WESTMINSTER CITY COUNCIL

Strategic Asset Management Plan 2025 to 2030

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OPENING COMMENTS

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Opening comments

Westminster City Council owns and manages over 20,500 homes, providing both rented and leasehold accommodation within one of London's most thriving, vibrant and diverse boroughs.

The welfare of our residents is at the heart of our Fairer Housing commitment to create a Fairer Westminster. Our vision is to deliver a high quality, caring housing service that is centred on the needs of our residents and communities.

Our Strategic Asset Management Plan is an essential part of achieving this, setting out how we will deliver a quality service and value for money.

We are pleased to launch our Strategic Asset Management Plan (SAMP) 2025 – 2030.

This document sets out our vision, aims and objectives for delivering investment and maintenance to our homes over the next five years and beyond. It considers the changing landscape that we will be operating within as we move forward. The plan has been developed in line with best practice and use of innovation, with residents firmly at the centre of our approach.

Through delivery of the strategic priorities set out here, and by maintaining a tight focus on resident experience throughout, we intend to drive forward our vision of Fairer Housing as part of a Fairer Westminster.

For any queries our contact email is:
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Purpose summary



PART ONE: INTRODUCING OUR SAMP

About the SAMP and the context we are working in

In this section:

- Purpose and scope
- Changing times, new challenges
- Key achievements
- National context
- Regional and local context



Purpose and scope

The purpose of our SAMP is to provide a strategic framework for how we plan and deliver investment and maintenance services across the more than 20,500 homes in our Housing & Revenue Account (HRA) portfolio. It complements our Corporate SAMP 2024 – 2029.

The scope of our SAMP encompasses a broad range of services, including:

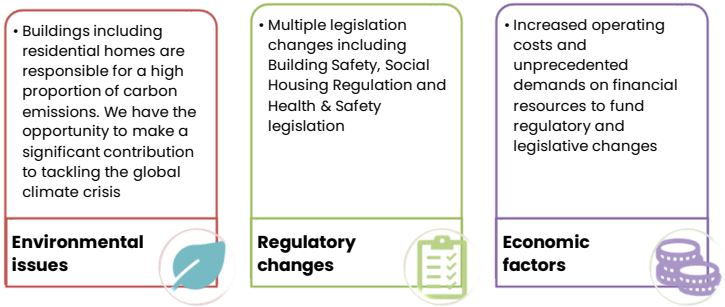
- Acquisition, development and regeneration
- Capital and major works
- Environmental sustainability
- Health, safety and compliance
- Planned maintenance;
- Responsive repairs and void works
- Strategic asset management.

In addition to outlining our approach to delivering these services, it sets out how we will interact effectively with core housing teams and key partners achieve our goals. Finally, it looks at how we can most effectively use enablers such as IT and technological innovations, to achieve the greatest impact and ensure value for money.

Changing times, new challenges

Much has changed since we produced our previous SAMP in 2013. At that time, our housing portfolio was being managed by CityWest Homes, but 2019 housing management functions and responsibility were transferred back to Westminster City Council.

The external context and landscape in which we operate has evolved significantly. A series of unprecedented major events both national and global, including the Grenfell fire, Awwab's Law, the COVID-19 pandemic, and new regulations in housing have generated new challenges which call for a sector wide response. Meanwhile a new regulatory and legislative framework is actively re-defining the way we need to operate:



We know that our residents in their day-to-day lives are experiencing these same challenges. The cost of living, the need for safe homes that support their health and wellbeing, as well as the need for energy efficiency and managing carbon impact are all high on their agenda, as well as ours. This is why SAMP seeks to respond directly to

these priorities, with the needs of residents and communities at its heart.

Key achievements

The challenges we're now facing are significant, but we're not starting from scratch.

During the lifetime of our current SAMP (2020-25) we have worked hard to respond proactively to emerging challenges and lay the foundations of a resident focused service that is fit for the future. Our most significant achievements include:

- Launched our new repairs policy
- Introduced our housing allocations scheme
- Introduced our dedicated damp and mould service in 2024
- Achieved C1 grading in the new housing regulations
- Opened four housing offices in Soho, Bayswater, Pimlico and Queens Park, bringing the total to eight across the city
- Established a residents forum where residents can share opportunities, receive service updates, monitor performance and offer scrutiny
- Conducted a partial City Plan review, which will update our affordable housing policy to prioritise social housing, ensure developers are incentivised to retrofit first and identify new site locations
- Launched the Westminster Housing Compact uniting the council and social housing providers to tackle the housing crises head on
- Leased 750 addition good quality properties to meet the increased requirement for temporary accommodation for homeless households
- Completed Ebury Bridge Phase 1, Luxborough Street and Darwin House regeneration schemes delivering 273 homes for the city
- Secured over £23 million in government funding to help those sleeping rough
- Our Customer Advocacy Team has resolved over 9000 cases for vulnerable residents who needed help with repairs in their homes.

These accomplishments, among many others, stand us in good stead as we look ahead to the next five years, but we know that there is more work to be done.

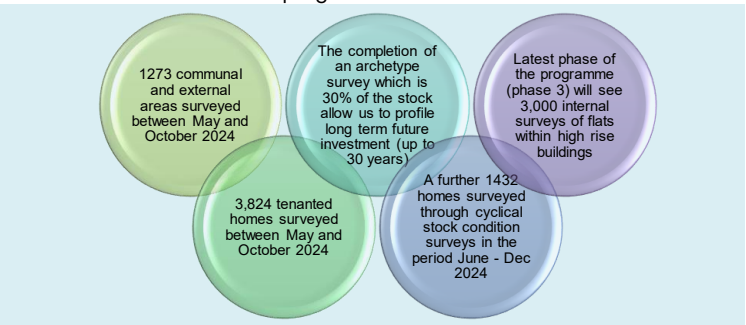
Behind Every Door (BED) Programme (case study)

Having accurate, up-to-date information about the condition of our housing stock is vital for us to make evidence-based decisions about investment. This data is collected by way of stock condition surveys, and our aim has been to carry out these surveys every three years. This surpasses recommended best practice of every five years. However, we recognise that our access rate (the number of homes we are able to access and survey) has not been where it should be, and the quality of our stock condition data has started to diminish as a result.

We have tackled this challenge head on, launching our 'Behind Every Door' (BED) programme in 2024. This supplements the rolling stock condition programme and is aimed specifically at improving our access rates. The target is 100% healthy housing and safety rating system (HHSRS) stock condition surveys within three years of all our tenanted stock.

We developed an updated survey form, to incorporate a wider set of information around health and safety and repairs issues. Any repair hazard issues identified by an HHSRS inspection will be repaired. Additionally, surveyors have been trained to identify safeguarding issues and pass this information on to with housing management services, so that they can take appropriate action such as organising a welfare visit. In this way we contribute to broader resident wellbeing.

Achievements under the BED programme to date:



National context

The national policy backdrop for the housing sector is changing, as it responds to a wide range of emerging and ongoing challenges.

These challenges include:

- The Grenfell fire tragedy in 2017
- Housing conditions, particularly damp, mould and condensation, which resulted in the tragic death of Awaab Ishak in 2020
- Changing Consumer Standards and an updated Decent Homes Standard
- Major events including Brexit, the COVID-19 pandemic, wars in Ukraine and the Middle East; a global energy crisis triggering economic pressures, and a shortage of skills in the workforce
- Affordable housing supply crisis across the UK
- Global climate change.

Significant shifts in government policy, legislation and regulatory frameworks are being implemented in response to these challenges; such as the major developments include the Building Safety Act 2022. Meanwhile, the Social Housing (Regulation) Act 2023 has been developed around six overarching commitments set out in the Social Housing Charter. The delivery of those commitments rests on the four Consumer Standards:

Commitments of the Social Housing Charter:					
Residents to be safe in their home	Residents to know how their landlord is performing	Residents to have their complaints dealt with promptly	Residents to be treated with respect	Residents to have their voice heard by their landlord	Residents to have a good quality home and neighbour-hood to live in

Consumer Standards:			
Safety and Quality	Transparency, Influence and Accountability	Neighbourhood and Community	Tenancy Standards

The impact of these reforms is far-reaching and designed to transform the lives of residents. Meanwhile, the legislation also provides more powers to the Regulator of Social Housing, who have now moved to a pro-active approach for inspecting housing providers, assessing their performance against the new consumer standards. This means that all housing providers, including the council, must have a robust strategy in place, to ensure the necessary changes are appropriately resourced, prioritised and delivered.

Taking a proactive approach to meet that challenge is what our new SAMP is all about. We want to translate the national policy framework to the local level, providing the right services and appropriate homes in the right locations to meet the needs of Westminster's residents.

Regional and local context

Alongside ensuring we respond to the national housing policy picture; we must also of course consider the regional (London-wide) and local context.

Westminster is a unique, vibrant and highly visible city, which offers a wealth of opportunities for its residents, its businesses and more than 25 million tourists who visit each year. Its eight square miles are home to more than 205,000 people, living in thriving and diverse communities.

The council's overarching vision is captured in our Fairer Westminster Strategy, which will be explored in more detail in the next section of this document. However, there are a few other core strategies, plans and resources that directly inform and guide our strategic approach to housing asset management:

- **City Plan -** We developed our City Plan in 2019. It is an ambitious local area plan which aims to make Westminster one of the best places to live, work and play - not just in London or the UK, but globally.

- **City Survey -** We have been carrying out our City Survey since 2002. It is one of our most critical sources of information to support evidence-based service delivery across all council functions. It provides in-depth insights about the experiences and priorities of residents who live in the city and invites their views on what would improve their lives. Independently run, face-to-face surveys with over 2,400 residents give people across all parts of our diverse communities the opportunity to engage and to shape the future of our services as we create a Fairer Westminster together.

- **Other council strategies and plans -** Our SAMP is also heavily influenced by the work of partner organisations such as the Greater London Authority (GLA). It connects strongly with numerous existing and emerging council strategies and plans, with which it frequently shares strategic outcomes. Key examples include the Bi-Borough Health & Wellbeing Strategy 2023-2033.

- **Service-level insights –** By combining our knowledge of resident demographics at a Westminster-specific level with insights around local housing demand (including waiting lists), we can tailor our investment plans and make sure we provide and maintain the right homes in the right locations.

- **Work of partner organisations –** Our work is also influenced by the activities of a wide range of external partners, and this too has been brought to bear as we develop our SAMP. Key examples include local voluntary and community sector (VCS) agencies, and the GLA. Our Housing Compact (case study on page 54) gives more information on our partnership approach.

PART TWO: ABOUT OUR HOMES

An overview of our housing stock portfolio

In this section:

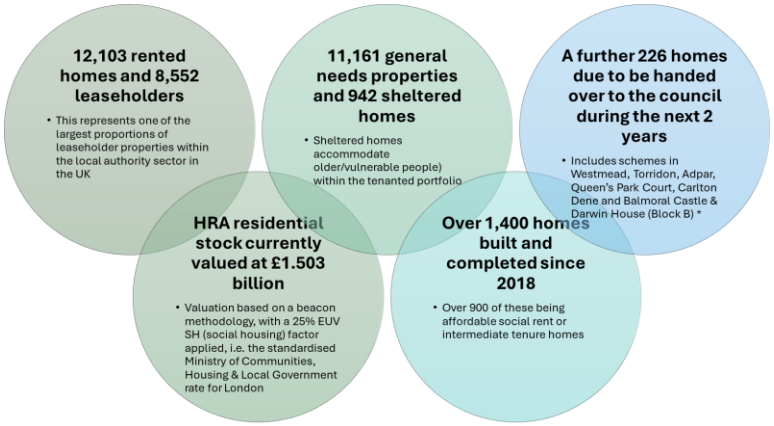
- Overview of stock profile
- Location
- Property types
- Heritage stock
- Management organisations
- Resident associations



Overview of stock profile

As of February 2024, Westminster City Council owned and managed 20,655 homes, which are part of its Housing Revenue Account (HRA) portfolio.

We provide homes with various tenures across a broad range of property types, ranging from one-bedroom flats to family housing.



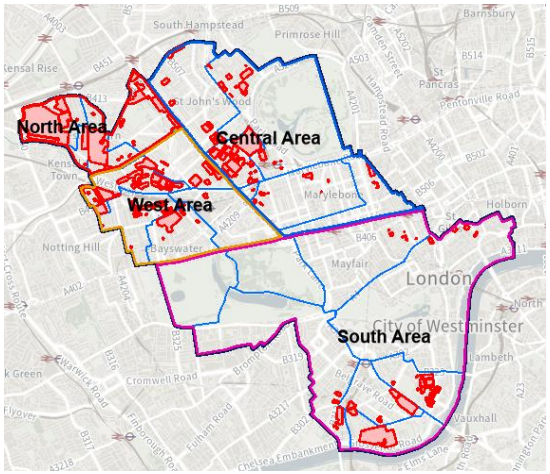
* Homes delivered: Westmead: 34 social rent homes & 31 intermediate homes; Torridon: 21 social rent homes; Adpar: 20 social rent homes; Queens Park Court: 23 social rent homes; Carlton Dene: 87 social rent homes (including 65 extra care homes); Balmoral Castle and Darwin House (Block B): 10 social rent homes

Location

Our homes are located across the city, with significant concentrations of stock in the northwestern and southern areas of Westminster.

The management of our stock is split into four key districts; north, central, west and south.

In addition to the core stock located within the city, we manage a small number of properties (29) that are outside Westminster. These are individual flats within housing blocks that are owned by other local authorities.



Location of our homes

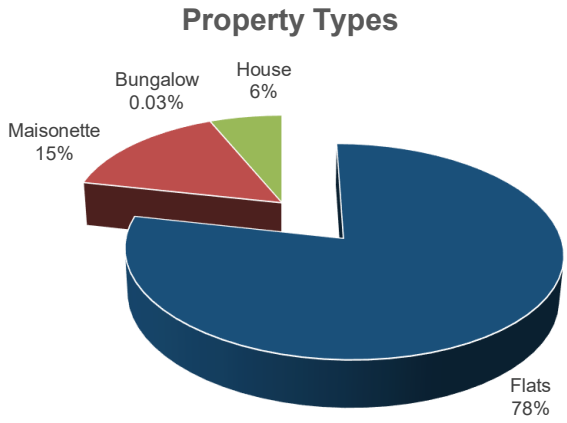
Property types

Our housing portfolio is very diverse, ranging from Victorian properties through to new build housing.

The diversity of the portfolio reflects over 150 years of development, with a significant proportion of heritage stock, including mansion blocks in St. Johns and Victorian terraces with stucco facades located in Pimlico and Bayswater.

Following the Second World War and the acceleration of government plans to address housing shortages, Westminster saw the development of purpose built housing blocks. With this came high-rise living and the construction of tower blocks across the city. Our portfolio now includes over 145 high-rise buildings.

The majority of our portfolio comprises flats and maisonettes (93%), with the remaining property types comprising houses and bungalows.



Summary of property types

Heritage stock

Westminster's has a unique position in the capital and the many celebrated architects who have had a part in its design underline the importance of its housing stock.

These including Powell & Moya (Churchill Gardens), Sir Denys Lasdun (Hallfield Estate), Sir Edwin Lutyens (Grosvenor Estate), and Darbourne & Darke (Lillington Gardens). In addition, many of the street properties are also of historic importance.

Given this exceptional pedigree, it is unsurprising that 41% of the stock is located within conservation areas, and 17% in listed buildings. This does however present challenges with planning and delivering investment in these properties. The costs of investing in external works to these buildings are approximately 40% higher when compared with the traditional housing stock. This is because there are strict planning rules around the refurbishment of heritage buildings, often building components must be restored on a like for like basis. This ensures that the heritage of the buildings is preserved and that buildings are visually appealing and in keeping with similar architecture of the area.

For example, many of our listed buildings and those within conservation areas will have original features such as timber sash windows. These require careful restoration, which increases the costs incurred for renewal or replacement to maintain the heritage of the buildings. Stricter planning rules can also result in longer lead times for delivering works to these buildings.

Management organisations

We are ultimately responsible for all our homes, however in addition to the services delivered in-house, a small number of properties are managed through tenant management organisations.

A tenant management organisation (TMO) is a legal entity that is led by residents to manage their property and associated services on behalf of the council. We support eight TMOs across the council, accounting for a total of 1,436 properties. These are located at:

- Carlton (Maida Vale)
- Hide Tower; (Grosvenor)
- Lilestone; (Church Street)
- Maida Vale
- Millbank Estate
- Tavistock (Westbourne Park)
- Torridon (Maida Vale)
- Odhams Walk (Soho & Covent Garden).

The responsibility for service delivery varies between each of the TMOs, but usually includes repairs and maintenance, cleaning services and grounds maintenance. We continue to be responsible for major works including structural works and a range of other works depending on the TMO, for example the maintenance and renewal of specialist mechanical equipment such as communal heating systems.

We are committed to supporting TMOs by providing specialist support and advice, reviewing performance and organising forums to share best practice. We are committed to strengthening the communications around how repairs and major works are planned.

Resident associations, Resident Panel and Resident Forum

Working with our residents is crucial to ensure our services are designed around our resident's requirements. We provide a range of ways to engaging, listen and communicate to improve our services. The Resident Panel is a small group of residents who meet monthly to provide formal scrutiny of the housing service to help drive improvements.

In April 2024 we launched the Resident Forum. This is a monthly forum open to all residents and is chaired by a member of the Resident Panel. Over 350 residents have attended this informal meeting virtually or in person, open to all residents. It is a place to discuss common challenges such as

repairs, building safety and anti-social behaviour, as well as opportunities for Westminster Housing residents. Residents can choose to attend every month or as a one-off.

The table below lists the names and locations of all the Resident Associations we work with.

Resident Association Name	Area
Abbots Manor Resident Voice	Pimlico North; Pimlico South
Alpha & Earl House Resident Association	Church Street
Blandford Estate Resident Association	Regent's Park
Brunel Estate Sounding Board	Westbourne Ward
Brunswick & Dalkeith Resident Association	Vincent Square
Charfield Court Resident Group	Westbourne Ward
Churchill Gardens Resident Association	Pimlico South
Crawford Mansions Resident Association	Marylebone
Dufours Place Resident Voice	West End
Four Rivers Resident Association	Church Street
Gatliff Close Resident Association	Knightsbridge & Belgravia
Grosvenor & Regency Resident Association	Vincent Square
Hallfield Estate Resident Association	Lancaster Gate
Hide Tower Resident Association	Vincent Square
Holcroft Court Resident Association	West End
Ingestre Court Resident Association	West End
John Aird Court Resident Association	Little Venice
Lillington & Longmoore Resident Association	Pimlico North
Lisson Green Tenant & Resident Association	Church Street
Luxborough Tower Resident Association	Marylebone
Lydford Estate Tenant & Resident Association	Harrow Road
Mozart Estate Resident Association	Queen's Park
Semley House Resident Association	Knightsbridge & Belgravia
Siddons & Stirling Resident Association	St James's
Swanleys Resident Association	Bayswater

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The Odhams Walk Resident Association	St James's
Townshend Estate Resident Voice	Regent's Park
Vale Royal House Resident Association	St James's
Wessex Gardens Resident Association	Westbourne Ward
Wharncliffe Gardens Resident Association	Abbey Road
York Mansions Resident Association	Marylebone

PART THREE: VISION, OUTCOMES AND OBJECTIVES

Our vision and how it informs the outcomes and strategic objectives of our SAMP

In this section:

- Fairer Housing as part of Fairer Westminster
- Housing priorities and SAMP outcomes
- Strategic objectives
- How it all fits together

Fairer Housing as part of a Fairer Westminster

In 2022, the council launched its five-year Fairer Westminster strategy.

This strategy sets out our ambitions for the city, with strategic objectives structured around five pillars:



The Fairer Westminster vision is embedded across all our services and provides the strategic direction for our SAMP. While we have the ability to impact on all of the Fairer Westminster pillars, our key focus is on the theme of Fairer Housing.

Housing priorities and SAMP outcomes

The Fairer Housing ambition provides the bedrock on which we have built the council's five housing priorities. These in turn inform the five intended outcomes of our SAMP.

HOUSING PRIORITIES	SAMP OUTCOMES
Residents are involved at the earliest opportunity and can influence our decision making, trusting us to support them and put things right.	**Safe homes** and communities for all residents, staff and visitors
The **needs of our vulnerable residents** are prioritised and met.	**Improve resident experience** and support thriving communities
People live in **safe and well-maintained** homes.	Deliver **value for money** and ensure a sustainable future
Estates and neighbourhoods **are well looked after.**	Drive forward our commitments on **climate change**
People are **supported** to prevent them becoming homeless and with their journey through **Temporary Accommodation.**	Embrace **data insights, technology and innovation** to improve our homes

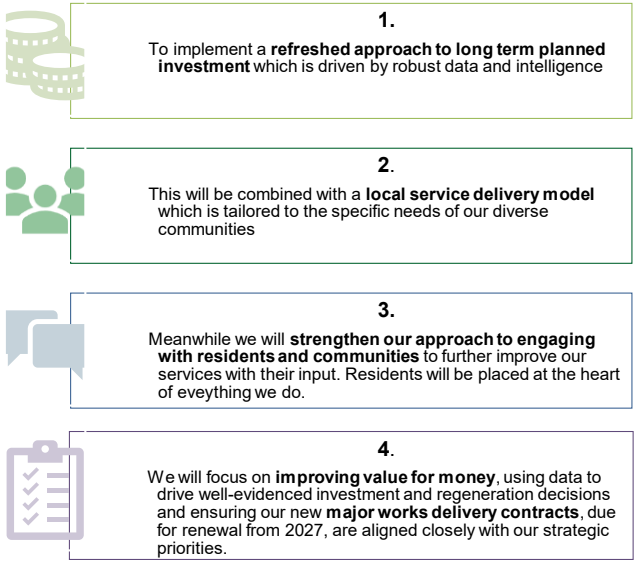
This ensures everything is moving in the same direction: so the way we invest, the way we manage our assets and the way we provide services to residents, all pull together to meet people's needs and drive resident satisfaction with their homes.

Strategic objectives

Having identified the outcomes we hope to achieve through our SAMP, we are able to carve out our four strategic objectives.

These outline what we need to do over the next five years to deliver fairer housing through strategic management of our housing assets. They build upon the success of recent service improvements and our C1 rating by the regulator.

Our strategic objectives are:



With these clear strategic priorities in place, our SAMP provides the framework for delivering change in a flexible and effective manner. Together they will help us ensure that we provide safe, well-maintained homes through the effective planning and delivery of investment and by delivering a sector leading service, ultimately making real our vision for Fairer Housing as part of a Fairer Westminster.

"Through innovation and collaboration, we will deliver a flexible and sustainable estate and professional property service for Westminster that meets the aspirations of our customers, communities and the wider economy."

By-line?

How it all fits together

The relationship between our overarching vision, the housing priorities which provide context, the outcomes we want to achieve, and the srtrategic priorities we have set ourselves, can be summarised as follows:



PART FOUR: SETTING OURSELVES UP FOR SUCCESS

The tools and structures we have put in place to enable us to deliver our SAMP and achieve the desired outcomes

In this section:

- Place-based approach
- Developing our SAMP around the resident experience
- Strategic asset management approach
- Our approach in detail



Place-based approach

We are committed to working collaboratively with our local communities and partners, in line with the Fairer Communities pillar of our Fairer Westminster vision.

In practice this calls for a place-based approach to investment and regeneration. This means we listen to residents and use data and insights to understand the unique challenges and opportunities of local communities. We have reorganised our housing management and housing repairs teams, so they cover the same geographical areas. This makes it easier for them to work closely and ensure a locally based approach. This approach means that residents benefit from teams being able to collaborate more effectively. In addition to bringing our own teams together, we bring together local community groups, businesses and voluntary and community sector (VCS) organisations, to deliver improvement programmes that make sense at a local level.

This ensures our work is tailored to the individual needs of our communities and delivers tangible social value on the ground.

North Paddington (case study)

Our work in North Paddington is an example of a place-based programme that has been developed in partnership with local people, community groups and charities. It focuses attention across the Harrow Road, Queens Park and Westbourne wards.

These wards were identified after data highlighted that people living in these neighbourhoods tended to have lower levels of qualifications, lower earnings, poorer health outcomes, and higher levels of unemployment than elsewhere in the city. These findings connect with social, economic, health and environmental inequalities, which we know exist within Westminster. We are determined to tackle them head-on to improve the lives of residents and create a more equal borough.

We are directing additional resources and bringing different council services together to mobilise a coordinated response in these three wards, focusing on the outcomes residents really care about. Together with local communities we will deliver a healthier, safer and more financially secure North Paddington area.

Developing our SAMP around resident feedback

We wanted to put our residents and diverse communities at the heart of our SAMP and this meant building our approach around their feedback.

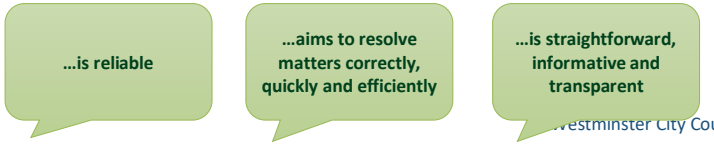
We have engaged with communities extensively throughout the process of its development to have a clear understanding of their perspectives, and those insights directly drive its content.

Engagement activities have included:

- Consultations with residents including tenants and leaseholders across the city
- Review and analyses of resident feedback including complaints and resident experience surveys
- Engagement with the residents panel
- Review of feedback from other recent consultations.

We are pleased that Tenant Satisfaction Measures (TSMs) show that the majority of interactions that our residents have with our services are positive, and we know we have delivered significant improvements in recent years, since the launch of Fairer Westminster. But there is still more work to do.

We have listened to what our residents have told us and we understand that, put simply, they want a service that:



In practice this translates into a wide range of initiatives and commitments that have been incorporated into this SAMP and the Delivery Plan that sits below it. Some key examples of feedback-driven actions are:

- Provide a more local service, with staff and contractors being knowledgeable about the homes, blocks and estates in their area
- Provide greater transparency on what investment is planned over the short, medium and long term. This is essential for leaseholders that need to manage their financial resources
- Improve value for money: this is a significant issue for our leaseholders and will support financial planning
- Upskill frontline staff to pro-actively manage repairs and existing cases; providing up to date information and simplifying internal lines of communication
- Deliver works on time and, where disruption is unavoidable, keep residents informed as part of better communication all round.

However, our engagement with residents and communities does not stop now that the SAMP is published. This is only the beginning and as we bring our SAMP and Delivery Plan to life, we will continue to engage allowing residents to shape the details of how the work gets done in practice. This will include creating opportunities for them to participate in the detailed design of services, and the selection of our key contractors.

We will continue to improve our engagement methods, making sure that we offer a range of options so everyone can find a way of feeding back to us that works for them. This will include a range of in-person and digital options. We are also committed to continuing to

embrace the cultural diversity of our city, so that our services are culturally appropriate, respond to the unique needs of our communities, and actively promote inclusion so that every voice can be heard.

Strategic asset management approach

We take a structured, strategic approach to managing our portfolio and investing in our homes and communities.

This is an essential tool that supports our work and operating in this way sets us up for success in terms of achieving our strategic goal: to make Westminster a fairer place to live.

We will develop our existing property planning and asset management (PP&AM) capabilities to ensure we have a fit-for-purpose strategic asset management capability, which will drive forward our SAMP and the associated Delivery Plan. The following model sets out the component parts of our strategic asset management capability, and how it is structured:



Strategic Asset Management Capability Model, setting out the key capabilities of the strategic asset management function.

Our approach in detail

The twelve elements that make up this model are grouped into four key areas as indicated. Each has its own vital role to play.

The unique contribution that each one makes to successful asset management is outlined briefly below, and we have selected a few to put a spotlight on here, explaining these examples in a little more detail. Meanwhile, some of the other aspects (for example, Investment Planning) will be explored again in greater detail elsewhere in this document.

Group 1: Information and planning

- **Asset management strategy, policies and standards -** our SAMP is the blueprint for how we will deliver our vision through investment in

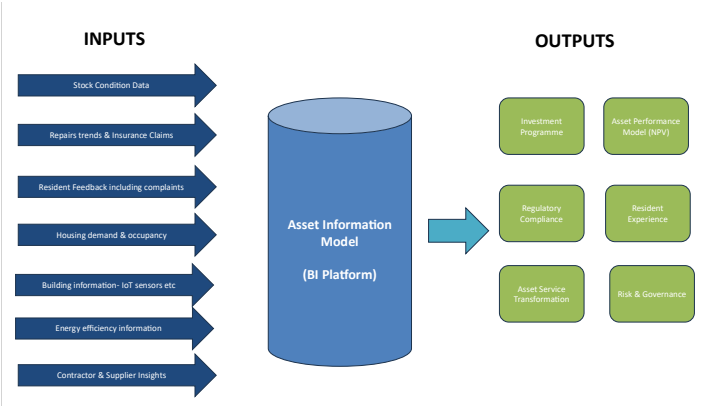
our homes. An essential part of this is having a 'backbone' of clear, well-defined policies and standards to guide and shape our work. We will continue to be pro-active and agile in this area, responding to the pace of change in the sector so that we're prepared for and, where possible, pre-empting the requirements of new regulations such as Awaab's Law and the new Decent Homes Standard.

- **Investment planning-** we will strengthen our approach to investment planning, making best use of available data and designing local community based investment plans which reflect resident feedback and the unique characteristics of local communities.

SPOTLIGHT ON: Asset information management

This is the information we need to collate and maintain about our homes. This includes data that gives us up-to-date information about the condition of our homes. However, the information we use for asset management also goes well beyond stock condition data: it covers a broad range of other topics, from building safety and compliance to energy efficiency. It also includes insights from our residents and communities.

Our strategic assets function has oversight of the asset information from various data sources, ensuring it is brought together in a coherent way. The data is then used to inform planning and decision-making across all asset services. From ensuring our investment plans are targeted and locally appropriate, to assessing progress towards our Net Zero Carbon goals and producing robust regulatory reporting; everything relies on us having good data and using it well.



Group 2: Governance and quality assurance

- **Programme commissioning and oversight -** This is about planning and prioritising our investment and commissioning the work programmes to deliver it. We can minimise risk and ensure our expenditure is as effective as possible through robust commissioning and clear briefs. Coordinating and sequencing works intelligently means less disruption, duplication and waste.

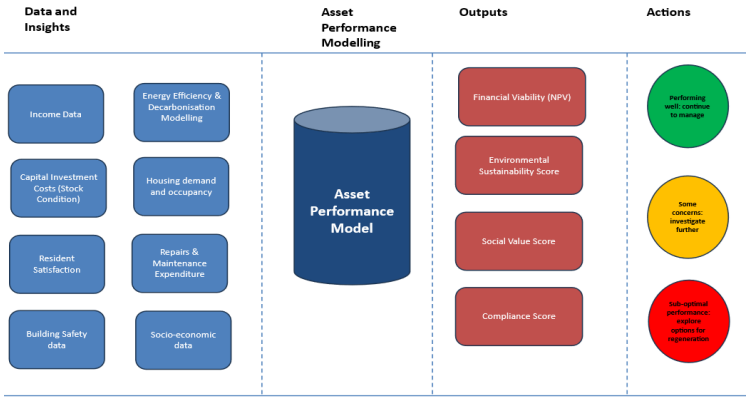
- **Risk management -** We will review our risk management framework to ensure we have an overarching single view and robustly handle risks relating to things like health and safety, regulatory compliance and financial rigour.

SPOTLIGHT ON: Performance and quality management
Being able to continuously reviewing asset performance enables us to make sure we have the right homes in the right locations. This is why we will implement an asset performance framework. Through this framework we will leverage data and insights from multiple sources. We can then model comparative performance scores for financial viability, regulatory compliance, environmental sustainability. This is how we will continually check that we are on track to deliver on our strategic priorities, and benchmark ourselves against our peers to drive ongoing improvement.

Of course, any assessment is only as good the data it is based upon. Which is why we need to progress our data quality improvement programme before implementing the model, and to ensure we end up with the best solution, we are considering several options:

- **Option 1**: Exploring functionality within our existing core systems e.g. MRI assets
- **Option 2** Procuring a proprietary solution from the market
- **Option 3** Developing an in-house solution utilising business intelligence capability.

We will evaluate these options and establish which will best fit our needs as we bring our SAMP to life over the course of the next 12-to-18 months.



Group 3: Engagement and coordination

- **Enabling services -** this includes key support functions such as finance, people services, IT and procurement to enable services to be delivered effectively. The strategic asset function plays a key role in ensuring there is a smooth interaction between the investment and maintenance services and the enabling functions.

- **Coordination of asset services –** We are made up of multiple teams with technical specialisms ranging from complex mechanical and electrical services, to environmental sustainability. The strategic asset function in its planning and oversight role means that the various work programmes and service improvements are coordinated to deliver the shared vision of our SAMP.

- **Housing management, regeneration and development -** We are strengthening collaboration between our investment and maintenance services and our housing management services, uniting their efforts around the delivery of our SAMP. Resident experience remains at the heart and these teams. Working effectively together will ensure that investment plans align with the needs of individual estates.

Group 4: Asset lifecycle and continuous improvement

SPOTLIGHT ON: Asset lifecycle management

Our housing portfolio is extensive and undergoing continuous change. We acquire new properties, tenures of our homes change, and we carry out significant investment, all of which changes the profile of our housing stock. Our asset lifecycle model ensures we have robust processes and systems in place to on board new properties. With accurate information we can manage the properties effectively and maintain a robust, comprehensive, up to date and accurate register of all our buildings and estates. This is our 'best practice' approach to strategically managing our assets and it underpins everything we do:



- **Asset performance management –** we need to know how our assets are performing against our desired outcomes at an individual unit, block, estate, and portfolio level. We will develop an asset performance model, which enables us to identify and predict challenges around regulatory compliance, value for money and resident experience, to drive action. For example, high turnover in a building comprising one-bedroom flats, in a location where family housing is in demand, could highlight an opportunity for re-configuration of the building to offer family housing.

- **Asset transformation and improvement –** Joining up our sources of information (for example, repairs information) will help us manage the way we transform and improve the homes in our portfolio. This is a core element of the council's housing service. We are committed to making the changes that will make a real difference to our residents, and our SAMP provides the framework for doing this.

PART FIVE: INVESTING IN OUR HOMES

Our planned expenditure and how we will prioritise it

In this section:

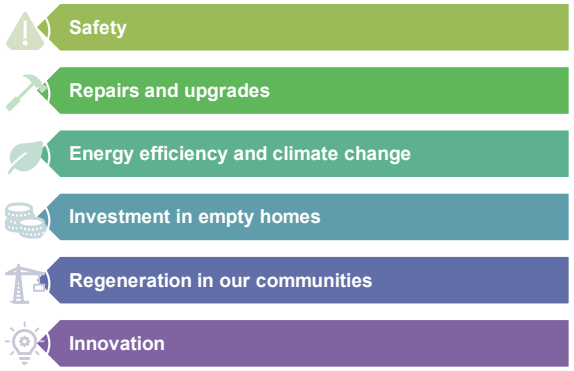
- Investment overview
- Capital programme
- Revenue budget
- Investment strategy
- Investment planning
- Investment standards
- Investment priorities
- Investment categories
- Summary of actions



Investment overview

Effective investment in our homes will be crucial in delivering our vision.

We have allocated over £78 million in capital investment in our homes for 2025/26, representing one of the largest expenditures for the council. Our investment programme is therefore well-funded and covers a wide range of works, including:



A key area of collaboration is working with the repairs team. We currently have a reciprocal referral process that allows work required to be appropriately routed through repairs or major works teams. The council wants to be able to better incorporate repairs data and demonstrate benefits following major works, and make this a key deliverable in the future. There's more detail about what types of works fall into each these groups, and how we categorise, prioritise and assess investment proposals, in the sections to follow.

Capital programme

The capital programme sets out our high-level investment plan in our homes.

It includes investment in:

- Health and safety works to ensure building safety
- Major works such as planned kitchen or bathroom renewals
- Void works to bring empty homes back into use
- Works to tackle damp, mould and condensation
- Works to help tackle climate change
- Specialist works such as electrical works or district heating renewal.

Capital investment generally relates to the replacement or major renewals of building components and building services. Investment on this scale requires significant financial resourcing.

We will invest more than £445 million between 2025/26 and 2029/30, with over £78 million allocated to 2025/26**.** The capital programme overview is in the table below.

Scheme Name	1 2025/26 £000	2 2026/27 £000	3 2027/28 £000	4 2028/29 £000	5 2029/30 £000	6-30 2030/31 to 2054/55 £000	TOTAL £000
Health and Safety	2,508	787	767	559	488	12,188	**17,295**
Electricals Services	1,265	819	819	819	819	20,475	**25,016**
Major Works	38,000	45,000	35,000	30,000	30,000	387,690	**565,690**
Adaptations	1,800	1,800	1,800	1,800	1,800	39,600	**48,600**
Voids	4,641	4,641	4,641	4,641	4,641	116,025	**139,230**
Minor Works & Condensation	1,589	1,463	1,268	1,268	1,268	18,873	**25,727**
Asset Management	305	305	305	305	305	7,625	**9,150**
Fire Precautions -MW	4,149	959	618	500	500	10,200	**16,926**
Lifts	2,148	2,613	1,835	1,835	1,835	40,445	**50,711**
Domestic Heating	1,030	900	900	900	900	18,100	**22,730**
PDHU	1,305	897	405	0	0	0	**2,606**
PDHU Replacement	0	23,000	23,000	23,000	23,000	23,000	**115,000**
Climate Works	10,000	10,000	10,000	15,000	15,000	137,304	**197,304**
Mechanical Services	4,346	1,200	1,200	1,200	1,200	30,000	**39,146**
Heat Network Metering	3,367	3,367	506	0	0	0	**7,239**
Inflation & Stock movement	1,439	3,498	4,477	5,904	7,372	341,076	**363,767**
Ebury Uplift	154	157	160	581	592	20,700	**22,344**
Planned Maintenance TOTAL	**78,045**	**101,404**	**87,700**	**88,312**	**89,720**	**1,223,299**	**1,668,480**



Revenue budget

In addition to the capital programme, the Housing Revenue Account (HRA) is used to manage our activities as a landlord.

It is ring-fenced to provide services to residents through the collection of rents and service charges. A large proportion of this spend is delivering ongoing repairs and maintenance to properties, blocks and estates.

This is predominantly allocated to day-to-day repairs (responsive repairs), void works (excluding component renewals), and cyclical maintenance (such as painting programmes and preventative planned on things like gas, water hygiene and fire safety systems).

We have an allocation of £35.32 million for 2025/26, investing a total in excess of £184 million over the next five years.

Investment strategy

Through effective strategic asset management, we will drive performance and efficiency within our property portfolio, continually looking ahead to ensure that our homes are fit for the future.

Our approach to investment is a key element of our SAMP. Funding is limited and we must utilise resources wisely to achieve the optimum balance between delivering our regulatory obligations, improving resident experience and ensuring a sustainable future for our housing portfolio.

We have invested significantly in our existing homes over the last five years, delivering many successful projects. For example, we are delivering large-scale investment at Churchill Gardens, Pimlico over a phased programme. This includes external works comprising new windows, roofing, internal and external decoration and environmental works such as renewed paths and walkways. This programme will conclude in 2027, delivering improved homes and estates to our tenants and leaseholders at one of the largest estates in Westminster.

This is just one example, and our investment programmes represent a broad range of works, from renewal of communal heating systems to installation of high-speed broadband. By improving our approach to investment planning we will be more able to adapt our ageing stock and enhance our ability to deliver against our SAMP outcomes and housing priorities.

That's why, having listened carefully to tenants and leaseholders, we are now developing a new approach to investment in our homes and communities. This will be driven by data and insights, and kick started by our re-launched stock condition survey programme (refer to Section 5.4). The key things we aim to achieve through this refreshed approach to investment planning are:

OBJECTIVE		OUTCOMES
Local estate-based plans: increased frequency, based on works packages e.g. external works moving away from infrequent major full building refurbishments	>	• Ability to tailor our plans to meet local priorities, because one size doesn't fit all • Mitigate onerous costs for leaseholders • Extend lifecycle of components • Better value for money • Improved resident satisfaction
Preventative planned maintenance: significantly increase investment in PPM (external decoration, gutter clearance etc.)	>	• Reduce responsive repairs demand • Extend lifecycle of components • Optimise maintenance of our heritage buildings • Improve kerb appeal and a sense of pride

OBJECTIVE		OUTCOMES
Climate change and net zero: Embed climate change and net zero scenario planning into our approach, moving away from stand-alone retrofit programmes	>	• Minimises disruption • Prevents re-work • Accelerates achievement of climate change targets
Intelligence-led plans: Use data to optimise investment plans - beyond stock condition data to include energy performance, repairs trends and resident feedback.	>	• Plans address root cause issues first time • Improved co-ordination between work programmes • Improves value for money • Improves resident experience

Investment planning

A key role of our strategic asset function is to develop our investment plans, driven by our investment strategy.

We want to leverage data and insights to develop intelligence-led, locality-based investment plans. We are developing our approach for this now, and it will be aligned with the handover of stock condition data, which will provide the essential intelligence to drive our plans.

Stock condition is not the only data set we will need, though. By developing a dedicated Asset Information Model, we will be able to identify and collate the information we need to inform our investment plans. This includes a raft of other data and insights such as energy performance information, repairs service trends and resident feedback. We will use this data to generate scenarios based on our investment priorities and standards, such as the Decent Homes Standard, in order to determine what works will be carried out to each property, with full cost estimates and a timeline.

The investment plans will then be commissioned for delivery through our delivery teams who will then be responsible for instructing and managing our contractors to deliver against the investment plans.

We will finalise our investment strategy throughout 2025 and develop long-term investment plans to align with the re-procurement of new works delivery contracts from 2027. In the meantime, we will develop transitional work programmes, gradually introducing our updated investment approach, which will enable us to start realising some of the benefits while avoiding disruption to ongoing investment projects.

Investment standards

Our investment standards are first and foremost driven by the Consumer Standards, which were published in 2024.

While we are committed to all four of the consumer standards, it is the Safety and Quality Standard that is the foundation of our investment planning and prioritisation. This includes all statutory health and safety regulations in addition to the Decent Homes Standard.

The MRI asset systems are used to model the stock condition data to develop our investment plans, overlaid by other key insights as set out in Section 5.8. We are migrating the evaluation of our stock against the Decent Homes Standard to our MRI system, to improve data quality and provide a single source of reporting.

The Decent Homes Standard has not been updated since 2006 and the government is currently consulting on a new Decent Homes Standard alongside minimum standards for energy efficiency. However, we have taken a pro-active approach to improving asset standards, getting a head start where we can. For example, expecting that the new standard will include regulations around window restrictors, we have already launched our new policy around window restrictors to improve safety of our residents. Similarly, we have launched our new approach to damp and mould, which is pro-actively tackling damp and mould across our homes to protect the health and well-being of our residents.

We will continue to monitor the consultation on the Decent Homes Standard, while pro-actively developing a Westminster Standard, which will inform our investment strategy.

Investment priorities

Alongside our investment standards, investment in our homes will be driven by a number of key investment priorities.

These investment priorities, which we have aligned with the over-arching SAMP priorities, are:

- Resident Safety
- Regulatory Compliance
- Well maintained homes and communities
- Resident experience
- Value for money & financial viability
- Climate change and net zero
- Local priorities and social value



Investment categories

Our works package-based approach to investment planning will be based on the following categories:

INVESTMENT CATEGORY	EXAMPLE
Health, safety and compliance	Fire safety works
Internal major works (Residents' homes)	Kitchen and bathroom renewals
External major works	Window replacements, roof renewals
Communal works	Lift renewals, communal lighting upgrades
Adaptations	Installation of adaptations such as access ramps in residents' homes
Planned preventative maintenance (PPM)	External and internal decorating, gutter clearance
Environmental works	External communal areas/estate works, fencing renewals, resurfacing works etc.
Decarbonisation and energy efficiency	Heating and hot water system upgrades, insulation programmes, Solar PV, etc.
Technology and innovation	High-speed communal broadband, EV charging etc.

Our investment plans deliver work packages in line with these investment categories, driven by local needs. We will aim to optimise the balance between multiple repeat visits and infrequent 'one-stop' full building refurbishment, while co-ordinating works packages to maximise efficiency.

Ideally all the works would be co-ordinated for delivery as a single works package. Unfortunately there will be cases where carrying out works at different times will be unavoidable. For example, specialist mechanical and electrical equipment may need upgrading due to unexpected failure, despite redecoration works having just been completed.

However, it is our aim to optimise sequencing of investment works and we will use our collaborative cross-team working, empowered by improved data and insights to achieve this.

We will pro-actively engage with residents including tenants and leaseholders in relation to both our long-term planning and local project delivery, so that they are informed and involved with the investment strategy and associated programmes.



PART SIX: DEVELOPING OUR SERVICES

How we will continuously develop our services to maximise their effectiveness and improve the resident experience

In this section:

- Communication and resident experience
- Local service delivery
- Term partner contract renewal
- Health and safety
- Major works
- Responsive repairs
- Void works
- Damp and mould
- Environmental sustainability
- Regeneration and development
- Summary of actions



Communication and resident experience

Effective communication is essential to keep residents informed and to meet their expectations.

With a large and complex portfolio of housing, we need a range of specialist teams with particular skills and expertise. For example, in repairs we need specialist mechanical and electrical services, heritage buildings, contractor management and many others to deliver different elements of the service. The same is true for asset management and many other areas of housing.

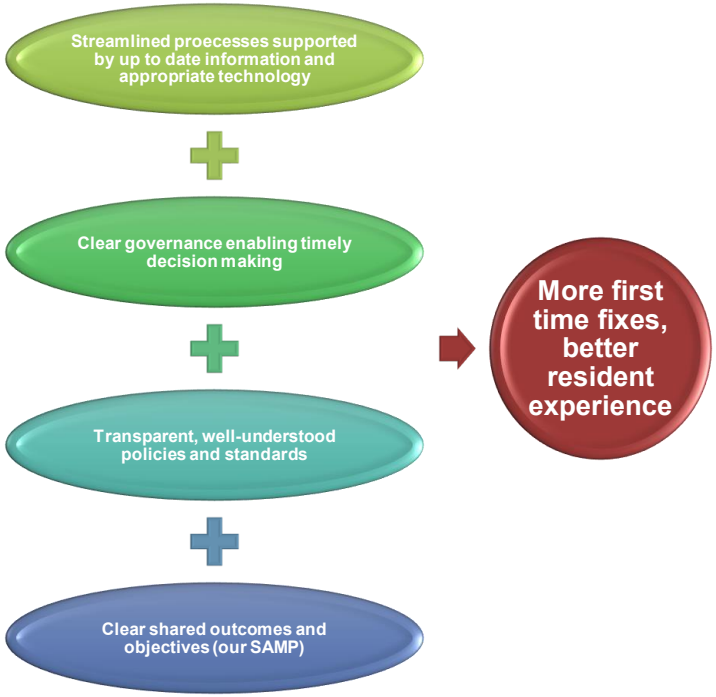
Our analysis of resident feedback shows that this is often where issues with communications occur. The result is that, especially in complex cases, some residents are waiting too long for issues to be resolved or to be informed of progress.

In order to tackle this, we are working to simplify our processes across multiple services, embedding effective communications throughout. Streamlined procedures will be supported by up-to-date information and technology, because better data within services enables clearer communication with the residents.

Clear governance structures alongside our investment strategy and plans, supported by transparent policies and service standards, will make this ambition a reality.

Finally, our SAMP will have its part to play too, setting a clear blueprint with shared outcomes and objectives around which all our teams can collaborate.

The ultimate goal of all of this is more first time fixes, better service delivery from our contractors and, in turn, an increased ability for us to communicate clearly and effectively with residents. This is how we intend to improve resident experience overall.



Local service delivery

Our communities are diverse, with local priorities varying significantly between different areas of the city.

Our housing stock includes a wide range of property types of different designs, ages and characteristics (as illustrated in Section 4 of this document). Our residents tell us that developing local knowledge of their estates within our teams and contractors will provide increased assurance and improved service delivery, and we agree.

As such, we are increasingly looking into using localised service delivery models. The aim is to be able to tailor our services to local priorities, while maintaining compliance with national regulatory standards and best practice.

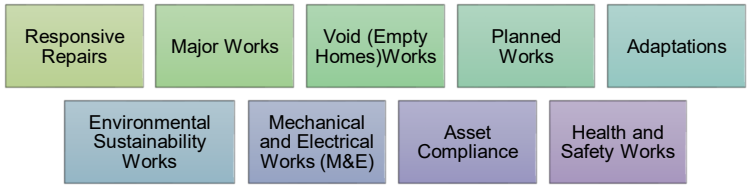
We are trialling this now with our repairs service, creating an area-based approach through the appointment of four area repairs managers, supported by senior surveyors, surveyors and a clerk of works. By working within defined geographies, they can hold a deeper and more nuanced understanding of the stock under their management.

Locally focused service models like this would work alongside our proposal to develop local based improvement plans for major investment. Meanwhile our work with resident associations, groups and forums will ensure the community remains engaged. We hope that all this together will lead to more effective and targeted services, delivering better value for money and, for residents, a sense of involvement and pride in the neighbourhood they live in.

Term partner contract renewal

The current 10-year contracts that deliver repairs and maintenance services to our homes are coming to an end in 2027-2028. We have launched a major project to evaluate options for how these services will be delivered in future, so they align with our housing and SAMP priorities.

Contracts within the scope of this project include:



The intended outcomes of the project are:

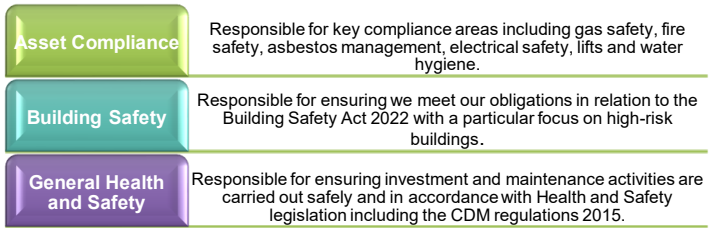
- Quality and consistency in investment and maintenance works
- Improved communications and a more tailored service
- Stronger accountability
- Increased value for money
- Sustainability and Innovation.

We have commenced resident engagement in the current discovery phase of the project. This creates opportunities for residents to be involved in co-design the services selection and commissioning of the contractors.

Health, safety and compliancy

The health and safety function is a critical service, which is responsible for ensuring we provide safe homes and communities for our residents, staff, contractors and visitors.

They ensure we deliver our legislative and regulatory obligations across the housing service. The function is split into three specialist areas:



We are committed to delivering 100% compliance across all areas of health and safety. As part of this, we have an accelerated building safety programme including investment in fire safety works and structural works. This reflects our overall pro-active approach to health and safety, which ensures preparedness for forthcoming legislation.

We are investing £2.5 million in health and safety works in 2025 with a further £4.1 million set aside for accelerated investment fire safety works. Key focus areas for this funding include:

- Continuing to embrace building safety reforms: we are making excellent progress with development of building safety cases for our high-risk buildings
- Making use of the dedicated resident engagement strategy for building safety that we have established, involving tenants and leaseholders in designing and implementing our building safety delivery model
- Improve the management of building safety
- Improving our asset compliance information.

We currently utilise various systems for managing asset compliance and associated documentation. These include:

- SHINE compliance system;
- Swordfish (document management);
- MRI (core asset management system);
- Other data and reporting systems

However, we are carrying out a review of the systems strategy for managing building safety and asset compliance. We are working with our digital services team to ensure we have the most efficient, resilient future-proofed technology to support our staff in delivering our commitment to health and safety.

We are also reviewing how building safety interacts with other asset services including repairs and maintenance, and major works. This will empower teams to share and manage information more effectively and improve the coordination of work programmes right across the service. Once again, our SAMP can help with this too, by providing a clear strategic direction across the different teams.

Major works

The major works service is responsible for delivering the major works projects set out in our investment programmes.

This can include a broad range of works but usually involves the replacement, renewal or major refurbishment of building components and services, such as kitchens, windows, roofs and environmental works.

The service is responsible for:

- Delivering the projects safely, complying with health and safety regulations including the CDM 2015 regulations
- Commissioning the appropriate contractors to deliver the projects;
- Ensuring works are delivered on time, to budget and to high quality standards;
- Working with our resident advocacy team to ensure residents are engaged with the projects throughout the planning, design, construction and post-works phases of the project.

The Property Planning and Asset Management Team is responsible for commissioning the projects based on the agreed investment strategy and investment plans. We have implemented robust project governance based on RIBA framework, which sets global standards for construction programmes.

There are various challenges, which must be navigated including planning and leaseholder consultation. The high proportion of heritage stock means planning can often take much longer when compared to our traditional properties.

Our high proportion of leaseholders often results in protracted timescales before work can commence. We will evaluate options for local delivery to improve resident engagement and embed local knowledge into the delivery of major works.

In the last two years we have completed over 33 major works projects.



Responsive repairs

More than 100,000 requests for responsive repairs are received, diagnosed and issued by the Contact Centre each year.

The responsive repairs service is a frontline service that is an essential element of our service delivery. Responsive repairs place various levels of demand on the service from emergency through to routine priorities; covering single, multi or specialist trades and individual dwelling to communal works.

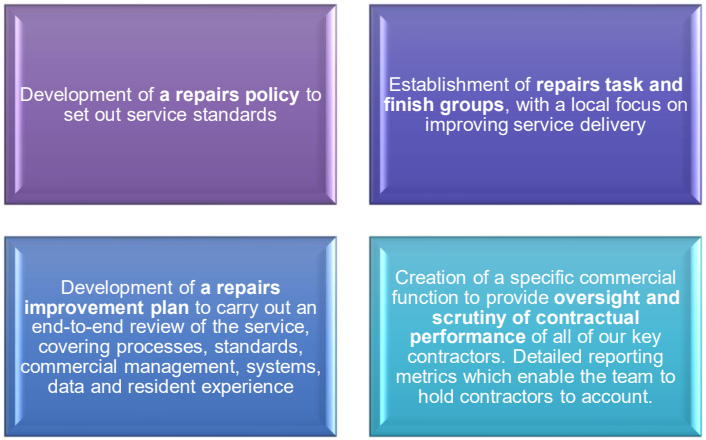
The repairs service delivery is currently outsourced to Morgan Sindall as part of a long-term contract. Alongside this partnership, there is a framework of specialist service contractors and a newly launched 'Handyperson' style service targeting communal blocks and estates to meet focused demand requirements.

The Property Operations Service within the council oversees the repairs service contract including:

- Contract Management
- Quality Inspections
- Service Improvement.

The service has experienced numerous challenges over the last few years. The whole sector has experienced increased costs and labour shortages following the COVID-19 pandemic, Brexit and global economic pressures.

We have made significant improvements working alongside our residents including:



We will continue to improve the repairs service to deliver a better resident experience and increased value for money.

Void works

The void works service is responsible for bringing empty homes back into service, in compliance with regulatory standards and our own letting standards.

As with responsive repairs, this service is outsourced to Morgan Sindall as part of a long-term contract.

Mutual exchanges run at a high level (43%) compared to standard relets due to the demands on housing within the borough.

The Property Operations Service oversees the contract management and service delivery of the voids services. The voids service is an essential element in our aim to have as many properties as possible available to let, especially given the severe shortage of affordable housing.

We continue to work with our contractors to improve the void service, with a particular focus on reducing key-to-key re-letting times. This will help drive forward improvements to our lettings service.

Delays to re-letting properties result in a loss of income and, while we are a not-for-profit, this has a detrimental impact on our financial stability. Maximising our income enables us to invest in improving services for residents, and an overall improvement in financial stability ensures a sustainable future for the council and our residents.

When inspecting any void, we will consider whether the property layout is beneficial and whether additional living space can be utilised. We will always consider whether remodelling is appropriate to meet the demands for housing identified within our Housing Strategy.

We will improve the interactions with the voids service and the wider housing services, to improve re-let times and occupancy levels across the housing portfolio.



Damp and mould

Damp and mould are a key priority for housing services.

Our housing management, repairs and asset teams work together to identify and remedy damp and mould to ensure residents are safe in their home.

The Housing Ombudsman Service published a spotlight report on damp and mould in October 2021 that made recommendations to social landlords in 4 areas:



We adopted the principles and recommendations from this report and established a specialist Damp and Mould Team (D&M) in May 2023, to prioritise and expedite our response to cases.

The team was set up to drive action and track cases from start to finish of damp and mould and to ensure that the council responds quickly to issues found.

We developed a new damp and mould policy, which was publicly consulted on in March and April 2024. The policy sets out our response to damp and mould and the service levels tenants can expect to receive.
Within the policy there are a range of commitments:

- Putting the health of our residents first through quick diagnosis and removal of mould, providing advice and signposting to other services where additional needs are identified
- Proactively responding to damp and mould issues, with clear timeframes at each stage
- Communicating effectively and with empathy and respect to tenants
- Commitment to leaseholders to inspect and advise on damp in their homes, and to ensure issues related to the building fabric are escalated to the appropriate team, additionally, the council offers a free damp and mould survey
- Ensuring our most vulnerable residents are prioritised, with other council departments and contractors clear on how to report damp and mould to us Training staff across the wider service to identify damp and mould
- Ensuring we monitor and learn from cases that are raised including any complaints around this area.

We're not starting from scratch though; we've already made great progress in a number of areas:

- ✓ Developed processes and service level agreements for managing damp and mould
- ✓ Established pro-active identification of damp and mould cases through our stock condition survey programme
- ✓ Implemented collaborative working with housing management teams, with local frontline staff engaging with residents to identify and resolve cases, e.g. supporting them to adequately heat their home
- ✓ Implemented a resident engagement strategy specifically for damp and mould
- ✓ Developed performance monitoring to ensure robust oversight

- ✓ Engaged with a damp and mould sensor pilot through the London Office of Technology and Innovation to support pro-active management of damp and mould.

Environmental sustainability

Westminster's ambition is to achieve net zero for the council by 2030 and for the city by 2040, and as part of that we are determined to deliver our climate change targets through our SAMP.

Driving forward our decarbonisation and energy efficiency activities across the housing service is the responsibility of our Environmental Sustainability Team. The team works closely with the Property Planning and Asset Management teams, to develop investment programmes to tackle climate change and improve energy efficiency.

Tapping into the Social Housing Decarbonisation Fund (Case Study)

The team led the successful bid for the Social Housing Decarbonisation Fund (SHDF) Wave 1 funding. Using this money they were able to deliver a programme which improved the energy efficiency of 410 homes across our communities. This exceeded the original plan to improve 360 homes and was achieved by realising savings of £694,000 so that we could add a further 50 homes to the programme.

We are now delivering works for Wave 2, which will see improvements to 565 homes by September 2025.

Furthermore, we have applied for funding for Warm Homes: Social Housing Fund Wave 3, which is the new name for the SHDF. If we're successful, this will see energy efficiency improvements to yet more of our homes, with works to be delivered by September 2028.

In addition to planning and commissioning energy efficiency projects, the Environmental Sustainability Team leads on:

- Ownership of the energy efficiency data and insights, including data from energy performance certificates
- Resident engagement strategy including focus on supporting affordable warmth and use of sustainable technologies
- Strategic lead for the Pimlico District Heating Undertaking (PDHU) programme
- Collaboration with the council's Climate Change Team to develop policies, strategies and standards relating to climate change and circularity
- Grants and funding management for energy efficiency programmes
- Heat networks strategy;
- Interaction with regeneration and development to drive forward net zero standard for new homes prior to handover to the council
- Development of wider environmental sustainability activities including waste management and bio-diversity

- Collaboration with external industry partners including other London councils and registered housing providers to drive forward research and best practice.

Our current average EPC rating is 'Band C' across the tenanted housing portfolio.

The high proportion of heritage stock and high-rise buildings present significant challenges with delivering cost-effective interventions to achieve our climate change targets. We will need to embed net zero modelling into our investment planning approach (as set out in Section 5). We will evaluate options for developing an energy efficiency modelling toolkit. This will enable scenario planning which models:

- Affordability for residents; (running costs)
- Net zero
- Capital costs
- Whole lifecycle costs.

This can be used to model interventions by typology of stock, (for example, Victorian listed buildings), to develop the long-term roadmap to net zero.

Pimlico District Heating Undertaking (PDHU) (case study)

The Pimlico District Heating Undertaking (PDHU) supplies heat to over 3,000 homes across Abbots Manor, Churchill Gardens, Lillington and Longmore, and Russell House, as well as 50 commercial premises, three schools and a post office. Owned and managed by Westminster City Council, it is the oldest district heating system in the UK.

The PDHU was developed and built in the post-war period to help address poor air quality in Central London. It has been supplying affordable energy to residents for nearly 70 years.

Originally, the PDHU made use of waste heat from the nearby Battersea Power Station. The heat was pumped through a tunnel under the Thames and was distributed to the homes within the district. As the power station modernised, so too did PDHU. It now produces heat using boilers located in the 'Pump House' situated in Churchill Gardens. The network has expanded over the years with almost five kilometres of underground pipes now transporting heat to homes across Pimlico.

Whilst repairs and improvements have taken place to the system over the years, more extensive works are needed to ensure all users have a reliable, efficient, affordable and sustainable heating system for years to come. This will be addressed by the Future of PDHU programme and, in support of that there also remains an active programme of maintenance for the system. This includes:

- Replacing pipes to reduce leaks and minimise disruption to residents
- Introducing mechanical hydraulic separation of the network serving blocks on the Lillington Estate. This gives more refined control of the system components which enables it to be managed more effectively in the event of a fault
- Increasing the lifespan of district heating infrastructure through improvements in long-term system management
- All the buildings connected to the PDHU have a building management system (BMS) installed. These are essential for the control of the heating and hot water system and are also able to

provide historical and up-to-date information on temperatures and the status of the plant to management and maintenance teams

- We have introduced more valves to the network to enable smaller areas to be isolated, when necessary
- We have created hydraulic separation and lowered the pressure within the secondary network to around 3-bar, in estates like Lillington and Longmore Gardens.

Regeneration and development

Our regeneration and development service has a key role in delivering the Fairer Westminster priorities, through leading regeneration programmes such as North Paddington and the development of new housing schemes across the city.

Although not part of the housing service or directly within the scope of our SAMP, it is essential that there is clear alignment between the SAMP and the regeneration and development strategy, as they both form fundamental parts of the council's overall strategic approach to its housing portfolio.

Key points of interaction between the two services include the acquisition of new homes and regeneration of existing homes identified through our asset performance management approach. Some of this is already in place but we will need to strengthen collaboration and some of the supporting data management processes, as we go forward.

Representatives from our housing and assets services have already attend handover meetings for new development schemes. However, we will develop more robust tools for exchanging asset information such as building plans, component information and operational and maintenance (O&M) manuals, with a particular focus on building safety information management.

As the landlord client for affordable housing, the housing and asset service will take a more pro-active role in shaping the standards for new homes. This will provide increased assurance around whole lifecycle operating costs and ongoing maintenance requirements, particularly where new technology is in use.

We will ensure that our locally-based investment plans align with the regeneration strategy for our communities. Our asset performance model will inform our approach to regeneration, through pro-active identification of challenging stock and locations, which would benefit from regeneration.



PART SEVEN: ENABLERS

The wider network of functions, teams and structures that make delivery of our SAMP possible

In this section:

- People and culture
- Organisational structure
- Data, information and insights
- Digital solutions
- Innovation
- Finance
- Procurement
- Partnership working
- Governance and risk management
- Performance reporting
- Quality management
- Summary of actions



People and culture

We are committed to the principles that all staff are leaders, valued in what they do, and have talent that we will nurture and invest in.

Our people provide essential support to our residents and communities and have the technical expertise and knowledge to manage our diverse buildings and services, so the successful implementation of our SAMP priorities rest on their shoulders.

We need to ensure effective engagement with all of our people, investing in training and development to enable them to provide an excellent service, focused on our vision and values.

This will include embedding the right culture and values, in addition to upskilling in technical areas such as technology and new ways of working to deliver our SAMP priorities. For example, it is important that our resident facing teams continue to be fully supported to deepen their knowledge of our pro-active resident safety approach, understanding topics like health and safety reporting and damp and mould, without needing to be technical experts.

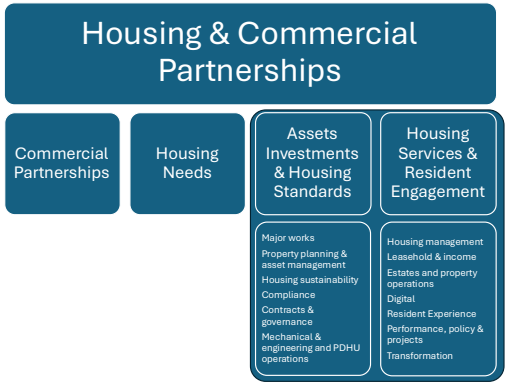
We will enhance our systems and technology to support all staff in their roles. For example, investing in mobile technology and workflow solutions.

Meanwhile we want to leverage our talent acquisition and succession planning approach to ensure we retain and attract the right people to deliver this essential service.

Organisational structure

The council's Executive Directorate for Housing and Commercial Partnerships is responsible for all housing services including housing assets and investments.

The Assets, Investments & Housing Standards Directorate is responsible for service delivery of all asset management and investment activities and is responsible for the delivery of our SAMP. It is structured as follows:



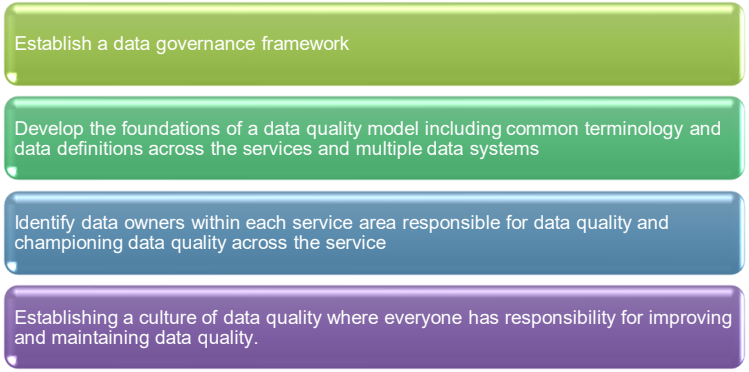
Data, information and insights

A successful approach to the strategic management of investment and maintenance must be built on the foundation of robust data and driven by quality information and insights.

Our investment strategy approach (detailed in Section 5) sets out how our investment planning and performance model will be driven by data and insights.

We have launched our data quality programme and the housing service will be one of the first services to be engaged with this important programme.

The data quality programme will:



A mature data model allows us to be confident in the information and insights used to inform our investment planning and decision-making across the housing service.

We will need to engage with our contractors to ensure timely and accurate data updates in relation to transactional services such as repairs, case management and financial information.

Our residents have told us that they want to know about what investment and maintenance is happening or planned for their homes and communities.

We will explore options for developing a 'one-stop' property timeline, which will provide historic, current and future information on investment and maintenance activities so that residents are informed and engaged with our current and future plans.

This will include digital access through resident self-service in addition to ensuring that Contact Centre teams and local housing staff have access to the same information through our internal systems.

In the shorter term, we are reviewing how we can improve the information interactions between residents' individual homes and the blocks where they live (where applicable). For example, if a resident reports a repairs issue in a communal area of the block, this needs to be visible to all residents who are living in the same building. This will improve communications and mitigate multiple repairs requests being made for the same issues, improving efficiency and overall resident experience.

Building safety information management, related to the 'golden thread' of information, is a key priority that is dependent on an effective approach to asset information management. We have launched a project to review how information is managed between

our services and information systems, so we can effectively manage building safety information.

Digital solutions

Among our SAMP strategic priorities, is our commitment to embracing technology and innovation across the service.

The council as a whole is investing significantly in a digital transformation programme, with the aim of unlocking the benefits of modern digital services for our residents.

Like many other local authorities and housing providers, we use a well-established specialist solution for housing management and asset management services. However, some of these systems were developed over 20 years ago and as such the software providers have been launching upgraded solutions. In order to keep pace in this fast-moving technological landscape, we will be undertaking the following work:

- **Re-implementing our core systems strategy**. A recent review concluded that the preferred approach is to retain the asset management solution provided by MRI systems as a medium-term plan. We have launched a project to re-implement the system. Having the full functionality of the updated system and will allow us to optimise its configuration to align with our service delivery plans for the future.

- **Review options for our housing management solution** (also provided by MRI). We need to ensure that proposed solution aligns with our long-term housing and asset services.

- **Use of Microsoft Dynamics 365** as our customer relationship management (CRM) solution. This is a powerful, agile solution, which is currently used for case management. We will continue to explore how we can leverage the functionality of this solution to improve case management and overall resident experience.

- **Embracing the functionality offered by Power BI business intelligence solution**, for operational and strategic reporting. This enables us to collate information from multiple systems and produce consolidated dashboards. This empowers staff to pro-actively identify trends, (for example repairs issues at particular buildings), to quickly inform remediation plans and to feed into our locality-based investment plans.



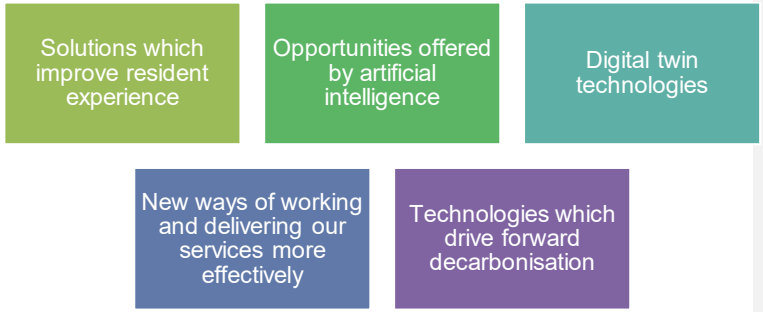
Innovation

We want to ensure we are at the forefront of delivering innovative services that contribute strongly to creating a Fairer Westminster.

Within our asset services, we have implemented a number of innovative solutions including:

- **Asset tagging.** Unique identifiers tagged to specialist equipment e.g. communal boilers which enables us to track detailed servicing and maintenance information, helping us to actively manage compliance and planned investment.
- **Property damp and mould sensors.** We are taking part in a pilot of damp and mould sensors installed in 10 of our homes, which can support the pro-active identification of damp and mould cases and support early intervention.
- **Excess Materials Exchange (EME).** Our climate change team is leading a pilot with EME, which is a pioneering digital platform designed to accelerate the transition to a circular economy by facilitating the efficient reuse of materials and products.

As we drive forward our SAMP priorities, we will accelerate our focus on innovation. We will establish a dedicated work stream within our delivery plan to champion innovation and explore solutions. This will include:



We will work with other industry partners and explore options for innovation labs, which can accelerate the transformation of our services. Meanwhile, we will continue to engage with the London Office of Technology and Innovation to explore ways we can embed innovation into our investment programmes and services.



Finance

Our investment strategy and associated programmes are funded by the HRA budget.

This is a dedicated account for managing the financial resources of the housing portfolio, separate to the council's general fund. It is important that we deliver value for money to ensure a sustainable future, with significantly constrained resources, which is why we have set this out as a key SAMP priority.

We are investing over £445 million over the next five years in capital investment alone. It is critical that we have a robust approach to financial resources management to ensure we're making best use of these funds.

We have a dedicated finance team, providing specialist financial management support on our investment plans and day-to-day service delivery. We will continue to engage with this team to ensure that budgets are planned and managed effectively throughout the life of this SAMP and the associated delivery plan.



Procurement

Our contractors and suppliers have a critical part to play in delivering the investment and maintenance services covered by our SAMP.

The majority of our contracts were let as part of a long-term partner contract, which expires in 2027/28.

We have established the Term Partner Contract project to design how we will deliver the investment and maintenance services from 2027. We are engaging with our residents, inviting them to directly contribute to the design process and ultimately the selection of contractors. (Please refer to Section 6.2. for more information.)

Our procurement team supports the housing service with selection of contractors as well as goods and services. They are engaged with our investment strategy to ensure we have a robust procurement approach to enable the delivery of investment and maintenance services.

Meanwhile we have been preparing for the introduction of the Procurement Act 2023, which came into force on 25th February 2024. This impacts the way in which public organisations procure services. We will ensure that we procure goods and services in line with this new legislation.

Partnership working

We have a long-established relationship with industry partners across London and beyond.

We work collaboratively with them to deliver local based regeneration and community improvements and to drive forward best practice and innovation. This includes not-for-profit organisations and charities, government departments and organisations as well as other local authorities and housing providers.

As we implement our SAMP against a backdrop of rapid changes in the sector, we will strengthen our partnership with local housing providers (London-based or national with stock based in London), and reinforce the relationships that enable successfully delivery of joint initiatives in communities across the city.



Westminster Housing Compact (case study)

The Westminster Housing Compact is one such strand of our Partnership approach in working towards shared goals and objectives, improving the lives of our residents and developing thriving communities. The Westminster Housing Compact is a partnership between us and 11 of the largest social housing providers with housing stock in Westminster aimed at tackling the housing crisis, looking at issues such as homelessness, overcrowding and improving conditions, to achieve real outcomes for residents.

The partnership will help increase the supply of affordable housing by taking joint action on empty homes, collaborating on regeneration initiatives and looking for innovative ways to help registered housing providers build more homes. The compact will work towards five key aims:

1. To form strong relationships between Compact partners
2. To create affordable housing in the borough
3. To ensure a high-quality of service for all residents
4. To provide safe, healthy and secure homes
5. To provide local services that address residents' needs.

The Compact created a comprehensive plan that will set out it aims and for the next three years. The first priority is providing safer homes, pro-actively working to embed the principles of the Housing Health & Safety Rating Systems (HHSRS) with a focus on tackling damp and mould and Awaab's Law.

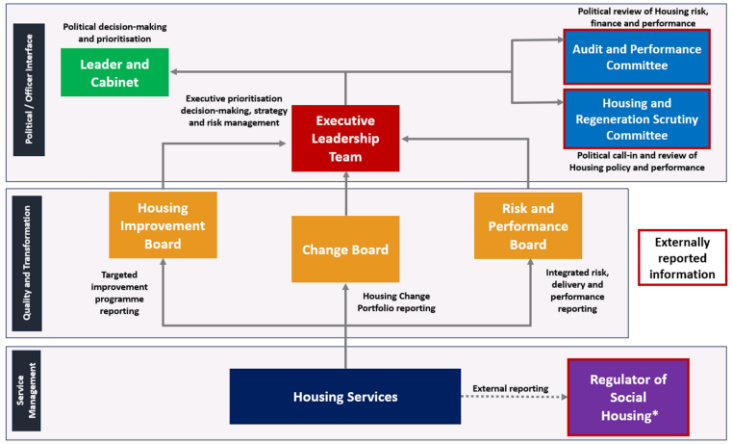
Governance and risk management

We have a robust approach to governance and risk management, which is critical to delivering our legislative, regulatory and moral obligations as a provider of housing to over 20,000 households across the city.

We have established a governance framework, which ensures robust oversight and transparency across operational leadership teams, political representatives and external stakeholders, including the regulator of social housing.

Our risk and performance board are responsible for making sure we have a robust approach across the service. Through investment in data and insights, we will develop our operational risk management framework, to strengthen the interactions between services such as planned investment, building safety and the repairs service.

Below is a chart showing the leadership framework the oversees housing services



Performance and reporting

We have established a performance and reporting framework to provide assurance and insights at an operational and strategic level.

The Consumer Standards, introduced in 2024 are at the centre of our performance c nance of tenant satisfac rmance metrics. We wi amework as our SAMP deliv es are assigned to all performance against the de



Furthermore, we will establish a benchmarking review of our key performance metrics, including quality and cost benchmarking to drive forward improvement and understand how our service is performing in the context of the wider sector. This will be supported by our commitment to developing our relationships with other housing providers to share best practice.

Quality management

Our housing and SAMP priorities are focused on providing high quality services to our residents.

Our investment delivery and repairs service teams carry out quality inspections of work carried out by our contractors, to ensure that we are delivering this commitment. We will strengthen our approach to quality inspections across all areas of services, with a particular focus on first time fixes to avoid disruption through repeat visits, while also improving value for money.

We are also evaluating formal accreditation options, which will provide assurance that our approach to investment and maintenance services is of a high standard. This includes:



Furthermore, we will invest in our people, providing opportunities to upskill and ensure they keep abreast of changes and best practice. Where appropriate, this may include individual formal accreditation such as professional membership (e.g. RICS etc.). Our approach to quality management will give residents and our stakeholders the assurance that we will deliver quality services as part of our commitment to Fairer Westminster.

PART EIGHT: NEXT STEPS

How we will ensure our SAMP remains 'live' and responsive

In this section:

- Looking ahead



Looking ahead

Our Strategic Asset Management Plan has been designed to set out our strategic approach to planning and delivering the investment and maintenance requirements of our homes, communities and estates in order to remain fully compliant with regulatory requirements and best practice. But our ambition does not stop at achieving compliance and best practice. We want to ensure that, as a service, we continue to hold ourselves accountable and continually improve, setting the standards of best practice sector wide, in turn making Westminster a greater place to live, work and play.

The SAMP provides a framework for bringing our services together to deliver our ambitions and priorities, with specific actions to deliver these priorities.

This document highlights our strategic priorities. We are developing our SAMP delivery plan which will bring together the strategic priorities and shape them into a deliverable plan which will set out the 'how, what and when' actions we will implement to achieve our priorities including:



This approach will be structured in order to meet the needs of our residents and communities on a prioritised basis, but will also provide challenges to continually improve the neighbourhoods and level of wellbeing in Westminster.

Our SAMP is very much a live document, it will evolve as we drive forward our action plan and respond to the changing landscape both locally and nationally. We will carry out an annual review over the next five years as we work to delivering a Fairer Westminster.

Summary of actions – Investing in our homes

REF.	ACTION	SAFE HOMES	RESIDENT EXPERIENCE	VALUE FOR MONEY	CLIMATE CHANGE	DATA, INSIGHTS, TECHNOLOGY AND INNOVATION
1	Launch Phase of the BED programme to survey high-rise buildings.	●	●	●	●	●
2	Develop a long-term surveying strategy to maintain the accuracy and completeness of our stock condition data.					●
3	Use the outputs from the new survey data to re-launch our new investment strategy and associated programme.	●	●	●	●	●
4	Develop transitional investment programme to maintain continuity while realising incremental benefits from the new approach.	●	●	●	●	●
5	Migrate the evaluation of our stock against the Decent Homes Standard to the MRI system.					●
6	Monitor forthcoming changes to the Decent Homes Standard and ensure our preparedness for the new standard.	●	●		●	
7	Develop the Westminster Standard, which will incorporate all regulatory standards while focusing on our wider priorities for delivering a Fairer Westminster.	●	●		●	
8	Evaluate options for the asset performance model.			●		●
9	Develop the skills and knowledge within the strategic assets function to lead the asset performance framework.			●		●

Summary of actions – Developing our services

REF	ACTION	SAFE HOMES	RESIDENT EXPERIENCE	VALUE FOR MONEY	CLIMATE CHANGE	DATA, INSIGHTS, TECHNOLOGY & INNOVATION
1	Continue to prepare for legislative changes.	●	●	●	●	
2	Deliver building safety programme including building safety cases and resident safety engagement strategy.	●	●			
3	Evaluate systems strategy for building safety & asset compliance.	●				●
4	Strengthen interactions with all asset services and building safety.	●				
5	Strengthen the commissioning process, led by the strategic assets function ensuring full oversight of projects from planning through to completion		●	●		
6	Improve resident self-service options to view planned and in-flight major works projects.		●			●
7	Evaluation of local delivery model for repairs & investment services.		●	●		
8	Strategic asset management function to provide oversight and co-ordination between major works and repairs team, to highlight where recurring repairs need to be reviewed more strategically rather than just repeating the repairs actions.		●	●		

REF	ACTION	SAFE HOMES	RESIDENT EXPERIENCE	VALUE FOR MONEY	CLIMATE CHANGE	DATA, INSIGHTS, TECHNOLOGY & INNOVATION
9	Review the customer journey for repairs to inform new service model focused on first time fix and improved case management for more complex repairs.		●	●		
10	Review and improve the lettings and voids process including improved data and insights and utilisation of the MRI housing and asset system.		●	●		●
11	Review the voids standard and evaluate options for reducing the volume of major works carried out at the void stage to reduce re-let times and leverage economies of scale from the major works programme.	●	●	●	●	
12	Implement root cause analysis within the responsive repairs service when dealing with damp and mould cases to minimise repeat cases by addressing the root cause of the problem.	●	●	☐		●
13	Monitor the development with Awaab's Law ensuring preparedness for the implementation of new legislation and best practice.	●	●	☐		☐
14	Improve the average EPC rating of our tenanted housing portfolio.	☐	●	☐	●	☐
15	Embed net-zero planning into our SAMP investment strategy and planning approach;	☐	☐	☐	●	☐
16	Evaluate toolkits for modelling roadmap to net zero	☐	●	●	●	●
17	Establish net-zero standards for new homes handed over by regeneration and development to the council.	☐	☐	☐	●	☐
18	Pro-actively input to the specification and standard of new homes to align with the SAMP.	●	●	●	●	☐

REF	ACTION	SAFE HOMES	RESIDENT EXPERIENCE	VALUE FOR MONEY	CLIMATE CHANGE	DATA, INSIGHTS, TECHNOLOGY & INNOVATION
19	Utilise new asset performance management approach to inform the acquisition and regeneration strategy.	☐	●	●		●

Summary of actions - Enablers

REF.	ACTION	SAFE HOMES	RESIDENT EXPERIENCE	VALUE FOR MONEY	CLIMATE CHANGE	DATA, INSIGHTS, TECHNOLOGY & INNOVATION
1	Embed culture and values across the services.	●	●	●	●	●
2	Continue to provide training and supporting technology for resident facing teams to enable them to deliver our pro-active approach to resident safety, reporting and case management.	●	●			●
3	Drive forward our asset data quality programme to implement data quality and governance framework across the housing service.					●
4	Implement building safety information management model.	●				●
5	Evaluate options for 'one stop' property information dashboard accessible to staff and residents.	●	●	●	●	●
6	Deliver project to re-implement MRI assets.					●

REF.	ACTION	SAFE HOMES	RESIDENT EXPERIENCE	VALUE FOR MONEY	CLIMATE CHANGE	DATA, INSIGHTS, TECHNOLOGY & INNOVATION
7	Explore how we can leverage the functionality of Dynamics 365 CRM to improve case management and improve resident experience.		●			●
8	Continue to leverage Power BI to drive forward intelligence-led investment and maintenance.					●
9	Develop long-term innovation approach and programme to improve our homes and transform service delivery.	●	●	●	●	●
10	Review and improve the lettings and voids process including improved data and insights and utilisation of the MRI housing and asset system.		●	●		●
11	Develop improved budget monitoring of programmes through the data and reporting projects.			●		●
12	Term Partnering Contract- major re-procurement of our core repairs and maintenance contracts from 2027.	●	●	●	●	●
13	Monitor our compliance with the Procurement Act 2023 to ensure compliant procurement of goods and services.	●	●	●	●	●
14	Continue to engage with Housing Compact, collaborating with local providers with priority being health and safety for residents.	●	●	●	●	●
15	Explore new formal and informal partnerships with local housing providers to leverage best practice- specific focus on resident experience, climate change and innovation.	☐	●	☐	●	●

REF.	ACTION	SAFE HOMES	RESIDENT EXPERIENCE	VALUE FOR MONEY	CLIMATE CHANGE	DATA, INSIGHTS, TECHNOLOGY & INNOVATION
16	Strengthen integrated risk management across asset services through improve data and insights reporting to identify common risks and mitigations.	●	●	●	●	●
17	Evaluate options for implementing formal accreditation for both our people as individuals and the Council to provide assurance that we are delivering an excellent service to our residents and communities.	●	●	●	●	●