COVER

Westminster City Council: Strategic Asset Management Plan (2025 to 2030)

Foreword

Westminster City Council proudly owns and manages over 20,500 homes, providing both social housing 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 all our residents and communities.

To ensure we continue meeting these high standards, we have updated our Strategic Asset Management Plan (SAMP). This plan sets out how we will evolve our services to ensure we provide safe, sustainable, high-quality homes in the right locations for our residents and future generations, whilst providing value for money for the Council and our residents.

We are aware of the challenges we face, including the national shortage of affordable housing, rising service delivery costs, new regulations, and the climate change emergency. Despite these obstacles, we remain steadfast in our pledge to support our residents by continuing to invest in existing homes, enhancing community spaces, and working to create new homes throughout our City.

Our updated SAMP sets out clear goals for investment and maintenance over the next five years and beyond, all aimed at ensuring our residents enjoy the high-quality homes and services they deserve.

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INTRODUCING OUR SAMP

Purpose and scope

The purpose of our SAMP is to provide a strategic framework, which sets out how we plan and deliver investment and maintenance services across our portfolio of over 20,500 homes.

Our SAMP framework applies to a broad range of services:

- **Acquisition & development** of new homes and regeneration
- **Capital and major works** such as renewal of major building components e.g. roofing, windows, heating systems etc.
- **Environmental sustainability**- improving energy efficiency of our homes, reducing carbon emissions and ensuring our homes communities support healthy living and well-being of our residents
- **Health, safety and compliance** e.g. building safety
- **Planned maintenance** such as external decoration
- **Responsive repairs** and works to empty homes (void works)
- **Strategic asset management**- using data to inform maintenance plans and to ensure we have the right homes in the right locations.

It also sets out how our investment and maintenance services will interact effectively with core housing services, and enabling services such as IT, as well as stakeholders and partners.

Changing times, new challenges

Much has changed since the last version of our SAMP was written in 2013. Back then our housing portfolio was managed by CityWest Homes but since 2019, responsibility for housing management has returned to Westminster City Council.

While the basic principles of effective property maintenance and investment remain the same, we now operate in a very different environment. We are facing new challenges that require us to rethink how we plan and deliver services. These challenges—ranging from the impact of climate change to the role of new technologies—are ones we are determined to address to improve the housing experience of our resident.

At the same time, there have been major events; both here in the UK and globally, that have reshaped the housing sector. New regulations and legislation are guiding how we work, ensuring that we adapt to provide safer, better quality homes for everyone. As we move forward, these changes provide us with opportunities to improve and better serve our residents, with innovative solutions that make a real difference to everyday life.

- **Economic-** the cost of running our services has significantly increased year-on-year, driven by the national and global economy, and has been further impacted by events such as the COVID-19 pandemic and the energy crisis. This has affected the whole sector and has stretched our already limited financial resources.
- **Regulatory-** there have been major changes to the way that housing providers are regulated. This includes unprecedented changes to legislation including the Building Safety Act, Social Housing Regulation and Health & Safety legislation.

- **Environmental-** the world is grappling with a climate change crisis. Buildings, including residential homes, are responsible for a high proportion of carbon emissions and so we have the opportunity to make a significant contribution to tackling climate change.

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 2023
- 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 and panel 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.

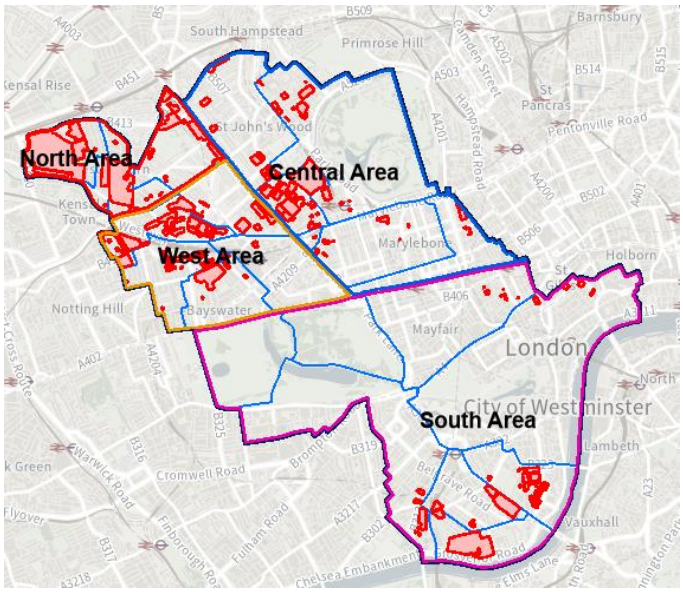
These accomplishments, among many others, stand us in good stead as we look ahead to the next five years, but we know that there is more work to be done.

ABOUT OUR HOMES

Westminster is a thriving, diverse borough and is home to over 205,000 people. With city status, our area covers over eight square miles and is home to some of the UK's most iconic buildings.

As of February 2024, Westminster City Council owned and managed over 20,500 homes**.** Our homes are located across the city, with significant concentrations in the northwestern and southern areas of Westminster. The management of our homes is split into four key districts; north, central, west and south.

In addition to the homes 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

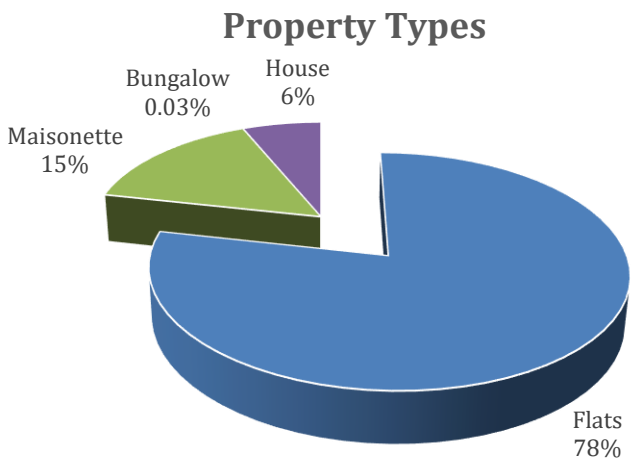
Types of housing

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

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

The diversity of the portfolio reflects over 150 years of development, with a significant proportion of 'heritage stock'. This includes 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.



20,655 Homes

12,103 Rented
8,552 Leaseholder
942 Sheltered



1400+ New Homes since 2018

600 Affordable Rent

Further 226 Due for Completion



Heritage housing stock

Westminster 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. It is unsurprising that 41% of the stock is located within conservation areas, and 17% in listed buildings.

The costs of investing in repairs and renovations to these buildings are approximately 40% higher when compared with the traditional houses. 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.

VISION, OUTCOMES AND OBJECTIVES

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

We have developed five pillars, which are embedded within our SAMP. These pillars are designed with our residents in mind and align with our housing priorities and the broader Fairer Westminster vision. They guide how we invest in homes to deliver a high-quality service that directly benefits residents and communities. By focusing on these areas, we're committed to making sure that every decision we make helps improve living experiences and the quality of life in local neighbourhoods.

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

SETTING OURSELVES UP FOR SUCCESS

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.

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, assets 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.

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.

The Mozart Project is a targeted estate improvement initiative under the North Paddington Programme (NPP). It supports Westminster's approach to estate management by delivering coordinated, efficient, and resident-focused improvements through a place-based, hyper-local model. The aim is to help residents on the Mozart Estate live safer, healthier, and more prosperous lives by aligning existing activities and strengthening partnerships across services.

The project consolidates all ongoing and planned work on the estate including Environmental Visual Audits (EVAs), community engagement, and strategic greening initiatives - into a streamlined delivery framework. This joined-up approach improves coordination between cross-council teams, ensuring that projects and business-as-usual activity work together effectively.

Working closely with residents and housing officers, the project has supported the formation of a new Residents' Association, which is now actively engaged in decision-making. Some of the notable successes include:

- Installation of secure new doors across estate blocks.
- Rollout of electronic noticeboards to improve communication.
- Development of a new resident newsletter, to be made available in a range of formats.

- Launch of an estate-wide resident survey to capture lived experience and inform future priorities.

Through this collaborative approach, the Mozart Project is building stronger relationships, improving communication, and setting the foundation for long-term, resident-led improvement across the estate.

Developing the SAMP

We put our residents and our diverse communities at the heart of our service and use their feedback to continually improve the services we provide.

We have listened to what our residents have told us about how they want to see our approach to investing and maintaining their homes and communities improve. This feedback has been gained through:

Resident Involvement

- Working with residents to influence and shape our services through Task and Finish Groups to co-design improvement plans, so far we have reviewed our repairs service and leasehold services.
- Members of the Residents Panel meet on a monthly basis to scrutinise performance and the delivery of services to identify improvements and to influence the services we deliver
- Our monthly resident forum is open to all Westminster City Council residents providing an opportunity for residents to shape service delivery
- Consulting with residents and leaseholders when proposing changes to our policies and strategies
- Term Partnering Contract engagement, specific engagement on how we employ contractors in the future, the length of the contracts and how we can improve our customer journey
- An Equality Impact Assessment is carried out prior to all consultations to ensure we are not disproportionately impacting any one or more of the 'protected characteristic groups' under the Equalities Act 2010

Resident Feedback

- Review and analysis of resident feedback gained through resident experience surveys and complaints
- Specific resident surveys, such as our repairs policy survey which received over 1400 responses from residents
- Information gained from housing management, resident advocacy and the repairs team
- Post work and post repairs resident surveys to identify any potential improvements

Major Work Engagement

- Engagement prior to the commencement of Major Works, writing to residents to inform them about the works and to ensure they have the details of the Resident Advocate who will be working on the project
- Arranging online and in person resident's meetings to discuss the works
- Dedicated working groups are set up for the larger major works schemes, currently we have working groups at John Aird Court, Russell House and Blandford estate
- All major works projects have their own dedicated webpage on the WCC website. This is updated throughout the project

As we bring the SAMP to life through the delivery plan, we want to make sure our residents are at the heart of how we deliver these changes. So, we will continue engaging with residents, ensuring that they have the opportunity to shape how we will deliver the actions set out in the SAMP. This will be done by

creating a resident Steering Group for SAMP who will meet annually to review the SAMP as well as an annual review by the Building Safety Panel.

We are also committed to improving how we connect with the community, to ensure everyone has a voice and can impact how our services are delivered going forward. This will include local in-person and online 'drop-in' events, timely digital surveys and an open invite for feedback on our resident consultation platform Commonplace. Residents' voices matter, and we want to make it easy and accessible to be involved and influence the future of our services.

Listening to our residents

We will continue to embrace cultural diversity and ensure that are services are culturally appropriate, actively promoting inclusion, recognising the specific needs of our local communities.

The key messages from residents and leaseholds include the following:

- 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
- 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.
- Quality Assurance: Concerns about inefficiencies, delays, and standard of repairs and works.
- Contractor Performance: Calls for stronger accountability, effective incentives, and penalties.
- Transparency and Communication: Residents identified language barriers to accessing services and requests for clearer updates on the decision making to commence major works
- Resident Empowerment: Desire for sign-off rights on communal works and involvement in the procurement process.
- Value for Money: Demonstrating how works are priced and prioritisation of tenant safety and maintenance.
- Alliance Model: Questions on practical implementation and consideration of alternatives.
- Procurement process: Support for the shorter contract terms proposed and requests to be involved in the procurement process.

We are committed to building on the strengths of our current service to improve the quality of homes and communities, providing an excellent service to our residents and also our wider communities.

Our plan at a glance

The SAMP provides a framework for how we will plan and deliver investment and maintenance across our portfolio of over 20,500 homes, driven by our vision to create Fairer Housing. 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.



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

Information and planning

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. This includes strengthening our approach to investment planning, making best use of available data and designing local community based investment plans, which reflects the needs of residents and communities. To do this we need data that gives us the most accurate and up-to-date information about the condition of our homes, including building safety and energy efficiency.

Governance, quality and performance

In order to deliver the best value we must plan and priorities our investments and commissioning of works. We aim to minimise wastage through robust commissioning and sequencing works to reduce disruption, duplication and waste. Our risk management framework will ensure we robustly handle risks relating to things like health and safety, regulatory compliance and financial rigour. In addition, we will constantly manage performance and quality to make sure we hit our delivery and strategic goals.

Engagement and coordination

It is vital to success that we support the delivery of services by coordinating all the functions involved. This means not only mechanical and electrical services, environmental teams, housing management and maintenance teams. It involves many council departments that will be supporting our service. These include functions such as finance, people services, IT and procurement.

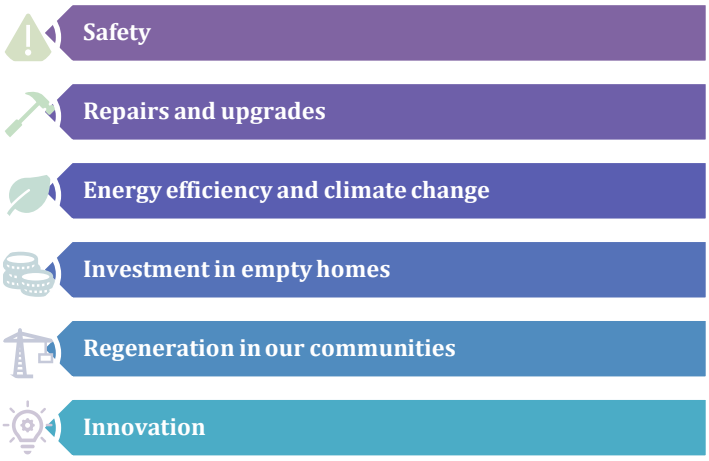
Asset lifecycle and continuous improvement

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 homes. With accurate information we can manage the properties effectively, with a real-time view of our house stock. We need to know how our properties are performing from an individual flat to an entire estate. We will develop an asset performance model, which enables us to identify and predict challenges around regulatory compliance, value for money and resident experience. Furthermore, joining up our sources of information (for example, repairs information) will help us manage the way we transform and improve the homes in future.

INVESTING IN OUR HOMES

Investment Strategy

We know that funding is limited, so we want to make sure every penny is spent in a way that benefits our residents. Our goal is to find the right balance between meeting our legal responsibilities, improving the experience of residents, and ensuring the long-term sustainability of their homes. Our investment programme is therefore well-funded and covers a wide range of works, including:



The effective investment and maintenance of our homes is one of the most important ways in which we can achieve the priorities we have set out to deliver a Fairer Westminster. That's why we will invest more than £445 million between now and 2030. This funding will go directly into improving the quality of homes and the services residents rely on, ensuring a better living experience for everyone in the community.

Capital Programme Overview

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**

Our investment programme is central to delivering our key objectives including:

- Invest in our homes and communities promoting safety, health and wellbeing for all our residents
- Invest in our people, technology and information to deliver our services and drive forward improvements
- Strive for value for money and high standards.

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.

Revenue budget

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

We want to leverage data and insights to develop intelligence-led, locality-based investment plans. A key role of the strategic asset function is to make sure these plans are driven by our investment strategy.

To support this, we're building an asset information model to consolidate a range of data, including energy performance, repair trends, and resident feedback, alongside stock condition.

This will enable us to generate scenarios aligned with our investment priorities, such as the Decent Homes Standard, and define the scope, cost, and timeline of works for each property. Delivery teams will then commission and manage contractors to deliver these plans.

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 and financial viability
- Climate change and net zero
- Local priorities and social value

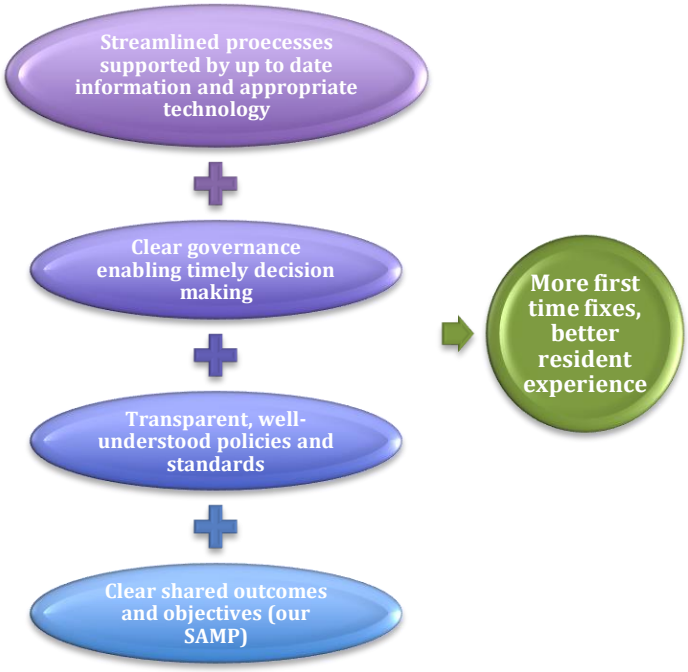
DEVELOPING OUR SERVICES

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.



Local service delivery

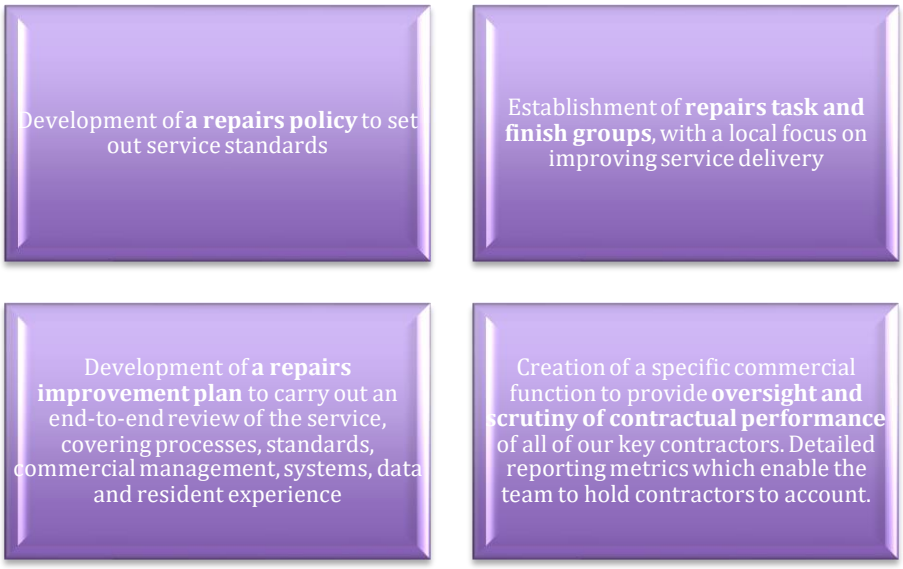
Our residents tell us that developing local knowledge of their estates within our teams and contractors will provide increased assurance and improved service delivery, and we agree.

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.

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.

Responsive repairs

More than 100,000 requests for responsive repairs are received, diagnosed and issued by the Contact Centre each year. These repairs can vary from an emergency through to routine repairs and can cover single, multi or specialist trades, from individual dwelling to communal works. 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 (empty homes)

One of the biggest opportunities for wastage is to have empty properties. Our aim is to have as many properties available to let as possible, especially given the severe shortage of affordable housing. We are working with our contractor (Morgan Sindell) to improve the service, with particular focus on key-to-key re-letting times.

When inspecting any void property, 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.

Maximising our income for lets enables us to invest in improving services for residents and communities.

Damp and mould

Reducing the effects of damp and mould are a key part of our SAMP. Our housing management, repairs and asset teams work together to identify and remedy damp and mould to ensure residents are safe in

their home. We set up our damp and mould team in 2023 ensure that the council responds quickly to issues found, and track cases from start to finish.

We developed a new damp and mould policy, which was publicly consulted on in spring 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.

From the 27th October Awaabs Law came into force where landlords face immediate and strict timeframes for responding to and resolving issues related to damp, mould, and all other emergency hazards.Emergency hazards within 24 hours and significant hazards within 10 working days. Landlords must then provide a written report within three working days and begin necessary remedial work within 24 hours for emergency issues and five working days for significant hazards.

Landlords need to implement robust internal processes to swiftly triage reported hazards, schedule investigations, and track repairs within the tight deadlines mandated by the law. An emergency hazard is one that poses 'an imminent and significant risk of harm' to the health or safety of the tenant in the social home. examples of hazards that could be emergency hazards requiring emergency action include, but are not limited to, gas leaks, electrical hazards such as exposed wiring, significant leaks and prevalent damp and/or mould that is having a material impact on a tenant's health, for example their ability to breathe.

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 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
- 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.

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.

Collaboration between the two services includes 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.

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

SUPPORTING OUR SAMP

To make delivery of our SAMP possible, we need to collaborate with a wider network of functions, teams and structures.

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.

Supporting services

Our supporting services are key to enabling us to deliver the SAMP Priorities. These include:

- Housing management
- Technology, data and insights
- Finance
- Procurement
- Governance and risk
- Quality Management
- Partnering contractors and suppliers.
- Compliance and Building Safety

Improvements to these services include:

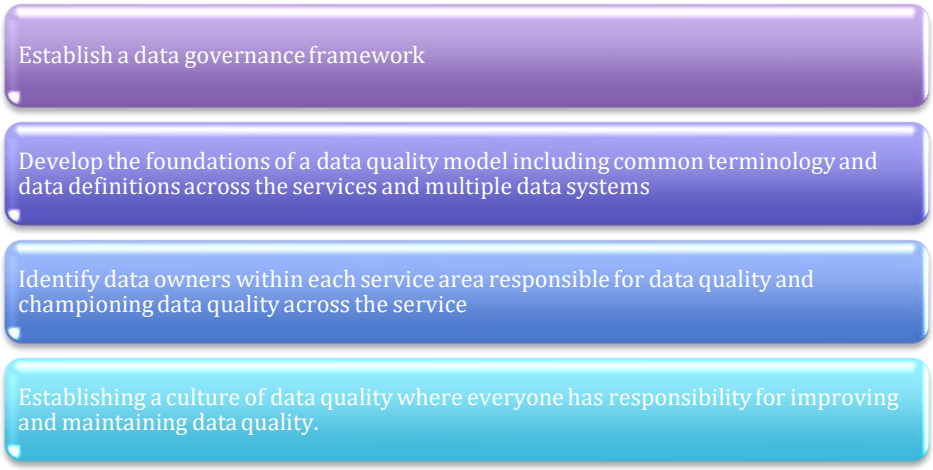
- Investment in our asset management and housing systems
- Greater collaborative working across services
- Adopting a 'One Service' approach when liaising with residents
- Reviewing options for independent quality management accreditation schemes for our investment and maintenance services
- Sharing data and proposals across all services to enable better knowledge of our properties amongst staff
- Developing our portfolio of data and insights tools to support intelligence led investment planning and service improvement
- Delivering a programme of innovation research including technology and new ways of working to achieve the vision and objectives set out in our strategy.

Our culture and values

- ✓ **Collaboration** – to enable cross-boundary working within the organisation and also between it and external stakeholders
- ✓ **Being outcome-focused** – to enable all benefits to be captured
- ✓ **Openness and Transparency** – to encourage free-thinking and respectful debate to achieve smarter solutions
- ✓ **Strong Leadership** – to drive forward agreed initiatives and improvements.

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**.** The data quality programme will:



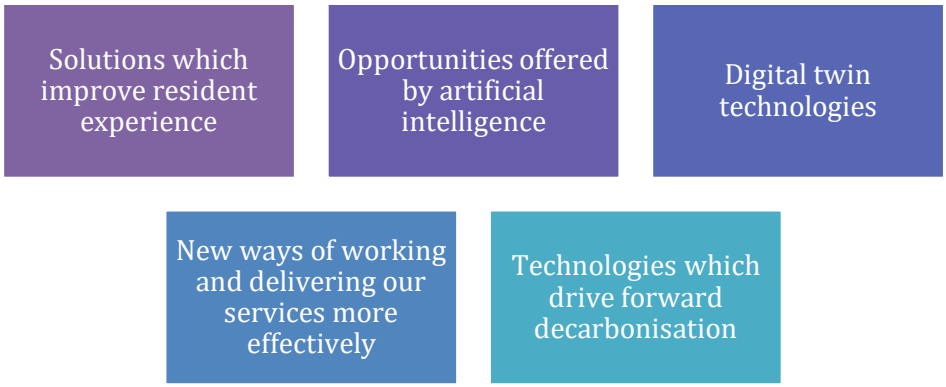
Among our SAMP strategic priorities, is our commitment to embracing technology and innovation across the service. The council as a whole is investing significantly in a digital transformation programme, with the aim of unlocking the benefits of modern digital services for our residents.

In order to keep pace in this fast-moving technological landscape, we will:

- **Re-implementing our core systems strategy** – By having the full functionality of an updated system, we will be able to optimise it to align with our service delivery plans for the future.
- **Review options for our housing management solution** – We will make sure that any proposed solution aligns with our long-term housing and asset service needs.
- **Use of Microsoft Dynamics 365 –** This is a powerful, agile solution, which is currently used for case management. We will continue to explore how we can utilise it to improve case management and overall resident experience.
- **Embracing the functionality offered by Power BI business intelligence solution** – This powerful tool enables us to collate information from multiple systems and produce consolidated dashboards for operational and strategic reporting.

Innovation

Delivering innovative services that contribute strongly to creating a Fairer Westminster should be at the forefront of our ambitions. 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, such as digital twin technologies which provide key data on our assets to help analyse performance and make informed decisions. This will also include:



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.

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.

Having launched in November 2024 over the past year we have achieved:

- Compact Governance set up and running, bringing together leaders from 12 organisations.
- Over 50 council and RP staff across different teams actively engaged, strengthening communication and collaboration across organisations.
- 3 pilot groups set up, with different initiatives being delivered, and new workstreams being scoped.
- Housing Compact as an example for other places, with other local authorities (Camden, Brent, K&C) looking into replicating the model.

- Positive public recognition in key forums, inc. Rachel Blake MP , Ian Wardle and Fiona Fletcher-Smith at the Housing Community Forum (September), Cllr Adam Hug (WCC Leader) at Labour Party Conference, shortlisted for the MCA Awards.
- Coordinated approaches (e.g., D&M event), and quicker responses (e.g., ASB queries).
- Continuous testing, learning and adapting to working better together.
- Stronger platform for 2026 delivery.

Performance and quality management

We have established a performance and reporting framework to provide assurance and insights at an operational and strategic level. We track performance of tenant satisfaction measures alongside our wider performance metrics. We will build on our performance-monitoring framework as our SAMP delivery plan is implemented. Success measures are assigned to all of the objectives, so we can monitor our performance against the delivery plan.

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.

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.

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 there. We want to continue to hold ourselves accountable and continually improve, setting the standards of best practice sector wide, 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.