

# Housing, Finance and Customer Service Policy and Scrutiny Committee

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## 1. Finance (City Treasurer's Department)

### Overview

- 1.1 The service has implemented a series of improvements and process changes, designed with the intention of creating a culture of performance, achievement and continuous improvement.
- 1.2 The team delivers a vital role in ensuring the Council's financial affairs are carried out with probity and integrity and in accordance with statutory and professional requirements.
- 1.3 The objectives of the City Treasurer's team are to:
  - directly contribute to and support the Council in the delivery of the City for All vision;
  - add value by providing sound, professional, financial and strategic advice, as trusted business partners;
  - create a positive working environment by placing the engagement, wellbeing and development of our people at the heart of what we do;
  - foster a culture of innovation, continuous improvement and excellence in everything we do.

### **Key Highlights for financial year 2017-18**

- 1.4 The General Fund revenue position saw a net outturn of £10.088m underspend against approved budget.
- 1.5 The revenue underspend for the General Fund represents 1.2% of the approved gross 2017/18 budget. In total £7.106m was left as an addition to the Council's general reserves, increasing the balance from £48.777m to £55.883m, as broadly anticipated and approved in the 2018/19 Budget Setting and Council Tax Report. This increased the Council's ability to withstand financial shocks and will strengthen our financial standing.
- 1.6 The audit of the accounts and supporting working papers were materially completed by 20 April 2018 with only limited audit adjustments being identified. The Council has maintained its position as, not only the first local authority in the UK to produce its accounts, but also completing the closedown and audit process more promptly than any other major organisation, private, public or voluntary in the country.
- 1.7 The public inspection period for the accounts began on the 4 May 2018 and will close on 18 June 2018, in line with the Accounts and Audit Regulations 2015. The accounts will be signed off on 19 June 2018, subject to the inspection period.

### **Financial context of the Council**

- 1.8 Westminster City Council manages cash flows and assets in excess of £7 bn by:
  - collecting £92m of Council Tax and £2.3bn of Business Rates, the largest amount in the country. Of the total Business Rates collected in 2018/19 the Council will only retained £134m for service delivery;
  - administering the £1.3bn City of Westminster Pension Fund which provides pensions to over 5,700 pensioners and has 4,200 active members;
  - managing £2.8bn worth of land, buildings and other assets, including investment property generating rental income of £20m each year;
  - spending approximately £0.85bn each year on Council services;
  - accounting for £0.9bn annually of fees, charges, rents, grant funding and capital receipts, which are used to help deliver services and keep council tax down, and;

- proactively investing cash balances to generate circa £6m interest each year.

### **Closure of accounts 2017/18 and finance transformation**

- 1.9 The early closure of the accounts in 2017/18 continues to derive from the Council's commitment to continually improve its financial management. Accelerated closure has given the Council an opportunity to play a primary role in the development of accounting practices that aim to simplify the accounts process and make them more transparent for the public.
- 1.10 The statutory deadline for publishing the accounts in 2017/18 has been brought forward from 30 June to 31 May, meaning that the Council has anticipated and resolved many of the issues that may arise at other authorities due to the reduction in timeframe.
- 1.11 Early closing has allowed the Council to embark on an ambitious programme of taking a lead role in the national development of Local Government accounting regulations. The main aim of this is to collaborate with the Local Government accounting body (CIPFA), the Ministry of Housing, Communities and Local Government (MHCLG) and external auditors to simplify technical accounting standards and make the accounts more meaningful to the public. This work will be ongoing throughout the year and will significantly improve transparency of the financial accounts.
- 1.12 In addition to the accounts some other key activities of Corporate Finance are:
- overall production of the annual Budget and Council Tax report and Capital Strategy which are both approved by Council;
  - long and medium term financial planning including a ten-year Financial Plan;
  - coordinating the Capital Review Group, the member led committee which reviews the Capital Programme as a whole;
  - control functions, including bank reconciliation, creditor/debtor reconciliation and system interface reconciliations;
  - production of work on continuous improvement and change initiatives for example, short-term rotations and succession planning;
  - benchmarking/ratio analysis/QA process (grant claims, Government returns and final accounts);

- development and delivery of initiatives to continuously improve Westminster's Finance Service to the benefit of the organisation and Westminster's stakeholders and communities.

## **Key priorities 2018/19**

### **Budget 2018/19, 2019/20 and beyond**

- 1.13 The Budget and savings for 2018/19 were presented to the Budget & Performance Task Group in October 2017 with an update issued in January 2018.
- 1.14 The scrutiny sessions reviewed the budgets presented by each directorate, looking at revenue expenditure and capital projects planned, as well as the savings initiatives proposed to be undertaken to meet the reducing funding and pressures encountered in service areas as well as contract and pay inflation.
- 1.15 Full Council approved the budget at its meeting in March 2018. The Council has already begun work on developing its budget for 2019/20 and beyond.

### **Treasury Management and Investment Framework**

- 1.16 The Treasury Management Strategy Statement for 2018/19 makes a number of key changes in order to improve the yield in the portfolio and deliver increased income for the Council.

Key changes from 2017/18 include:

- increasing the amount of cash eligible to be invested with a single Local Authority counterparty and the total amount available to be invested in this asset category;
  - allowing investment in asset backed securities and social housing bonds;
  - making use of alternative investments where special opportunities arise such as solar bonds or "green-tech" energy;
- 1.17 To support the Treasury Management Strategy, the City Treasurer's department ensures that good governance arrangements are in place, including new processes for assessing creditworthy counterparties across a wide range of sectors.
- 1.18 The integrated Investment Framework is new for 2018/19 and provides several recommendations for improving the overall performance of the Council's investment portfolio including:

- the Council's pension fund performance should be the benchmark for treasury investment returns;
- the same standard of governance should be in place for the Council's general fund investment strategy as the pension fund;
- the long term aspiration for Council investments should be to at least match the level of inflation

### **Borrowing Strategy**

1.19 The Council has an extensive 15-year Capital Programme that has a net financing requirement of £1.3bn.

1.20 If this capital programme is to be delivered as planned, the Council will be required to borrow approximately £800m externally. This will be required in various tranches, with the Council currently considering a number of options including:

- borrowing all it needs now in advance while interest rates remain low;
- borrowing as and when required, i.e., assuming there is no cash available for internal borrowing;
- borrowing to match the Capital Financing Requirement (CFR), i.e., borrow as and when assets are built;
- fix an amount to borrow in the future at an agreed forward rate (forward borrowing);
- purchase an option to borrow at an agreed rate now in the future.

### **Pension Fund**

1.21 The Westminster Pension Fund is valued at £1.3bn as of the 31 March 2018 and is approximately 80% funded.

1.22 The Council is one of the biggest supporters of the London Collective Investment Vehicle (CIV) with over £800m of investments procured through this vehicle.

1.23 The Pension Fund has an asset allocation of 5% of the total fund (approximately £70m) allocated to infrastructure assets. This is in response to the ministerial letter asking all Pension Funds in the Local Government Pension Scheme (LGPS) to set out their approach with regard to infrastructure investing. Council officers sit on the LCIV working group seeking to appoint a manager on the platform to run

an infrastructure investment mandate on behalf of the pension fund. The current process is in its early stages.

- 1.24 The Markets in Financial Instruments Directive II (MIFID II) came into effect on 3 January 2018. The Council and Pensions Fund have successfully “opted up” with all of the financial institutions with whom it deals.
- 1.25 Pension Fund officers have been working on developing a training programme for the Pension Fund Committee and Local Pension Board, to ensure that they have the knowledge and skills across a wide range of areas to carry out their duties.

#### **Revenues and Benefits: Business Rates (NNDR)**

- 1.26 The Council collects £2.3bn per annum from the borough’s 35,000 business properties. The Council provides a billing collection and recovery service, whilst the Valuation Office (Central Government) undertakes the valuation of the properties in terms of rateable value. Our annual in-year collection rate is 98.4% (2017/18).
- 1.27 The Council also collects the Business Rate Supplement for properties with a rateable value in excess of £70,000 for the Greater London Authority (this part funds Crossrail).

#### **Business Rates Retention Scheme**

- 1.28 This is the Government scheme that allows Local Authorities to retain an element of their Business Rates (NNDR). In Westminster, we currently only retain around £134m out of the £2.3 bn we collect annually under the new London Pooling pilot.
- 1.29 The Government plans to nationally move to a “75%” or 100% scheme”, which will mean Local Authorities will be more reliant on the scheme for their overall funding.
- 1.30 This will however not mean any additional funding for Local Government, as reductions / loss of grants, the inclusion of additional service responsibilities or increased tariff payments will offset any additional income.
- 1.31 The Council continues to lobby for improvements to the Retention Scheme, including the removal of the risk of reduction in Local Authority funding due to successful rateable value appeals and for the implementation of Revaluation Growth to reflect / reward Local Authority investment in infrastructure and public realm.

#### **Revenues and Benefits: Business Improvement Districts (BIDS)**

- 1.32 The Council has eight Occupier BIDS (the occupier pays) and three Owner BIDS (where the owner of the building pays). This is believed to be the largest number

of BIDs for any local authority in the country and there are no other current Owner BIDS outside of Westminster.

- 1.33 The Council provides a billing, collection and recovery service for the BIDs, remitting collected income to them on a monthly basis. Each BID has its own BID rules / method of calculation for their BID levy.

**Revenues and Benefits: Council Tax**

- 1.36 The Council collects around £92 million from the borough's 126,000 domestic properties. This is split across the following property categories:

<b>Westminster City Council (Incl Adult Social Care):</b>	<b>53,629,000</b>
<b>Greater London Authority:</b>	<b>37,906,000</b>
<b>Montpelier Square (Garden Precept):</b>	<b>47,000</b>
<b>Queens Park Community Council:</b>	<b>158,000</b>

- 1.37 The Council provides a billing, collection and recovery service, whilst the Valuation Office (Central Government) undertakes the valuation of the properties (in terms of Council Tax Bands). Our current annual in year collection rate is 96.6% (2017/18).

**Revenues and Benefits: Benefits Service**

- 1.38 The Council determines and pays Housing Benefit and Council Tax Support to the borough's 25,000 claimants. The annual spend being:

<b>Housing Benefit</b>	<b>£220.6 million</b>
<b>Council Tax Support</b>	<b>£9.7 million</b>

The Housing Benefit element is split between:

<b>Rent Allowance</b>	<b>£131.8 million</b>
<b>Rent Rebate</b>	<b>£ 88.8 million</b>

- 1.39 Housing Benefit spend is met primarily by Government subsidy, which is paid after an end of year audit by the Council's external auditors. Government funding for Council Tax Support is now consumed within the Council's overall Revenue Support Grant settlement.
- 1.40 Housing Benefit is determined based on national (DWP) legislation; whilst Council Tax Support for working age claimants is based on a locally set scheme, (pensioners are protected from any local reduction in their benefit). Westminster's

Council Tax Support scheme for working age claimants mirrors the previous national Council Tax Benefit scheme, i.e. there has been no reduction in financial assistance (which has not been the case at the majority of other Local Authorities).

- 1.41 Universal Credit (UC) is the Government's replacement scheme for a number of existing national benefits. One of the benefits being replaced is Housing Benefit (HB), which is currently administered by Local Government.
- 1.42 The current DWP plan is that the Marylebone Job Centre will provide a UC Full service from 20 June 2018, with the Kensington Job Centre (covers the remaining part of WCC) following in the Autumn. This will mean that from the point of transfer new claims from residents (who are not exempt from UC) will move from HB to UC. However, not all of the existing HB caseload for non-exempt claimants will transfer in full until 2022.

#### **Westminster Community Contribution**

- 1.43 This proposal was developed by the City Council in an attempt to make the existing Council Tax scheme fairer in relation to the most expensive properties in the borough.
- 1.44 The proposal has now been developed into a voluntary scheme with the Leader writing to all Band H residents with their Council Tax bills in March asking them to consider making a voluntary community contribution. The response so far has been good with around £358,000 received to date (including gift aid top up) from 390 residents.
- 1.45 The funds collected through the Community Contribution scheme are received and administered by the Westminster Charitable Trust. The Trust has decided to support the following three priorities:
- Youth services in Westminster;
  - helping rough sleepers off the streets at night in Westminster; and
  - helping lonely and isolated people in Westminster.



## **2. Corporate Services**

### **Legal and Democratic Services**

#### **Overview**

- 2.1 Legal and Democratic Services are responsible for ensuring the decision-making processes, governance and scrutiny functions of the Council are efficient, robust and properly followed. The service enables and ensures the Council's business is conducted in a transparent, lawful and accountable manner.
- 2.2 The team provide a comprehensive Legal Service, both directly and through panels of private practice solicitors and barristers to meet the Council's needs for legal advice and representation. The service also includes Electoral and Registration Services as well as Committee and Governance for the City of Westminster and Bi-Borough Legal Services.

#### **Priorities 2018/19**

##### **Support to the Grenfell Public Inquiry and Criminal Investigation**

- 2.3 Bi-borough Legal Services will be providing legal support to the Public Inquiry and Criminal Investigation following the tragic fire at Grenfell Tower.

##### **Delivery of local elections 2018**

- 2.4 Following the successful delivery of the local election results, Legal and Democratic Services continue to ensure the election services are ready for any by-election or snap election.
- 2.5 Electoral Services will be administering the Victoria Business Improvement District ballot on behalf of the ballot holder, Stuart Love. The canvass to compile the voting register for this ballot has commenced and the result will be declared on 6<sup>th</sup> September.
- 2.6 The statutory annual canvass of domestic properties will commence in August and a new Register of Electors will be published on 3<sup>rd</sup> December.

##### **Procurement Services**

- 2.7 Procurement Services employ a strategic sourcing approach that provides leadership, commercial insight, assurance, policy and governance to the procurement activity of the Council.

- 2.8 The team provides support in procuring goods and services at the best possible value utilising a 'whole life cost' approach wherever possible, which includes scope for assessing Social Value aspects. The team ensures compliance with European Union Regulations (the 2015 Public Contracts Regulations) as well as wider commercial best practice. They are also custodians of the Procurement Code, which is a requirement of Westminster City Council Standing Orders.

## **Priorities 2018/19**

### **Contract Management Programme**

- 2.9 The team has begun work to establish a more commercial and risk based approach to managing contracts. The Contract Management Programme is focused on standardisation based on best practice, together with improved supplier relationships. The programme consists of 15 work streams addressing various aspects of the contract lifecycle, which are delivered as part of a one-year development programme.

### **Key Issues**

- 2.10 Procurement Services are about to embark on a restructure which will provide an effective structure aligned to internal clients' needs and categories of expenditure. This will help deliver value for money across all procurement activity within the services remit.
- 2.11 The restructure will increase resources overall and reduce the team's reliance on interim resource through the appointment of permanent staff.

## **3. Corporate Property**

### **Property, Investment & Estates**

- 3.1 Westminster City Council owns approximately £1bn of commercial real estate, which is split evenly between property occupied by the Council to provide its services (Libraries, Sports Centres, Children's Centres, Schools) and investments that generate income contributing to and supporting the Council's financial management and front line services.
- 3.2 The Council's Corporate Property team is responsible for the management of this portfolio and is organised into specific disciplines.

### **Operational Property (Corporate Real Estate)**

- 3.3 The Operational Property team is responsible for managing the property occupied by the Council, ensuring that the Council's services have the real estate they need.

3.4 Operational Property are working to consolidate the Council's property portfolio, which currently comprises approximately 400 assets. Aside from financial savings, this programme of consolidation will also release surplus property for reuse by Council services, for new housing or to generate additional income. The consolidation programme will also create opportunities for services to co-locate which, along with the Council's digital programme, will make access to the Council's services easier for residents.

### **Investment**

3.5 The Investment team runs the investment portfolio, which comprises almost 370 assets and 930 commercial tenants. The team is responsible for growing income and capital value through active asset management.

3.6 The Investment team also works to identify development opportunities within the Council's property portfolio. Schemes already underway include Dudley House (198 affordable homes and the new Marylebone Boys School) which completes later this year; Ingestre Court Enterprise Space in Soho; Farm Street providing a new street cleaning depot and the first affordable homes built by the Council in Mayfair; and the redevelopment of the Council's Lisson Grove offices, among others.

3.7 A new Investment Strategy is currently being drafted and will build on the previous strategy by continuing to:

- invest in commercial property to generate income growth for the Council;
- provide new asset management opportunities to grow the value of the existing portfolio, and;
- introduce an opportunity to contribute to place shaping by using a proportion of the funds allocated for investment to support or act as a catalyst for regeneration projects.

3.8 The Investment team also manages approximately £100m of commercial assets for the Housing Revenue Account, which provides important income to support the Council's Housing Strategy. The portfolio is primarily retail and is run on commercial terms to deliver a balance of optimum rental performance while providing sustainable high street shopping amenity to support and encourage vibrant local communities.

### **Corporate Projects**

3.9 Corporate Property projects ensure the operational estate remains in good condition and delivers key operational property transformation. The team

recently delivered the refurbished Council House (Old Marylebone Town Hall) which includes an exceptional wedding venue for the Registrars. Other key projects include the development of the new Marylebone Library at Seymour Leisure Centre and refurbishment of Mayfair Library.

**Westminster City Hall (64 Victoria Street)**

3.10 The team is delivering the redevelopment of City Hall, having moved 1,300 staff into temporary accommodation last spring. The redevelopment is on track to complete in December 2018 providing modern accommodation for members, staff and visitors.

3.11 The Council will return to the top half of the building offering accommodation suited to new, agile ways of working. The recant of members and staff is scheduled to take place from January 2019. The lower half of the building will be let to generate additional income for the Council.

**4. Regeneration**

**Overview**

4.1 Part of the Housing Service, the Regeneration Team is responsible for delivering the Council’s target of 1,850 affordable homes by 2023.

4.2 This target will be met through the delivery of an estate regeneration programme, high-level estate reviews and an infill programme on the Council’s own land.

**Affordable Housing Supply**

4.3 Over the next two years, over 780 affordable homes will be delivered in Westminster. These will be provided through a combination of private led developments, housing association direct delivery and the Council’s own developments.

Delivery Year	Supported Housing	Social/affordable rent	Intermediate	Spot purchases	Infills	Total
2018/19	3	47	109	25	15	199
2019/20	0	198	314	25	46	583

4.4 Significant new affordable homes to be delivered in 2018/19 include:

- 64 affordable homes at Paddington Gardens, a section 106 scheme being delivered for Octavia Housing, and;
- 33 homes at the Westbourne Park Baptist Church site delivered through Dolphin Living.

- 4.5 Significant new affordable homes to be delivered in 2019/20 include:
- Tollgate Gardens, a Council led regeneration scheme that will deliver 86 affordable homes;
  - 466 Edgware Road a section 106 affordable housing scheme which the Council is contracted on and is due to deliver 47 new build affordable homes;
  - Dudley House, a Council led development delivering 197 affordable homes;
  - 43 new build affordable homes being delivered by Walerton and Community Homes on the Elgin Estate;
  - The Maida Centre (Lanark Road), which will deliver 49 affordable homes through Dolphin Living.

### **Infill Programme**

4.6 The Infill Programme identifies vacant or underused Council owned land throughout the City on which to build new homes i.e. basements, garage sites or vacant land. Through the Infills Programme, Westminster City Council aims to deliver 200 affordable housing units over the next five years.

4.7 The programme has already successfully taken 25 homes through the planning stage and these are now at construction.

### **4.8 Priorities for 2018/19**

- Actively engage with residents, ward councillors and stakeholders to identify and progress new infill development opportunities;
- let new homes completed under the programme, under a Local Lettings Plan, where appropriate, to respond to local housing needs, and;
- promote the benefits of the programme and how it contributes to the Council's ambitions for increased numbers of affordable housing

### **Estate Regeneration**

#### **Church Street**

4.9 The regeneration of the Church Street area is a key priority for Westminster City Council. Over recent years, and working closely with the local community. Building on the progress made so far, we now have an ambitious masterplan for the Church Street area. This will be delivered over the next 15-20 years.

#### **Church Street Masterplan**

4.10 A seven-week consultation on the Masterplan took place between 7th September and 29th October 2017. The Church Street Masterplan provides a renewed focus for the regeneration of Church Street and creates a framework for all development in the Church Street area.

- 4.11 In developing the plan, a dedicated team of officers reviewed all earlier plans and emerging policy changes at local, regional and national levels as well as identifying opportunities for additional residential development in the area.
- 4.12 The Greater London Authority also designated the area as part of the Edgware Road Housing Zone in 2014. This will release significant new funds to invest in the infrastructure needed to bring forward new homes – particularly affordable homes – for local people.
- 4.13 Overall, the plan will deliver:
- around 1,750 new homes of all types, including more affordable homes for local people;
  - a 40% increase in publicly accessible open space;
  - an improved street market with up to 220 stalls, 150 van parking spaces, 3,600m<sup>2</sup> storage facilities;
  - affordable and flexible workspace and business support facilities;
  - a new cultural quarter centred around the antiques market and Cockpit Theatre;
  - 7,000m<sup>2</sup> retail space provision;
  - a health and well-being hub and a new community hub, and;
  - improved access throughout the area by balancing the relationship between pedestrians, cars and bicycles.

### **Church Street Regeneration Base**

- 4.14 The base is located at 99 Church Street where members of the Council's Regeneration Team are on hand to answer any questions residents or businesses have about the regeneration plans for the area.
- 4.15 The base is also home to the Church Street for All Employment Service, which offers employment support and advice.

### **Schemes of work on site during 2018/19**

#### **The Green Spine**

- 4.16 Westminster City Council appointed Landscape Architects BDP to develop a design for the Green Spine project, which is part of the award winning Church Street Infrastructure and Public Realm Plan.
- 4.17 The Green Spine will be a new park that creates a pedestrian focused route running north south through the Church Street area linking Lisson Gardens,

Broadley Gardens, Church Street, the new Luton Street development, Fisherton Estate and Orange Park. Construction will begin on site in spring 2019.

#### **Lisson Arches and Lilestone Street**

4.18 The redevelopment of Lisson Arches and 4 Lilestone Street is now underway. This will include replacement new homes for residents of Penn House, 1,300sqm of enterprise space for local businesses and a new community/healthcare hub.

Once complete, the site will include:

- Replacement homes for older people (44 flats) and a manager's flat to replace the accommodation currently in Penn House.
- 14 private flats for sale for over 55 year olds.
- 45 residential units - 19 private, 11 intermediate rent and 15 social rent.
- Public realm and landscaping improvements across the redevelopment.

#### **Cosway Street, Ashbridge Street and Ashmill Street**

4.19 The Council consulted on proposals in October to redevelop the semi-vacant site between Cosway Street and Stalbridge Street, and 2 Ashbridge Street (locally known as the BT building) for new homes.

4.20 A planning application for Cosway and Ashmill Streets has been submitted for consideration. The proposals include 51 homes for sale and 2 affordable homes. Work will start on site in early 2019 subject to planning approval being granted. Planning permission for Ashbridge Street has been granted and work will start on site by October 2018 providing 26 new affordable homes.

#### **Luton Street**

4.21 The Luton Street development site lies between Luton Street, Samford Street, Penfold Street and Bledlow Close. The scheme gained planning approval on 13th February 2018.

4.22 The final legal agreements on the delivery of 171 new homes, of which 62 will be affordable, are now being concluded with the developer. The scheme will start on site in October 2018.

#### **Ebury Bridge**

4.23 The Ebury Bridge Estate Renewal aims to provide more affordable housing within the borough whilst creating a sense of place and providing residents with market leading community facilities. Centrally located close to Victoria station and Sloane Square, Ebury Bridge is a long established, mixed community of around 336 households made up of secure and non-secure tenants and leaseholders.

4.24 The Council has now reached an important milestone in the delivery of the project and has begun consulting with residents on a preferred scenario, which involves the full replacement of all existing homes and the creation of around 400 new homes on the estate. This follows a Community Exhibition, which was held in March; this provided residents and businesses with an opportunity to view the facts about the scenarios being assessed for a renewed Ebury Bridge Estate.

4.25 A dedicated Community Engagement Team is based on site to provide information and support to the residents and businesses of Ebury Bridge Estate as the new proposals are developed.

4.26 The Community Futures Group (CFG) has been established to enter into meaningful dialogue with Westminster City Council about the overall goals of the project. The group will build an active relationship with the project team and across the community and will disseminate key messages.

4.27 Each member of the CFG has signed an agreed Terms of Reference document, which sets out the objectives of the group and provides a framework for how the group will operate. agenda and notes from each Community Futures Group are available to view on-line at

#### 4.28 **Key Pledges**

- A right of return for residents is guaranteed for all secure tenants and resident leaseholders;
- there will be a full replacement of all council homes;
- in addition, 35% of any new homes provided will be affordable for social and intermediate rent;
- addressing overcrowding is a top priority;
- good local shopping that serves local communities is central to any scheme;
- Ebury Bridge will remain a council-owned estate;
- residents will be at the heart of developing a viable new scheme;

#### **Tollgate Gardens**

4.29 The renewal of Tollgate Gardens will deliver 86 affordable homes, 47 more affordable homes than were provided on the previous estate, and 109 private homes. Construction is well advanced and remains on track to complete in spring 2019.

4.30 Priority lets on the new homes will be for returning residents who have been rehoused temporarily to enable the development take place.



- 4.31 The sole retained block, Tollgate House, will benefit from two new infill flats in a reconfigured ground floor area and communal improvement works, including a new entrance, repainted walkways and installation of new balustrades.
- 4.32 To provide additional support for Tollgate House residents during the redevelopment programme, a dedicated community engagement resource has been in place since late 2017

## **5. Strategic Housing Options for Older People (SHSOP)**

- 5.1 The overall Specialist Housing Strategy for Older People (SHSOP) identified that the number of older people in the general population is expected to rise considerably over the next two decades. Although the rise experienced locally may not be as substantial as the rise nationally, it will nevertheless have a dramatic impact on demand for services within Westminster.
- 5.2 Conditions such as dementia, primarily prevalent among very old populations, will become increasingly commonplace. The Council recognises that the current service provision needs to continue to improve to meet the present or anticipated future needs of older residents.
- 5.3 The strategy is driving forward an ambitious SHSOP programme in order to meet the anticipated demand for care provision for older people in Westminster and provide services to meet changing and often complex care needs.

### **Beachcroft**

- 5.4 The Beachcroft House development in Maida Vale forms an integral part of the SHSOP programme. Once complete the development will provide 84 care bedrooms care home and 31 apartments for private sale.
- 5.5 Planning permission for the redevelopment was granted in March 2017 and following a competitive tender, Durkan Ltd, were appointed as the contractor.
- 5.6 The development will be ready for occupation in the spring of 2020.