not paying for it. The Contractor will develop the detailed detail under a PCSA (Pre-Construction Services Agreement), then build under a build contract. An overview of the sequence is below:

- Client appoints a Designer
- Designer produces a RIBA 3 design
- Client appoints a Contractor at RIBA 3 for a PCSA to:
 - Produce a RIBA 4 (detailed) design
 - Develop a programme to build and a cost to build
 - There may also be site set up, surveys, and some early works included (to help better the overall programme and also mitigate risk pricing)
- The Client will then appoint the Contractor to build (if they are satisfied with the design, programme, and price offered).

Advantages:

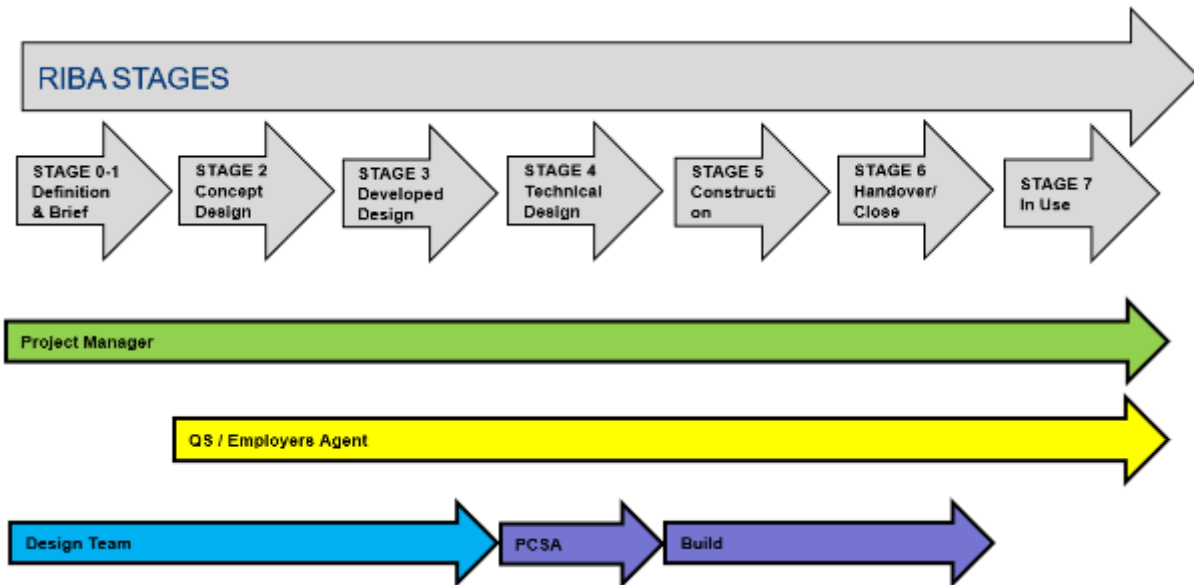
- Attractive to the main contractor market
- Fixed price agreed prior to entering contract (for build)
- Single point of responsibility for design and construction
- Maximum transfer of programme risk
- Maximum transfer of design coordination risk
- Simple warranty provision for client, funders, tenants etc
- Easy to manage cashflow and payments

Disadvantages:

- Post contract design change can be complex costly if Client changes their mind
- Need to produce comprehensive coordinated Employer's Requirements

- Early engagement of the contractor requires commitment from client, under a PCSA (but less thereafter)
- RIBA 4 design programme requires higher degree of coordination between design and procurement activities

Two stage D&B will resemble a different structure traditional, as below (client not retaining the designer post RIBA 3 as the design is the responsibility of the Contractor as a D&B:



Irrespective of the above (traditional vs D&B), the main contracts to consider at this stage are:

- Project Manager
- Quantity Surveyor / Employer's Agent
- Designer (Architect)
- Contractor

4.1.2 Designer Procurement:

It is expected that the design services will cost in the region of circa £200,000 and therefore the procurement will be above the OJEU/FAT limit. Procuring design services will need to comply with both the Council's Procurement Code and the Public Contract Regulations.

There are several procurement routes available to the Council when procuring a multi-disciplinary designer to develop the scheme through the early RIBA stages. However, if time is of the essence, procuring via an established complaint framework is likely to be the preferred route. There are numerous frameworks in the market for this; for example, the NHS SBS and CCS (both of which the Council has used many times).

It is best practice to procure design services for the full project lifecycle (possibly RIBA 0-7) if using a traditional route (separate design and build contracts). However, this would be RIBA 0-3 if the Council intends to then procure a Design & Build Contractor thereafter (who would develop the design from RIBA 3 and build through to RIBA 7. Either way, the designer should be procured for the full intended term with break clauses after each RIBA stage where the Council can terminate through no fault (for example, if the scheme was to majorly shrink or not move forward).

4.1.3 Project Management & Quantity Surveyor / Employer's Agent

Procuring a Project Manager, QS and Employer's agent may be very similar to the above (Designer procurement). Ultimately, they are people rate contracts for professional services.

These are key consultants in delivering the project, likely with a similar recommended procurement route. It is recommended to have separate consultants, but it is also possible to have one consultant deliver all disciplines.

4.1.4 Contractor Procurement:

The Contractor procurement will be very different to the professional services as above. This is where most of the project cost will sit – in the build. This is also much more complex to procure as it is not based solely upon people rates and time.

Recommendation: Two Stage design and build

Procurement route vehicle: To be discussed, compliant framework or OJEU/FAT process. The council has undertaken very similar analysis of procurement routes for large construction projects and have many lessons learned to share and discuss in regard to this.

4.2 Delivery Strategy

It is undetermined what will be the delivery model for this project will be. A strategic decision on whether a single of two stage build contract will be pursued will be made post SOC, following professional analysis of the options.

4.3 Legal Strategy

The council has powers under Section 1 of the Localism Act 2011 gives the Council the 'general power of competence'. It gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited by law

The main powers in relation to local authority functions regarding heat and electricity are set out in Section 11 of the Local Government (Miscellaneous Provisions) Act 1976. These permit the council:

- to produce heat or electricity or both.
- establish and operate generating stations or installations for such
- production; buy or otherwise acquire heat.
- use, sell or otherwise dispose of heat produced or acquired or electricity
- produced by the council.
- and enter into and carry out agreements for the supply of such heat to
- premises within or outside of the council's area.

In developing the plan, the council is under a duty to consult with various stakeholders on the options to inform the report recommendations. This should include residents where the district heating work will impact. Officers should ensure that such consultation is updated on a regular basis for the purpose of monitoring the effectiveness of the plan and to assist future decision making in this area.

Legal due diligence will need to be undertaken as to the land and any take into consideration all parties who will be affected by the programme bearing in mind the terms of such leases and agreements which are in place. Which will also assist with regards s.20 consultations. Officers from

legal services will provide legal advice, when required, on the models for service provision considered, some of which may have procurement implications

There must be a continued regard to take into account the public sector equality duty (PSED) general duty under the Equality Act 2010 and when making decisions, to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The PSED general duty also applies to marriage and civil partnership but only in relation to (a). The PSED general duty is a continuing duty and potential equality considerations should be considered at the different stages of the programme.

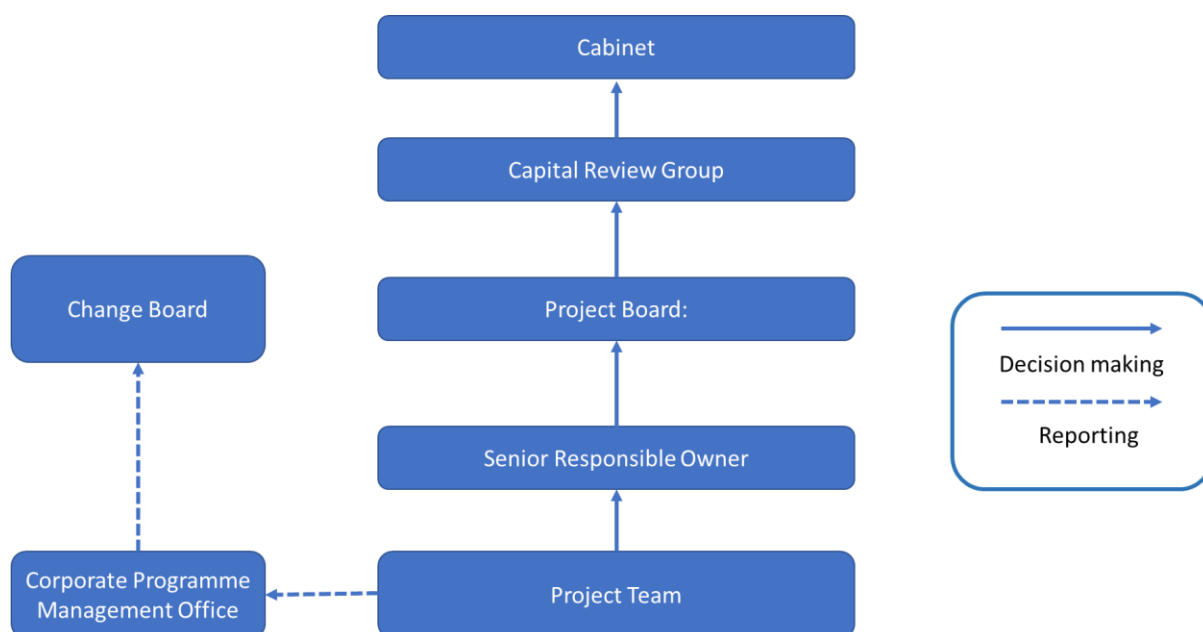
Good governance will be a key requirement throughout the process and officers will need to ensure that good decision making process is undertaken throughout any programme and time built in to ensure that all stakeholders have been involved in any decision making process.

Procurement of works or services will be undertaken in full compliance with Public Contracts Regulations 2015 and the Council's Contract Procedure Rules. Expenditure decisions will be subject to outline and full business case and further reports.

5. Management Case

5.1 Project Approach

It is proposed that the project will be managed following the following structure for decision making and oversight:



Project Board		
Name	Directorate	Board Role
Neil Wightman	GPH	Director of Housing
Jim Paterson	GPH	Divisional Head of Major Works and Sustainability
Chris Spicer	GPH	Programme Manager -PDHU Decarbonisation
Anthony Jones	GPH	Head of Housing Sustainability
Jason Killeen	GPH	PDHU Operations Manager
John Hayden	GPH	Divisional Head of Repairs and Planned Maintenance
Chris Shoubridge	GPH	Divisional Head of Housing Neighbourhood
Paul Halpin	GPH	Head of Leasehold Income and Engagement

Matthew Alexander	Corporate PMO	Project Delivery Business Partner
Iain Emmerson	Development	Senior Development Delivery Manager
Brendon Harper	Development	Climate Emergency Project Manager
Paul Foster	GPH	Mechanical Project Manager
PDHU Pump House	GPH	Technical Input
Luke Chiverton	Corporate Finance	Financial Consultant
Jake Bacchus	Corporate Finance	Director of Finance
Ryan Giles	Procurement	Head of Commercial
TBC	Procurement	Commercial Manager
Matt Curran	GPH	Health and Safety Lead
Sarah McCarthy	GPH	Engagement Lead (Stakeholder/Resident)
TBC		Project Manager/Officer
Amy Jones	Environment	Director of Environment

- **Project Team:** The project team will be led by the programme manager. The team will be responsible for the daily management and progress of the project up to the point of approval of the full business case and start of works by the selected contractor.
- The project team will report directly into the senior responsible owner (SRO) on a monthly basis, with urgent risks or actions escalated to the SRO when needed.
- **Senior Responsible Owner (SRO):** The SRO for the PDHU project is Debbie Jackson as executive director for Growth, Planning and Housing. The SRO is accountable for the successful delivery of the project and its benefits. The SRO will be supported by the project board.
- **Project Board:** The project board will support the SRO by ensuring that cross-council actions and dependencies are identified to enable the successful delivery of the project. The board will also represent the internal stakeholders to ensure that these views are captured in the design and planning of the project.

5.2 Project Resources

5.2.1 Internal Project Team

A project of this scale will require an experienced team. It is proposed that the majority of this resource is procured through a range of professional services, with oversight provided by a programme manager and a project officer/manager. Procurement of these activities will commence immediately after approval of the SOC.

5.2.2 Resources to be procured

It is proposed that a range of project resource is appointed as outlined in the table below. The costs provided are budget only and subject to a proposal:

Role	Budget Cost	Comment
Mechanical/Electrical engineering	£150,000	Eligible for grant funding
Principal Designer	£20,000	
Maritime Engineering	£30,000	Eligible for grant funding
Civil/Structural Engineering	£50,000	
Architectural	£60,000	
Commercialisation (incl Procurement, QS and financial modelling)	£160,000	Eligible for grant funding
Planning consultant	£40,000	
Legal services	£60,000	Eligible for grant funding
Project Management	£150,000	Eligible for grant funding
Business Case Writer	£55,000	
Comms/Engagement	£30,000	
Funding application support (GHNf and HNES)	£130,000	
Searches and surveys	£55,875	
Health and safety	£10,000	
Contingency @ 20%	£200,175	
TOTAL	£1,201,050	

A contingency of 20% has been added to cover any additional costs and services identified during the development of the OBC.

Resource Funding

It is proposed that funding for the Outline Business Case is provided by a combination of WCC funding and grant funding from the BEIS Heat Network Delivery Unit (HNDU). HNDU provides grant funding and guidance to local authorities in England and Wales for heat network project development.

Since its inception, HNDU has run 11 funding rounds – awarding £30 million in total and provides support through the early stages of heat network development.

HNDU grant funding can provide up to 67% of the estimated eligible external costs of heat network development studies (where ‘eligible external costs’ means the money paid by the Applicant to third parties to deliver the heat network development stages). **WCC will need to demonstrate in their application that it has secured at least the balance of funding required in match funding.**

HNDU grant funding can also provide up to 100% of the cost of estimated externally procured project management support. Discussions will commence with HNDU to identify the level of funding it could provide to the project in the next stage of the project.

It is estimated that HNDU could provide up to £500k of grant funding for development of the OBC. An application will be made in the early stages of the OBC to confirm the exact amount.

5.3 Key Stakeholders

The wide-reaching nature of this project means that stakeholder engagement and consultation will be vital for delivering a successful project. The table below outlines the key stakeholders for the project, this list is not exhaustive and it is proposed that an engagement lead is appointed to manage the process, once the project moves into the OBC stage.

Residential	Residents Associations: <ul style="list-style-type: none"> • Churchill Gardens • Lillington and Longmoore • Abbots Manor 20 th Century Society Historic England
Political	<ul style="list-style-type: none"> • Cllr Matt Noble • Cllr Liza Begum • Cllr David Boothroyd • Cllr Ryan Jude
Commercial	Pimlico Academy WCC Planning Highways Utility Providers UKPN Port of London Authority Environment Agency Leaseholders

5.5 Communication Strategy

Due to the future impact on residents, road users and those connected to PDHU, the project will need to include an effective communication strategy. It is proposed that this is developed as a priority during the OBC.

5.6 Consultation Strategy

Consultation will be a vital part of delivering a successful project, there a number of stakeholders which will need to be engaged with throughout the project. It is proposed that consultation is a priority activity once the Outline Business Case commences, with a specialist lead appointed in the early stages.

5.7 Management Case Conclusion

An upgrade to PDHU is complex project which will impact a wide range of stakeholders. Successful delivery will require a strong and experienced project team and thorough programme of consultation. Oversight of the project will be provided by project board, with regular reporting back to the relevant boards on progress.

Funding of the OBC will be required, with a budget cost of £1.2m - it is expected that a grant from HNDU could cover up to £500k of these costs, subject to a successful application.

6. Programme

6.1 High level / Key milestones programme

Please note, the dates below are estimates and subject to change. It is proposed that regular reporting is provided throughout using the reporting structure in section 5.

Activity	Date
Strategic Outline Case Approval	January 2022
Outline Business Case complete	December 2023
Final Business Case complete	December 2024

7. Appendices

A	Risk register
B	Options Appraisal
C	Heat pump feasibility technical note - Draft
D	Strategic Options Appraisal – Technical Note
E	

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PDHU

(Pimlico District Heating Undertaking)

Consultation and Engagement Plan

Key Objectives - Residents

- **Residents want opportunity for real influence.** With the limited number of workable options available, we need to be clear about what influence residents can have.
- **Joined up and consistent messages and language on PDHU** - billing, environment, major works, repairs. Needs careful coordination.
- **Resident input/sign off** on all PDHU communications
- **Explain decision making**, every step of the way.



Resident Engagement: Key Challenges

- 1) **Decarbonisation vs. repairs** - Although some residents will have an interest in decarbonising and may prioritise this aspect; we know from recent engagement exercises that for most residents the top priorities are **consistency of heat, cheaper bills and the price of the works.**
- 2) **Varied knowledge** - from recent resident consultation we know some residents don't know what PDHU is, others are incredibly well informed. Work to be done on education and informing.
- 3) **Not going to be a large number of options available** - it could look like WCC have made the decision for residents. Need to make sure we take them on the decision-making journey.
- 4) **The works themselves** could take a long time to complete, likely to be highly invasive. If residents feel that we have not got the right solution, or don't trust our ability to deliver, they could resist the work.
- 5) **Capacity for resident engagement** - expect that there is going to be a great deal of resident engagement needed here, and likely to be a project that requires a lot of interaction. Good to have one point of contact. Also worth noting that for the moment we are focused on PDHU, but there are other estates with district heating systems that we will need to look at.
- 6) **Ongoing PDHU issues** - Could risk alienating residents from the long-term thinking, because of the here and now issues - current leaks, "opaque billing", on/off times and metering.
- 7) **One project 4 -different estates** - The RAs and residents on these estates are well connected, if we are prioritising the work on one estate, need to be clear why that is and share information, demonstrate the decision-making process.
- 8) **Large number Stakeholders, wanting slightly different messages** - Cllrs, residents (tns and LHs) Commercial units, all the various agencies involved, each with their own messaging.

Key Messages - Residents

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- This *not* primarily a project to reduce carbon emissions. This is a project to ensure we can provide a **consistent, reliable, and affordable** heating solution for residents.
- Our priority is to provide a heating and hot water system which gives you control over your heating, control over your billing and a reliable network that will give you peace of mind.
- As part of the work to provide a **consistent, reliable, and affordable** heating solution for residents and as part of WCC carbon neutral goal we will be exploring a solution that will also reduce the amount of carbon emissions emitted by the system.



Resident Working group

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- 1) **Recruitment** – From across the estates, not just RA reps. Using a survey – like this one.
- 2) **Terms of reference** – We have success in other places, and resident panel. Now have good terms of Reference. For example Wharncliff, Hallfield
- 3) **Regular meetings** – every couple of months
- 4) **Site visits** – understanding the current system, seeing what others are doing elsewhere.
- 5) **Education** – understanding PDHU, possible qualifications for residents. Meeting residents from other schemes in other boroughs.
- 6) **Learning lessons** from other estate like Avenue Gardens, and other boroughs, for example, how residents were affected by the pipeworks, not working during school drop-off/pick up.

4) Which estate do you live on?

5) How long have you lived on the estate?

6) Which statement best describes your knowledge of PDHU? (Please tick one)

- I know nothing at all about [it](#)
- I know a little bit about [it](#)
- I know quite a bit about [it](#)
- I know a lot about [it](#)

7) Please rank these in order of importance for you and the future of your [heating](#)? (Rank from 1: most important – 4: least important)

- Reduce the cost of [bills](#)
- [Decarbonisation](#)
- Reduce [leaks](#)
- Having control over your heating

8) Are you interested in joining a PDHU working group? (Please tick one)

- Yes
- No
- Maybe, I will need more [information](#)

Engagement Opportunities

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- Inspire young people with such a high profile project - to work in the sector, get qualifications and inform their family. Make the most of YP interest in sustainability.
- Potential to lead the way in this area across London, due to the scale of the project.
- Build a constructive resident working group, with new people who don't come to other meetings.
- Ambitious Social value projects

Delivery of Messages

- Resident Working Group
 - Build a working group of residents who are want to work alongside the project team with a well-defined terms of reference.
- Comms
 - Our comms should stand out from other WCC correspondence
 - Potential for a PDHU newsletter
 - Utilising Social Media
 - Using the Core Group as a sense check and running our comms past them before we distribute them
 - Ensuring we reach a broad range of residents with door knocking / fliers/ texts etc.
 - Making sure we have translations of our comms available and using interpreters if required at events
- Single Point of Contact
 - One point of contact for people raising questions about the long term project
 - Dedicated email address e.g. pdhuenquiries@westminster.gov.uk to be managed by project team
 - Project should have its own webpage

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Timeline



Dec 2022

- Letter to all residents
- Inform about future energy cost increase
- Outline support available

March 2023

- Meeting with RA reps and Cllrs
- Discuss current situation
- begin to consult on next steps
- Empower residents to make decisions

Feb 2023

- Letter from leasehold to residents
- Update on their service charges to account for the rise

Summer 2023

- Onsite workshops with residents
- Listening exercise with the project team
- Insight from residents

Questions

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- Any questions?

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Climate Action, Housing and Regeneration Policy and Scrutiny Committee

Date:	19 April 2023
Classification:	General Release
Title:	2023/2024 Work Programme
Report of:	Head of Governance and Councillor Liaison
Cabinet Member Portfolios:	Cabinet Member for Housing Services and Cabinet Member for Climate Action, Regeneration and Renters
Wards Involved:	All
Policy Context:	All
Report Author and Contact Details:	Linda Hunting lhunting@westminster.gov.uk

1. Executive Summary

1. This meeting completes the cycle of meetings for this Committee for this municipal year. This report asks the Committee to discuss topics for the 2023/2024 work programme. The proposals set out in appendix 2 have been developed in consultation with senior officers as well as members of the Executive (Cabinet) on their plans for the year ahead to ensure scrutiny is focused on those areas where it may have most impact.

2. Meeting Dates for the 2023/2024 Municipal Year

- 2.1 The Committee is advised that the scheduled meeting dates for the 2023/2024 year are:
 - 6 June 2023;
 - 19 July 2023;
 - 12 September 2023;
 - 30 November 2023;
 - 12 March 2024; and
 - 22 April 2024.

3. Background

- 3.1 Since January, the Policy and Scrutiny team has been supporting the Chair to consider the work programme for the next municipal year. The process for this included; consultation with the Cabinet Members, consultation with Executive Directors and relevant Heads of Service, following up on previous items and commitments from previous meetings, consideration of forward plans in the Cabinet Portfolios and challenges identified across the Directorates.
- 3.2 The aim of this process has been to culminate in a work programme which:
- Focuses on what is important;
 - Focuses on areas where performance might be improved;
 - Focuses on services which are important to residents;
 - Focuses on where scrutiny can make a difference and add value;
 - Proactively feeds into policy development by contributing to pre-tender considerations or strategy development for example; and
 - Uses the insight of backbench Members to act as critical friend to services of the City Council and our partners thereby enabling good governance and excellent services.

4. Draft Work Programme for 2023/24

- 4.1 The Committee is asked to consider the draft work programme for the next municipal year, 2023/2024, set out in Appendix 2. The Committee is requested to discuss the proposed topics listed as well as provide comments and suggestions.
- 4.2 When considering the work programme, and agreeing an overall programme of scrutiny activity, the Committee should have regard to whether the work programme is achievable in terms of both Officer and Member time, taking into account that the Committee is scheduled to meet six times per year. Members are also reminded that it is advisable to hold some capacity in reserve for any urgent issues that might arise.
- 4.3 Each Committee has discretion to establish Task Groups to examine key issues in more detail and also to commission Single Member Studies. The Committee is asked to consider whether they would like to establish a Task Group or commission a Single Member Study. The Committee should be advised that both Members and Officers will only be able to successfully take part in and support a finite number of Task Groups at any one time.

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

lhunting@westminster.gov.uk

Appendix 1: Terms of Reference
Appendix 2: Work Programme
Appendix 3: Action Tracker

CLIMATE ACTION, HOUSING AND REGENERATION POLICY AND SCRUTINY COMMITTEE

COMPOSITION

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

TERMS OF REFERENCE

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

(b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's non-executive Committees and Sub-Committees, which are within the broad remit of the Committee, in accordance with paragraphs 18.2 and 18.3 as well as section 19 of Chapter 4 of the Constitution.

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

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

(e) To have the power to establish ad hoc or Standing Sub-Committees as Task Groups to carry out the scrutiny of functions within these terms of reference.

(f) To scrutinise the duties of the Lead Members which fall within the remit of the Committee or as otherwise allocated by the Westminster Scrutiny Commission.

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

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

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

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

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**Appendix 2 - Climate Action, Housing and Regeneration Policy and Scrutiny Committee
Work Programme 2023/24**

ROUND 1 7 June 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 Amy Jones, Director of Environment
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
Retrofitting in Westminster	To review the Council's initiatives that seek to improve the processes of retrofitting in Westminster. To include the Retrofit Taskforce, MEES Plus Pilot, the Sustainable City Charter, stakeholders, and progress.	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth, Planning and Housing Amy Jones, Director of Environment
Council Owned Properties Retrofitting Plans	To review the Council's retrofitting plans for council-owned properties. To include; plans for working with residents, contractors and costs, the timeline of works across the Westminster, and a review of the retrofit show home.	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth, Planning and Housing Amy Jones, Director of Environment
Work programme	To review the work programme in light of events and recent discussions.	Linda Hunting, Policy and Scrutiny Advisor

ROUND 2 19 July 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 Amy Jones, Director of Environment
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
The Housing Bidding and Allocation Process	To review the current procedures and policies for the housing bidding and allocation of council-owned housing for Westminster residents.	Councillor Liza Begum Cabinet Member for Housing Services Debbie Jackson, Executive Director of Growth, Planning and Housing
Green Bonds and Community Energy Projects	To review the Green Bonds initiative. To include; the annual emissions performance reporting of the Council to date, case examples and information about resident engagement community energy projects that benefit residents, and the Carbon Offset projects delivery.	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth, Planning and Housing Amy Jones, Director of Environment
Work programme	To review the work programme in light of events and recent discussions.	Linda Hunting, Policy and Scrutiny Advisor

ROUND 3		
12 September 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 Amy Jones, Director of Environment
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
Rough sleeping, homelessness, and the use of hostel accommodation across Westminster.	To review the Council's approach to rough sleeping, homelessness, and the use of hostel accommodation. To include; recommendations, strategies, trends, lessons learned, outreach, and data.	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.	Linda Hunting, Policy and Scrutiny Advisor

ROUND 4 30 November 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 Amy Jones, Director of Environment
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
The Private Rented Sector Charter	To review the Council's plans to improve property and management standards in the private rented sector, increase opportunities for low-income households, and improve communications across the sector.	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth, Planning and Housing
The Climate Emergency Action Plan	To review progress of the Council's Climate Emergency Action Plan, including, actions for reducing carbon emissions across the Westminster, and working with businesses and residents.	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth, Planning and Housing Amy Jones, Director of Environment
Work programme	To review the work programme in light of events and recent discussions.	Linda Hunting, Policy and Scrutiny Advisor

ROUND 5 12 March 2024		
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 Amy Jones, Director of Environment
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
The Infill Programme	To examine the Council's plans for underused and empty areas on our estates and the redevelopment and building of new properties.	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters Debbie Jackson, Executive Director of Growth, Planning and Housing
Church Street Regeneration Programme	To review the Church Street programme of regeneration the planning, procurement, and delivery.	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.	Linda Hunting, Policy and Scrutiny Advisor

ROUND 6 22 April 2024		
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 Amy Jones, Director of Environment
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
Supported Housing and Sheltered Housing	To review the current supported housing provision and the Council's policies for sheltered housing and identify the shortfalls and consider what can be done to address these and what interventions will be required in the future for Westminster residents.	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.	Linda Hunting, Policy and Scrutiny Advisor

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.

Councillor Liza Begum Cabinet Member for Housing Services	Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters
Housing Anti-Social Behaviour - An update on the review of housing Anti-Social Behaviour procedures.	Westminster Builds - The Budget Scrutiny Task Group recommended the Committee review this in more detail and provide comments.
Housing Solutions Service.	The Climate Assembly – To review the progress which has been made by the Assembly.
	The Biodiversity Strategy - To consider climate action education in schools.
	The Carbon Impact Evaluation Toolkit
	To consider the Council’s procurement of contracts that have a direct impact on climate action and regeneration.

Proposed Briefing Sessions:

Councillor Liza Begum Cabinet Member for Housing Services	Purpose	Proposed Date
Mould and Condensation	To review the Council’s plans to address mould and damp in properties and considering these issues, also receive feedback from Housing Associations and RA’s how this is being tackled.	TBC
Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters	Purpose	Proposed Date
Green Doctors	To provide Members with a briefing session or a Member Development Training session to gather information and review the service.	TBC

Forthcoming Written Reports/ Updates:

Councillor Liza Begum Cabinet Member for Housing Services	Purpose	Proposed Date
Building Regulations	To update the committee on the current regulations.	June 2023
RAPID App Technology	To review the new technology RAPID introduced by the Council to manage Council tenant information and communication and its functionality	July 2023
Fire Safety Regulations	To update the committee on the current regulations.	Sept 2023
Intermediate Housing Regulations	To update the committee on the current regulations.	Nov 2023
Housing Repairs Improvement Progress Review	To review the actions taken to improve housing management and the delivery of an effective and responsive repair system	April 2024
Councillor Matt Noble, Cabinet Member for Climate Action, Regeneration and Renters	Purpose	Proposed Date
TBC	TBC	TBC

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 5 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Climate Action, Regeneration & Renters	That Scope 3 emissions are investigated so a stricter definition can be implemented to ensure sustainable procurement of supply chains.	Ongoing	30.01.23 Advised by officers and PA this is developing in the Council's Climate Emergency Programme and there is no update to be provided presently. Updates will be provided, when possible, in the lead member report.
Item 6 Work Programme	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.	Ongoing	Advised by PA and officers this would be part of the City Management and Air Quality Committee - Cllr Dimoldenburg. Chair to steer.

ROUND 2 18 October 2022			
Agenda Item	Action	Status/ Follow Up	Comments
Item 7 Work Programme	The creation of a Biodiversity Task Group - Councillor Cara Sanquest is to lead this work.	In progress	Chair put task groups on hold in Dec 22 until the 2023/ 24 year.

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Agenda Item	ROUND 3 4 November 2022		
	Action	Status/ Follow Up	Comments
Item 5 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Housing Services	That information will be provided to the Committee regarding the number of additional properties that will be required as a result of the waiting lists and the Allocation Policy.	In progress	See below.
	That information will be provided to the Committee about how the Allocation Policy is currently working for the 10-year residency point scheme and how residents are informed, would apply, and are granted points at 10 years and how the waiting list for housing stock may be affected following the legal challenge of WCC Allocations Scheme.	In progress	Update provided from officers / PA 14.02.23 The review of the Allocations Scheme has started, and this programme of work will be led by the recommendations of the Housing Commission and decisions made by Cllr Begum. Themed meetings with the Commission have taken place and it is understood they are producing a report, but no definite date has been shared yet, estimated summer 23. It is recommended major milestones be provided to the committee in due course, as available.
	That information be provided to the Committee on how much Government Local Authority (GLA) funding is expected for the Queen's Park Court infills site and if there is any further funding available for other infill projects.	In progress	

ROUND 6

Completed

2 March 2013

Agenda Item	Action	Status/ Follow Up	Comments
Item 4 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Housing Services	Information to be provided on the employment point scheme applicable to housing allocation.	Completed	Response provided to Members 3 April.
	That the most recent rough-sleeping count figures to be shared with the committee, including by Ward.	In progress	
	Information to be provided on how to report rough sleepers and the GLA StreetLink system.	Completed	Response from officers provided to Members 3 April.
	Information on sign-posting services to HSS clients to be provided.	Completed	Response from officers provided to Members 3 April.
	That figures are to be provided and an update of progress made regarding outstanding repairs, including the number and nature of repairs that are out of the 28- day completion target.	Completed	Response from officers provided to Members 24 March.
	Information to be provided to the committee (when available) on the plans for the Bruckner St housing surgery.	In progress	
	Information to be sent to the committee about the opening of the office at the Community Hubs Programme.	In progress	Officers to send once the community hubs programme is finalised.
	That the committee will receive the relevant details about street counts and the dates of upcoming street counts across the borough.	Completed	Response from officers emailed 3 April.

<p>Item 5 Cabinet Member Updates Policy and Scrutiny Portfolio Overview: Cabinet Member for Climate Action, Regeneration & Renters</p>	That details be provided to the Committee (once available) about Leaseholder Service Charges.	In progress	Officers will distribute when released.
	Details to be provided of RAs and contact details of their specific Housing Officers for Members.	In progress	
	Committee to be briefed about how the mobile security pilot went, the lessons learned, and the intelligence gathered, after the pilot is completed and before the possible extension is up for further consultation.	In progress	Neil Whiteman has agreed to update the committee in 6 months time when the pilot is over and officers can evaluate the data and lessons learned. Estimated September 2023.
	The Committee to be sent updated comparative figures for Anti-Social Behavior reporting.	In progress	
	Officers to provide the details of the number of people employed by Green Doctors to the committee.	In progress	Discussed with CM and an item has been set for the 2023/24 work programme which also includes Green Doctors.
	Officers to provide the information to the committee about the overall cost to the Council of the Green Doctors service and who is responsible for this contract.	In progress	As above.
	Information to be provided to the committee about how referrals to the Green Doctors service are being made and how the service is being promoted to residents in order to maximise the number of appointments available.	In progress	
	Information to be provided about smart meters becoming a pre-paid meter in residents' homes and whether this is an automatic	In progress	

	transfer when a Smart Meter is installed.		
	Information to be shared with the committee about the Councils plans to ensure the delivery of the Truly Affordable Housing Strategy over the next 10 years.	In progress	Members were provided with some information during the February meeting and will be updated in due course with developments by the CM.
Item 6 The Provision of Temporary Accommodation to meet the Needs of Homeless Households	To provide Members with the maximum spend amount when using commercial hotels /self-catering apartments to house people in need of temporary accommodation.	Completed	Response from officers emailed to Members 3 April.
	Officers to provide the prices of ex-council, 2-bedroom properties that have been purchased for temporary accommodation to date and the target valuations for purchase as set by the Council.	Completed	Response from officers emailed to Members 3 April.
	Resources to be provided to the committee regarding how someone is referred to temporary accommodation and to who, and the resources available for residents in temporary accommodation.	Completed	Response from officers emailed to Members 3 April and further details regarding TAAG provided by the Chair to Members.
	Further information to be provided to the committee about the employment points given to residents as part of the Housing Allocation Scheme.	Completed	Response from officers emailed to Members 3 April.

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