



Date: 6 October 2020

Classification: General Release

Title: Future of Westminster Commission

Report of: Neale Coleman, Chair of the Future of Westminster Commission

1. Introduction

- 1.1 This report summarises key background information on the Commission along with the work undertaken by the Commission and its supporting reviews since July 2022.

2. Background

- 2.1 In July Westminster Council's Cabinet¹ agreed to establish the [Future of Westminster Commission](#) to advise the Council on areas of policy and service delivery to help deliver a fairer Westminster for residents and agreed that I would take on the job of chairing the Commission.
- 2.2 The Commission is an independent advisory body to the Council, informing future policy, service design and delivery. All decisions remain reserved to the Executive, officer or other bodies in accordance with the Council's constitution.
- 2.3 The Commission will have four principal strands of enquiry and has established separate review groups for each of them:
- Fairness and Equality, convened and chaired by Karen Buck MP
 - Economy and Employment, convened and chaired by Claudette Forbes
 - Housing, convened and chaired by Steve Hilditch
 - Energy and Green Transition, convened and chaired by Syed Ahmed

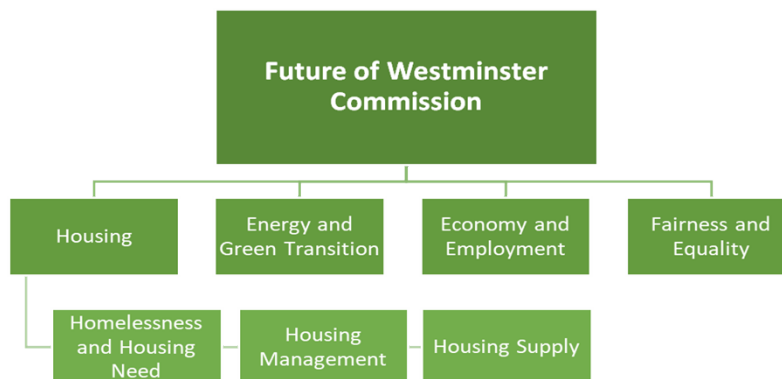
The Housing Review has the largest remit with three separate workstreams and sub-groups on housing supply, housing management and homelessness and housing need.

- 2.4 To ensure collaborative working between the Commission and Council there is a named Executive Leadership Team (ELT) member supporting each of the review

¹ A copy of the Cabinet report which covers the Commission's governance arrangements is attached as Appendix A of this report.

groups. In addition, a small team of officers has been established from existing Council staff to provide secretariat support to the Commission, including organising meetings, disseminating information to commissioners, quality assuring and managing linkages between work programmes and ensuring a flow of information from the Commission's work back into the Cabinet and the Executive Leadership Team.

- 2.5 The review group convenors play a central role in the Commission's work leading liaison and discussion with officers, agreeing work programmes and priorities and organising the work through evidence gathering, leading meetings of the full group and sub-groups as necessary, preparing progress reports and other outputs and organising events such as evidence sessions with key stakeholders and visits and tours across the City.
- 2.6 The convenors also played an important role in using their extensive networks to recruit members of the review groups. As set out in the Cabinet report we have recruited more than 50 people to support the main Commission and its review groups on a voluntary basis. I am very grateful to them all and as the detail in the Cabinet report shows all have strong track records and expertise to help the Commission succeed in its objectives.



3 Overview of work to date

- 3.1 Together with the Chairs and their review teams we have agreed the purpose that each of the review groups will work to deliver: on Fairness and Equality to identify policy approaches and initiatives that will enable and deliver a fairer, more equal and inclusive City; on Economy and Employment: to enable more residents to share in the City's economic success; on Housing to increase the supply of genuinely affordable housing to meet housing need in the City, improve the way the Council responds to homelessness and housing need and the quality of service provided to the Council's own tenants and leaseholders; on Energy and Green Transition to enhance and accelerate climate action

supported and delivered by the Council across the City towards the objective of achieving Net Zero Westminster by 2040.

- 3.2 All the review groups have now met to look at the evidence base for their subjects and to discuss future work programmes and priorities. Setting priorities is important given the wide scope of inquiry that all the topics could involve. The aim has been to identify the most important areas of work where the Commission and its members can really add value and make a difference in achieving the agreed purposes of each review group.
- 3.3 To that end, the Energy and Green Transition group have initially decided to prioritise reducing emissions from buildings in the City as these constitute 86% of total emissions; the Housing group have prioritised work on housing supply given its critical significance for meeting housing need; the Fairness and Equalities group are prioritising work on addressing the cost-of-living crisis as well as medium / long term support to address poverty and hardship and the Economy and Employment group are prioritising work on supporting local high streets across the City with an initial focus on the Harrow Road and surrounding area.
- 3.4 We have also been looking at ways in which other priorities can help to bring together and reinforce work across the four different reviews. One of these approaches is to focus on place and so all the groups will be looking at how best to support regeneration of the Northwest Economic Development Area (NWEDA) identified in the City Plan, the area surrounding the Harrow Road between Royal Oak and Ladbroke Grove.
- 3.5 This work will build on the policy objectives set in the City Plan of increased job opportunities for residents, new residential and mixed-use developments, improving and greening the environment, enhancing the Harrow Road District Centre and providing new and improved social and community infrastructure that meets the needs of the local community and helps to improve their health and wellbeing. Achieving these objectives will be fundamental to delivering a fairer Westminster. As stated in the City Plan: *“The NWEDA has long contained some of Westminster’s most deprived areas with lower levels of qualifications, earnings and health, and higher levels of worklessness, than elsewhere in the City. It is an area requiring coordinated intervention to tackle persistent levels of inequality.”*
- 3.6 Another integrating priority for all the groups will be to explore ways in which the Council can lead joined up efforts by partner organisations across the City to achieve common objectives to improve services, opportunities and the quality of life for residents. This will involve identifying and working with a group of anchor institutions such as the NHS and local universities to deliver interventions to support local communities, for example on free training and professional development for young people, mentoring and technical assistance to support local people, inclusive recruitment and hiring and purchasing more from local and diverse businesses.

- 3.7 On these two integrating priorities we have been able to secure for the Council pro bono consultancy support from Bloomberg Associates, the philanthropic consulting arm of Bloomberg Philanthropies which has worked with cities across the globe on projects to improve the quality of life for city residents and is in a strong position to share global best practice in these areas.
- 3.8 All the convenors and review groups have been encouraged to look at how they can work with Cabinet Members and officers to support and advise in real time on developing Council initiatives and policy, for example the Housing review on increasing the supply of genuinely affordable housing, the Fairness and Equality review on addressing the cost-of-living crisis and the Economy and Employment review on priorities for the NWEDA.

4 Commission Meetings

- 4.1 On the evening of 21 July, the Future of Westminster Commission held its first meeting at Grand Junction (based at St. Mary Magdalene Church in Westbourne).
- 4.2 This was a two-hour conversation amongst Commissioners with a small community audience and council officers. The main aims of the session were to introduce the Commission, describe and discuss the developing work programmes for each review and any next steps. There was also the opportunity for audience members to ask questions, particularly on the two review streams spotlighted at this meeting; Fairness and Equality, led by Karen Buck MP and Economy and Employment led by Claudette Forbes.
- 4.3 [* For those wishing to view a recording of the meeting, please use this link.](#)
- 4.4 The next meeting was due to take place on 15th September, but has been postponed until 22nd September following the sad passing of Her Majesty The Queen. This meeting will be held at the Abbey Centre and discuss the work programme for the Housing Review and the Council's response to the cost-of-living crisis facing many residents and businesses.

5. Progress and Future Work - Housing Review

- 5.1 As already noted, the Housing review has prioritised work on housing supply initially focusing on the Council's own development programme. But working closely with the lead Cabinet member and Council officers the group will be examining every option to increase the supply of genuinely affordable homes. For example, it plans to take evidence from housing associations operating in Westminster about how they can increase the number of homes they provide as well as improve the services they deliver to residents.
- 5.2 The group has supported the Council in building a stronger relationship with the Mayor of London and the Council is now exploring additional GLA funding to help it meet

some of its immediate goals and increase delivery of affordable homes. Together with the Cabinet Member and officers, the group has also been discussing ways in which the Council's planning policies could be developed so that more homes built by private developers are genuinely affordable and meet local housing need.

- 5.3 The Council currently has 2700 households placed in temporary accommodation and another priority for the review is to look at all the ways to reduce this number and improve the quality and location of temporary accommodation. To this end a sub-group has been established, co-chaired by Steve Hilditch and Karen Buck and has held a first meeting to agree a work programme, with the help of officers, which will look at topics such as temporary accommodation options, preventing homelessness and allocations policy.
- 5.4 The final strand of work for the Housing review is looking at ways to improve services to the Council's own tenants and leaseholders and to give them more say over decisions that affect their homes and estates. The experts here are the Council's tenants and leaseholders themselves and the review convenor is working with the lead Cabinet Member and officers to form a Tenants' Panel to lead the review.

6. Progress and Future Work - Fairness and Equality Review

- 6.1 As stated, the Fairness and Equality group is initially prioritising work on support for Westminster residents and businesses in the current cost of living crisis. At its first meeting the Group took evidence from Joanna Cain, CEO of Westminster's Citizen Advice, and discussed the Council's Cost of Living Strategy which was published in July and concentrates on immediate measures to assist as many people as possible.
- 6.2 In addition, the Fairness and Equality group has agreed a forward plan of work and meetings on the following topics:
- **Poverty and financial hardship**
Measures to address the current cost-of-living crisis, food and fuel poverty and its impact on poverty. Debt, hardship and financial inclusion. Access to advice and advocacy and food support to families and children.
 - **Improving the quality of life in the most disadvantaged neighbourhoods**
The impact of crime and anti-social behaviour, access to sports and leisure. The local environment and quality of life in our neighbourhoods.
 - **Young people, vulnerable families and serious youth violence**
Access to early help, support for vulnerable families, youth services and gangs and serious youth violence.
 - **Early years provision**
Provision of childcare for early years ages 0-5. Access to affordable childcare and support for families with young children.
 - **Health inequalities and building healthy communities**
Physical and mental well-being of older residents, disability, mental health, health inequalities in the BAME community.

- 6.3 The next meeting of the group will be held on the 29th of September. This meeting will focus on Poverty and Financial Hardship with a view to considering medium to long term solutions. The group will also look at the Councils draft Community Investment Strategy which is focused on how we invest in the Voluntary sector.

7. Progress and Future Work - Economy and Employment

- 7.1 At its first meeting, the Economy and Employment review group agreed an approach to the review based on a series of deep dives where the group will consider issues on a thematic basis:
- High streets, local economic centres and the North West Economic Development Area (NWEDA)
 - Social value and community wealth building
 - Skills, coaching and employment
 - Business support
 - Future of the economy
- 7.2 To accelerate work, subgroups have been tasked with gathering evidence in advance of the deep dives. They will engage widely by bringing in groups and individuals to provide evidence and help to identify key challenges and potential interventions.
- 7.3 Progress is being made with the first deep dive. Working with Council officers' early engagement is underway with stakeholders including a tour of the Queen's Park area with one of the ward Members and the Cabinet Member for Planning and Economic Development. The group is looking to support the Council and work with the other Commission reviews in developing the City Plan priority of a "*coordinated intervention to tackle persistent levels of inequality*" in the NWEDA.
- 7.4 In developing the work on social value and community wealth building for the second deep dive it will be important to support the Council to build on the strong relationships developed with public and private sector partners during the pandemic. The group will also be looking to benefit from the experience of Bloomberg Associates in this area, who are supporting the Council and will draw on their London wide work with the Greater London Authority. The group convenor and Bloomberg Associates have also met with Imperial College Healthcare NHS Trust to discuss broadening collaboration with the Council in this area.
- 7.5 One of the priorities in this work stream will be to support planned social value interventions in the NWEDA in areas such as inclusive hiring, diverse and local procurement, action on health inequalities, youth mentoring and support.

8. Progress and Future Work- Energy and Green Transition

- 8.1 The Energy and Green Transition (EGT) Group held its first meeting on Wednesday 17th August. In advance of the meeting, Westminster officers provided EGT members with

briefings on the Council's 2021 Climate Emergency Plan and the accompanying analytic reductions paper from Anthesis, the Council's consultants. The meeting allowed officers to provide the group with an overview of the Council's existing climate programmes.

8.2 The review group discussed the mix of the borough's building stock and the significant challenges in decarbonising the city's built environment which has been identified as the first priority for the group's work. Areas for further work would be:

- Identifying where the most significant opportunities for major carbon reduction would be across the built environment and key existing emission commitments
- Ensuring full advantage was taken of growing Government programmes and funding
- Focus on the importance of behaviour change and harnessing citizen action as an enabler for change
- Opportunities for the Council and key partners to lead by example

The group has agreed a programme of and dates for future meetings with the next few continuing to focus on the built environment, both residential and non-domestic buildings,

8.3 The group noted the need to work closely with the other review groups including on the cost-of-living crisis which was largely driven by the cost of energy and also that its work was likely to cross over with the Council's work on establishing a Climate Citizens Assembly. The review convenor will work closely with officers to that these two workstreams support each other effectively.

Appendix

1. Cabinet Report July 2022 (with appendices)

APPENDIX ONE



City of Westminster Cabinet

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

1. Executive Summary

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

2. Recommendations

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

3. Reasons for Decision

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

4. Background, including Policy Context

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

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

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

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

5. Financial Implications

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

6. Legal Implications

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

7. Carbon Impact

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

8. Equalities Implications

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

9. Consultation

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

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

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

APPENDICES

Appendix A – Future of Westminster Commission Terms of Reference

Appendix B – List of Commissioners and details of compensation

BACKGROUND PAPERS

None

APPENDIX A – Terms of Reference

FUTURE OF WESTMINSTER COMMISSION| TERMS OF REFERENCE

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

The Commission will have four strands of enquiry, namely:

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

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

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

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

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

The Future of Westminster Commission

The full Commission will:

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

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

It will review:

- The Council's approach to consultation on policies and service delivery seeking to ensure this is done in an equal and reciprocal partnership with communities and residents.
- The Council's relationship with and support for the voluntary and community sector, including contracting and funding arrangements, developing, and supporting community hubs and expanding community ownership.

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

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

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

Housing Review

The Housing Review will initially focus on three separate priorities:

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

Housing Supply

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

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

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

The Review team will provide recommendations on:

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

Homelessness and Housing Need

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

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

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

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

Housing Management

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

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

The Tenants Jury will:

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

- Recommend the adoption of a new leaseholders' charter covering consultation, charges, major works procurement, and complaints.
- Consider the resources available to the Council through the Housing Revenue Account and otherwise.

Economy and Employment Review

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

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

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

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

Energy and Green Transition Review

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

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

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

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

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

Fairness and Equality Review

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

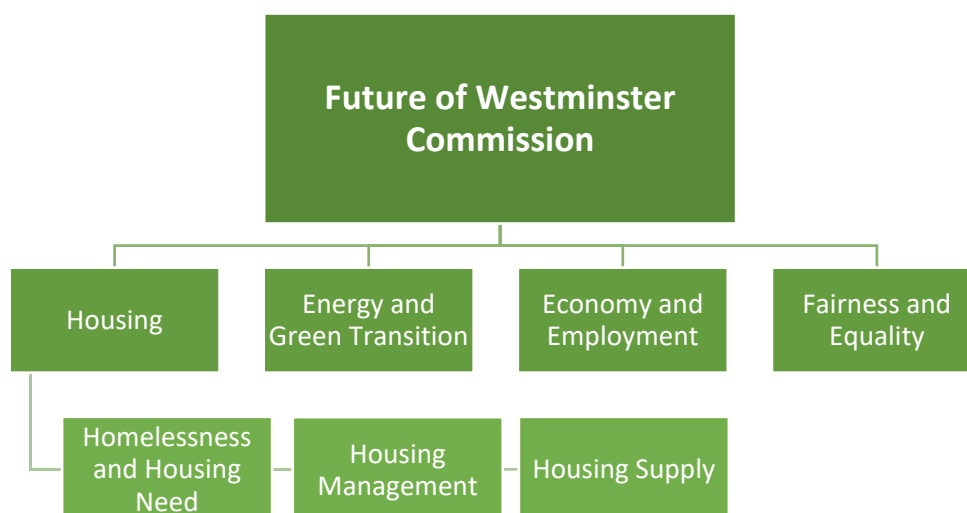
The review will be informed by an evidence base of data on Westminster's communities and citizens and will examine the effectiveness of existing Council policy and programmes that seek to meet the needs of more disadvantaged communities.

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

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

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

Appendix B – Terms of Reference



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

Professor Tony Travers <i>London School of Economics</i>
--

Fairness and Equality

Karen Buck MP (Convenor)

Helen Keenan

<i>Managing Director, Project Hart, Grosvenor Estate</i>
--

Karen Barker

<i>Head of Policy and Research London School of Economics, abrdn Financial Fairness Trust,</i>
--

June O'Sullivan

<i>CEO, London Early Years Foundation</i>

Phil Barron

<i>CEO, Young Westminster Foundation</i>
--

Anela Anwar

<i>Director, Z2K (Zacchaeus 2000 Trust)</i>

Imran Hussein

<i>Director of Policy and Campaigns, Action for Children</i>
--

Filsan Ali

<i>Director, Midaye Somali Development Network</i>
--

Housing Review

Steve Hilditch (Convener)

Andy Whitley

<i>Richmond Fellowship, former Chair, Westminster ALMO</i>
--

Andy Watson

<i>Former CEO Waltherton and Elgin Community Homes</i>
--

Terrie Alafat CBE

<i>Former Director General for housing Department for Communities and Local Government; former Director of Housing, RB Kensington and Chelsea; former CEO, Chartered Institute of Housing; Chair, the Riverside Group; Commissioner, Building Back Britain Commission</i>

Dr Janice Morphet

<i>Visiting Professor, Bartlett School of Planning, UCL; Former CEO, Rutland County Council</i>

Maureen Corcorane

<i>Former Head of London Housing, Audit Commission</i>
--

Homelessness and Housing Need

Karen Buck MP (Co-Convenor)

Steve Hilditch (Co-Convenor)

Giles Peaker

<i>Partner, Anthony Gold</i>

Joanna Kennedy

<i>CEO, Z2K (Zacchaeus 2000 Trust)</i>
--

Francis Mapstone

<i>Former Director of Housing, Westminster City Council</i>

Justin Bates

<i>Barrister, Landmark Chambers</i>

Housing Management

Steve Hilditch (Convenor)

Andy Whitley

Cllr Liza Begum

Cabinet Member for Housing Services

Cllr Maggie Carman

Deputy Cabinet Member for Housing Services

7-9 invited tenants and leaseholders

Employment and Economy

Claudette Forbes (Convenor)

Neil Johnston

CEO, Paddington Development Trust

Ola Badamosi

Deputy CEO Paddington Development Trust

Phil Graham

Executive Director for Good Growth, GLA; former CEO National Infrastructure Commission

Ruth Duston OBE

CEO, Primera Corporation; South Westminster BIDs and Cheapside Business Alliance

Floran Bosch

Head of HR, Global Vodafone Business Platforms and Solutions

Matthew Phillips

CEO, Carnival Trust

Andrew Travers

Former CEO, LB Lambeth; London Councils lead on economic growth and recovery

Stephen Evans

CEO, Learning and Work Institute

Diana Spiegelberg

Deputy Director, Somerset House Studios

John Spindler

CEO, Capital Enterprise

Matthew Jaffa

Senior External Affairs Manager, Federation of Small Businesses

Simon Harding Roots

London Managing Director, Crown Estate

Energy and Green Transition

Syed Ahmed (Convenor)

Lucy Yu

<i>CEO, Octopus Energy Centre for Net Zero</i>
--

Anna Swathes

<i>Head of Sustainability, Crown Estate</i>

Pancho Lewis

<i>Climate Citizens Project</i>

Jill Rutter

<i>Institute for Government</i>

Sachin Bhoite

<i>Director of Climate Resilience, C40 Cities</i>

Tor Burrows

<i>Executive Director for Sustainability and Innovation, Grosvenor Estate</i>
