

**LWE Refurbishment Programme Board**  
Minutes and actions of 28<sup>th</sup> October 2020



**LANCASTER WEST REFURBISHMENT PROGRAMME BOARD**

28<sup>th</sup> October 2020 18:00-20:00

via Microsoft Teams

**Minutes and actions from meeting**

**Attendees**

Cllr Kim Taylor-Smith	Deputy Leader & Lead Member, Grenfell and Housing (Chair)
David Ward	LWRA nominee, and Treasurer
Abbas Dadou	LWRA nominee, and Chair
David O'Connell	LWRA nominee, and Vice-Chair
Susan Al Safadi	LWRA nominee
Cllr Judith Blakeman	Notting Dale Ward
James Caspell	Neighbourhood Director (LWNT)
Doug Goldring	Director of Housing Management (RBKC)
Steve Mellor	Group Finance Manager (RBKC)
Monika Lee	Head of Property Services (LWNT)
Andros Loizou	Programme Manager (LWNT)
Shaun Haden	Head of Strategic Programmes and Innovation (LWNT)
Sharon Davies	Programme Delivery Lead (LWNT)
Alejandra Castillo	Project Support Officer (LWNT)
Desmond Zephyr	Head of Community Development and Partnerships (LWNT)
Bunmi Shekoni	Refurbishment Project Manager (LWNT)
Lizzie Lambrou	Community Development and Innovation Officer (LWNT) (minutes)
Liam Tedds	MHCLG
Megan Cheyney	MHCLG

**Apologies**

Cllr Robert Atkinson	Notting Dale Ward
Cllr Marwan Elnaghi	Notting Dale Ward

## **LWE Refurbishment Programme Board**

Minutes and actions of 28<sup>th</sup> October 2020

### **1.0 INTRODUCTION**

- 1.1 Cllr Kim Taylor-Smith, Chair, led on the introductions and apologies. The meeting was held via MS Teams, with some attendees also at Baseline Studios.

### **2.0 MINUTES & ACTIONS**

- 2.1 James Caspell noted actions taken away from the last programme board meeting.
- 2.2 For Action 3.15 regarding the nursery. Desmond Zephyr gave an update that initial consultation has been carried out by the team delivering the programme. The project team did not receive the usual volume of responses due to the impact of Covid-19. They are looking to start work on the site in March 2021 and complete by the end of 2021. Once the second round of planning applications have gone through, the council will be undertaking wider consultation.
- 2.3 The architects working on the design are the same as have been appointed by LWNT for the Clarendon Walk block refurbishment and LWNT have been clear that the works done to the nursery site should be complementary to the works on the wider Clarendon block, as well as supporting LWNT & RBKC's zero-carbon aspirations. The delivery team gave a members' briefing last week regarding the Ilys Brooker drop-in service and are due to give a presentation to the RA in coming days and then go to the first round of consultation. David O'Connell stated that members of the RA have already met with Ian and seen the site. David said there are a number of issues with the nursery, and the stay-and-play on the other side of the building was not mentioned in original consultation, despite residents asking about it, and residents feel that the social value being offered by this is not reflective of money and resource being saved by RBKC.<sup>1</sup>
- 2.4 James Caspell emphasised that there will be a genuine consultation process and residents will be listened to. David O'Connell expressed concern around the size of the building and noise considerations. Cllr Kim Taylor-Smith enquired about other options for the location of the stay and play. James Caspell advised that there are other options, including the Curve and the Methodist Church. Cllr Kim Taylor-Smith suggested that discussing these other options could be part of the consultation process.
- 2.2 On Action 4.3, Grenfell Walk was discussed. James Caspell advised that he has had a discussion regarding this with colleagues and the future of Grenfell Walk will best be discussed once the future of Grenfell Tower is decided and the Memorial Commission comes to its recommendations.
- 2.3 Abbas Dadou enquired again about the plan and funding. James advised that it is hard to propose anything until the future of the Tower has been decided. The site has been

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<sup>1</sup> James Caspell advised that there are two separate proposals regarding planning. The Grenfell nursery proposal to use the existing blueprint and move further out towards Clarendon Road is one. The second proposal is the stay and play new-build on the estate itself.

## **LWE Refurbishment Programme Board**

Minutes and actions of 28<sup>th</sup> October 2020

secured for now. Cllr Kim Taylor-Smith advised that Grenfell Walk is very much part of the estate and residents will have a say in the decision-making process when it occurs.

- 2.3 Thirdly, Action 8.1 was discussed regarding the use of a five-bed property that's being bought back by the council. James Caspell advised that it will be used for temporary accommodation directly managed by the council.
- 2.4 Cllr Judith Blakeman enquired why it will be used for temporary accommodation when there is a shortage of permanent accommodation. Kim Taylor-Smith advised that there will be financial implications to fund it and retain it as temporary accommodation and the council is prioritising having the property in our possession to provide accommodation for people.
- 2.5 David O'Connell raised the point that the estate already has 8% temporary accommodation on it and are opposed to having more. Cllr Kim Taylor-Smith emphasised the great demand for temporary accommodation in the borough. David raised concerns about temporary accommodation including people with mental health issues being put there. Cllr Kim Taylor-Smith said that this is a borough-wide problem and how best to support people is being considered. Cllr Judith Blakeman reiterated the problem of placing people in temporary accommodation without any support. This problem is being exacerbated now as we put rough sleepers into accommodation. This is an ongoing problem that needs to continue to be worked on. Abbas raised the issue of a resident in private accommodation without running water.
- 2.6 James Caspell advised that we are gradually taking on the management of such accommodation and this will increase over the next few months and we will bring a higher standard of living. Doug Goldring advised that his division will now be managing all council-owned temporary accommodation and will be a gradual process of improving services. Abbas asked about quality checks. Properties should be inspected before people move in and regular inspections should also happen.
- 2.4 James Caspell advised that all other actions from the last meeting will be discussed with in the substance of reports.

### **3.0 PROCUREMENT UPDATE**

- 3.1 Andros Loizou provided update on the programme and procurement (Appendix B). Frankham's Risk Management have completed 100% of communal areas and have completed 20% samplings on 40 individual properties (32% of identified 169 benchmark sampled dwellings). Due to the Covid-19 pandemic, accessing properties has been slow.
- 3.2 De-risk have met with all the consultants who will be forwarding all the designs to ensure health and safety and CDM regulations are adhered to. TACE have undertaken surveys and inspections of district heating to provide low-carbon solutions in replacing the existing systems. All the options and designs will be presented to residents from January 2021. TACE are in process of undertaking pilot schemes in two properties, trialling a hydrogen boiler and plasma radiators. TGA Consulting have undertaken surveys of all blocks and will

## **LWE Refurbishment Programme Board**

Minutes and actions of 28<sup>th</sup> October 2020

provide options to residents in November regarding door entry, CCTV and IRS systems. Chapman BDSP are to conclude initial feasibility studies of the Treadgold House lifts replacement and options will be discussed with residents in November.

- 3.2 Andros Loizou gave an update on the multidisciplinary consultancy work. For lots 1, 2, 3 and 6, KCA, P&P and ECD Architects are all undertaking surveys to produce high-level designs that will incorporate all resident ideas and asset data where possible. Design options will be presented to residents in December. For Lots 4 and 5, we are exploring the most beneficial route to appoint a multidisciplinary consultant in line with council requirements and resident feedback for an OJEU compliant framework.
- 3.3 Andros gave an update on renewable heat. LWNT are seeking to secure funding from the government's Heat Network Investment Project schemes, including investigation of recovering heat through a sewer source heat pump. We have secured £246,000 of grant funding from HNDU for the design of a low carbon heat network. We have completed a competitive tender and have on-board a Mechanical & Electrical consultant to carry out the techno-economic and legal aspects of the design.
- 3.4 Andros Loizou gave an update on additional funding opportunities. We have secured £103,000 grant funding through Green Homes Grant with P&P which will be used to install roof insulation to Camelford Court. We have provisionally secured £1.3 million of EU funding to deliver a net-zero refurbishment of Treadgold House. How we will deliver the works will be discussed with residents. KCA, P&P and ECD are all developing proposals for the Social Housing Decarbonisation Fund Demonstrator (SHDF) for the Walkways, Morland House and Talbot Grove House.
- 3.5 Cllr Judith Blakeman asked if the provisional EU funding will be affected by Brexit. James Caspell advised that, as with all other live EU grants, it is backed by the Treasury but also the EU is happy to give this funding regardless. James reiterated it will only go ahead if residents agree.
- 3.6 Cllr Judith Blakeman asked if Personal Emergency Evacuation Plans (PEEPs) for residents with disabilities will be introduced. Doug Goldring advised that PEEPs usually come out of Person-Centred Risk Assessments. We have been writing to all residents over a certain age asking if they need assistance in terms of evacuation, supplemented by risk assessments completed by visiting officers which have been carried out over the phone during Covid. If residents require help, the Health and Safety team carry out PEEPs in consultation with the fire safety team and make this information available to the Fire Brigade. Cllr Kim Taylor-Smith highlighted the difference between manned buildings and non-manned buildings. Cllr Judith Blakeman raised the issue of buildings without fire lifts. James Caspell advised that as part of the refurbishment, we are installing radio-linked alarms and fire-resistant internal doors as standard, which is higher safety than current regulations require. We have also put in a mister system in Camelford Court to supplement existing systems. We will also be using the Type 4 FRAs.
- 3.7 Cllr Kim Taylor-Smith asked how we are going to evaluate new technologies. Andros advised at the moment, we've got most of the equipment for free. Pilots are for us to trial

## **LWE Refurbishment Programme Board**

Minutes and actions of 28<sup>th</sup> October 2020

technologies and we will measure how effective they are, taking into account residents' views and maintenance costs. Suppliers have guaranteed there will be no increase in energy bills whilst the equipment is in place. The evaluations will influence which technologies we roll-out in other estates.

- 3.8 Andros Loizou gave an update on the overall programme (Appendix C). Co-design procurement is complete and the internal refurbishment has commenced. The technical design phase is ongoing. Statutory approvals and contractor procurement will take place next year.
- 3.9 James Caspell gave an overview of the different stages of the detailed design process. Once property analysis is complete, we will hold our first round of resident engagement in the form of workshops with design teams. We are aiming to sign designs off with residents in Spring 2021. We have placed an emphasis on solution-focused design and we are taking an agile approach to the refurbishment, using co-design and iteration. James gave assurance of the governance and structure, highlighting a new bi-monthly Refurb Core Group to which residents will be invited, that will bring design teams together to discuss estate-wide matters. We will review current Block Reps and recruit new ones where blocks require this.
- 3.10 Cllr Kim Taylor-Smith asked if the proposed key design drivers are right according to residents and how we should prioritise them if we have limited resource in future. Abbas Dadou advised that anything that improves the quality of life for residents is important and that as we are trying to make the estate carbon-neutral, residents expect RBKC to help LWNT financially to achieve these goals. David O'Connell advised on the importance of improving the overall look and feel of the estate.
- 3.11 Cllr Kim Taylor-Smith asked how we are defining a "21st Century Estate" and who has the final say on the refurbishment e.g. on insulation. James Caspell advised that it will require conversations but residents should have the final say given our commitment to work with residents sensitively and collaboratively and considering levels of PTSD and anxiety regarding insulation especially on walls. Treadgold will be a pilot for engagement around insulation. Abbas Dadou and Cllr Kim Taylor-Smith thanked the team for their work.
- 3.12 James Caspell gave an update on the Project Delivery Tracker (Appendix E). Many projects have been completed during the pandemic, including gardens for respite. The superfast broadband project is coming up and we have negotiated a discounted rate for residents who are in receipt of benefits and there will be job opportunities on offer. We have also negotiated free superfast Wifi in the front of Baseline and the North Kensington Resource Centre and the Lancaster West Community Centre. Electronic noticeboards have been put in blocks where the Block Rep said that they were a good idea. Feedback has been positive. LWE will be one of the first estates to have food waste collection services with

## **LWE Refurbishment Programme Board**

Minutes and actions of 28<sup>th</sup> October 2020

new compost bins and food waste collection. The first low-energy house in Verity Close is due to complete in November.

3.13 Shaun Haden presented a Sustainability Update (Appendix F), including the Heat Network, the Treadgold House Net Zero Design, the Green Homes Grant and the SHDF Demonstrator. Arup's feasibility study for the Heat Network is now available and can be shared with members of the Board if they wish. We should know if the sewer is a viable energy source by December. Phase 2 of the Green Homes Grant LA Delivery scheme will be launched soon and we will look at this. There is potential for us to bid for the Green Homes Grant Voucher Scheme. Cllr Kim Taylor Smith clarified that the Treadgold House Net Zero Design is part of the potentially secured £1.3 million from the MustBeZero EU Fund.

3.14 David O'Connell asked about the timeline of the second phase of Green Homes Grant LA Delivery Scheme. It will be a longer timeframe than the first stage. The first stage is not dependent on the second phase and can go ahead regardless. David asked if the Green Homes Grant will be eligible for leaseholders. James Caspell advised that one of the conditions is that we do not recharge leaseholders.

3.15 Abbas Dadou asked if the SHDF is match funded. James Caspell advised that it has to be match funded and we have agreed with LSE that they will be our research partner which means we can match fund 40% of the grant (up to £13.5 million) to supplement our existing funds. We will bid for at least £10 million and team members are meeting daily to work on the application for this. Cllr Kim Taylor-Smith offered to assist if needed.

### **4.0 FINANCIAL UPDATE**

4.1 James Caspell gave a financial update (Appendix G). Our forecasted expense for this year is £4.5 million. With grants coming in and where there is identified additional resource, such as the Estate Improvement Budget, we have started to include these in the balance sheet.

4.2 David O'Connell clarified that when we get grants it does not take away from ring-fenced existing money. James and Cllr Kim Taylor-Smith confirmed this would not happen.

### **5.0 ENGAGEMENT UPDATE**

5.1 Desmond Zephyr gave an overview of the Heating and Hot Water Pilot (Appendix H). We spoke to residents who had moved to newly refurbished properties to get their feedback on the different types of units installed. We spoke to 24 out of 36 residents whom we contacted. Overall, residents told us that they want to have better control over bills and heating. The main insights are about the systems. The unvented cylinder came out as most

## **LWE Refurbishment Programme Board**

Minutes and actions of 28<sup>th</sup> October 2020

favourable system. Regarding smart systems (nests/switchees), we need to support residents to fully comprehend and understand how to better use these to meet their needs.

- 5.2 Cllr Kim Taylor-Smith asked about equipment installed that we are not going to roll-out. James Caspell advised that we may have to remove a handful of appliances in time. Once the district heating system replacement is decided, recommendations will be made regarding domestic appliances. Unvented cylinders give some resilience in case the system goes down. HIU was recommended by Engie, our current heating manager.
- 5.3 David O'Connell asked about if the water pressure will increase. James Caspell advised that the mains has been tested and the flow is good. There has been a temperature issue with the temporary boiler. We do not expect any issues with water pressure with the new system.

### **6.0 INTERNAL REFURBISHMENT, VOIDS AND LOCAL LETTINGS PLAN**

- 6.1 Sharon Davies gave an update on the Internal Refurbishment and Sustainability tracker (Appendix I). 11% of properties have been fully refurbished. This will start to increase considerably as the programme is launched.
- 6.2 Sharon Davies gave a presentation on the internal refurbishment launch. We officially launched the internal refurbishment programme last week, starting with Morland House as it has some of the oldest kitchens and bathrooms on the estate. The internal refurbishment addresses four of the top ten resident priorities for Morland House. Outside of Morland House, six residents have permanently decanted so far for a refurbishment where we have come across an urgent health and safety issue.
- 6.3 Cllr Kim Taylor-Smith asked how long it takes to refurbish a kitchen. Sharon Davies advised it takes a couple of weeks with no disruptions.
- 6.4 Cllr Judith Blakeman asked about residents working from home during the works. We have respite on offer to residents, including free Wifi at Baseline.
- 6.5 James Caspell gave an update on the Local Lettings Plan Dashboard (Appendix K). There have been 37 moves so far, including people who had been in temporary accommodation for a long time. Two Notting Hill Genesis buybacks have signed up so far. The policy will be extended to July 2022, reviewed 6 months before to potentially extend on annual basis as long as there is housing need. Cllr Kim Taylor-Smith said that he would support an extension and highlighted a need to keep an eye on the decant scheme alongside this scheme.

### **7.0 COMMUNITY DEVELOPMENT**

## LWE Refurbishment Programme Board

Minutes and actions of 28<sup>th</sup> October 2020

7.1 Desmond Zephyr gave an update on the Community Development Dashboard (Appendix L). Development achieved over the last six months includes 100 volunteer hours, including corporate volunteers as part of their give-back. We are now delivering a weekly volunteering session.

### 8.0 AOB

8.1 Cllr Kim Taylor-Smith talked about the visit with Stephen Greenhalgh and congratulated the team on his conducted tour. Cllr Kim Taylor-Smith has met with him and he challenged us on our vision for LWE beyond the refurbishment and on the wider Notting Dale area. Cllr Kim Taylor-Smith would like us to create a plan on how we might expand in the future to take to Stephen Greenhalgh and asked for thoughts on this. David O'Connell said that what is important is achieving things on the ground to make the estate feel nice and helps people move on. Abbas Dadou said people are surprised we do not have a plan for the estate or the local area. **(Action – James Caspell)**

### 9.0 ACTION SUMMARY

ITEM REF	ACTION	OWNER	TARGET DATE
8.1	James Caspell and Cllr Kim Taylor-Smith to meet with the RA to discuss thoughts on a local master plan.	James Caspell	Next board meeting

10.0 Next Meeting: 28<sup>th</sup> January 2021