

LWE Refurbishment Programme Board

Minutes and actions of 28th January 2021



LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

28th January 2021 17:30-19:00

via Microsoft Teams

Minutes and actions from meeting

Attendees

ClIr 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
ClIr Judith Blakeman	Notting Dale Ward
ClIr Robert Atkinson	Notting Dale Ward
ClIr Marwan Elnaghi	Notting Dale Ward
James Caspell	Neighbourhood Director (LWNT)
Doug Goldring	Director of Housing Management (RBKC)
Steve Mellor	Group Finance Manager (RBKC)
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)
Sarah Mortell	Innovation and Digital Officer (LWNT)
Bunmi Shekoni	Refurbishment Project Manager (LWNT)
Jeff Laidler	Heat Network Project Manager (LWNT)
Janet Hall	Heat Network Engagement Manager (LWNT)
Michael King	Strategic Stakeholder Engagement Manager (LWNT)
Lizzie Lambrou	Community Development Officer (LWNT) (minutes)
Laura Williams	MHCLG

Apologies

Megan Cheyney	MHCLG
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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 the action taken away from the last programme board meeting (Appendix A).
- 2.2 Cllr Kim Taylor-Smith updated the board on Action 8.1 and confirmed that both councillors and residents will be involved in the creation of the local area master plan. Cllr Kim Taylor-Smith updated the board on the meeting with Lord (Stephen) Greenhalgh, (Minister for Building Safety and Communities), including a request to have a more detailed presentation on the master plan at the next ministerial meeting so there is a need to develop an outline of the plan. James Caspell advised that opportunities are being explored for Lancaster West Estate and the wider area, including a submitted grant bid, and that a more joined-up strategic approach is being adopted. **(Action: James Caspell)**
- 2.3 Abbas Dadou raised resident concerns regarding the refurbishment of the Grenfell Nursery and proposed construction works. James Caspell advised that there will be opportunities for residents to get details and assurance around the nursery and community developments. **(Action: James Caspell)**

3.0 PROGRAMME UPDATE

- 3.1 Andros Loizou gave a Programme and Procurement Update (Appendix B), including updates on each Lot or area of the estate. 50/169 dwellings required have been fire risk assessed so far. We have now appointed Energy Conscious Design Architects (ECD) for Lots 4 and 5. The Heat Network Project is on track. We have secured additional funding from the Green Homes Grant for Talbot Walk and Clarendon Walk. James Caspell advised that Brexit does not pose a risk to the EU funding for Treadgold House. A pilot scheme has begun for lighting specialists Light Follows Behaviour to co-design a process with residents to improve lighting in communal areas around the Walkways. Various surveys are being undertaken as part of the detailed design stage, including drone surveys. Andros Loizou also gave an update on the Programme Progress Overview.
- 3.2 David Ward asked why Light Follows Behaviour is only being piloted out on the Walkways. Andros Loizou advised that it is a pilot brought forward by KCA architects and if it is successful it will be rolled out across the estate.
- 3.3 David Ward asked if ECD will be able to take on four Lots. Andros Loizou advised that they are a capable architectural firm, have taken on the four smallest lots, and their tender

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applications were of high quality. James Caspell pointed out that the three architects have around a third of the estate each to design.

- 3.4 Doug Goldring asked if we were confident that the targets will be met for the detailed design stage and if Covid-19 will impact on consultation. Andros Loizou advised that we are in ongoing dialogue with all architects and we are confident that target timings will be met, or at least in line with expectations of residents and government.
- 3.5 Cllr Kim Taylor-Smith asked how the programme is going to be evaluated. Andros Loizou advised that residents will be consulted regarding pilots. Cllr Kim Taylor-Smith asked residents if they feel they are being consulted. David Ward and David O'Connell advised they feel they are being involved. James Caspell advised that if we are successful with our SHDF bids we will work with the University of Sussex and LSE to evaluate the programme and that pilots are helping the programme to move forward.
- 3.6 Cllr Kim Taylor-Smith asked how we will ensure continuity across procurement and contractors. Andros Loizou advised that we are running procurement workshops and exploring options and certain certifications will be required. Once contractors are onboard, the master programme will be developed and delivered. Updates will be provided iteratively at each board.
- 3.7 Cllr Kim Taylor-Smith asked if there is anything that we will require planning for. Andros Loizou advised we are having meetings with planning and building control, and planning permission for the Camelford Court Roof project will be submitted shortly.
- 3.8 James Caspell gave an update on Detailed Design and Engagement. We have carried out drone surveys and are carrying out energy assessments using EPC ratings, plus analysed repairs information over the last two years. Over 50% of residents have reported a heating and hot water issue in the last 6 months, showing that the heating systems require renewal. We are starting to develop individual Lot-specific programmes. We held a Block Rep meeting and have now created an engagement strategy with 8 workstreams: one for each lot, the overall programme, and the heat network. In January, we launched a Sustainability Series consisting of monthly sessions open to residents and staff, each looking at a different sustainability topic.
- 3.9 Cllr Marwan Elnaghi asked what software we are using to manage the programme. James Caspell advised we are using a range of software including Microsoft Project, Excel and we are piloting PM3 and Monday.com.

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- 3.10 James Caspell gave an overview of the Window Pilot (Appendix D), which reports on several different engagement pieces around windows and is learning that can be shared beyond the estate. David O’Connell raised an issue around windows fitting with blinds and coverings where they have been installed in some properties so far. James Caspell advised that funding is a barrier but this is something we are looking into.
- 3.11 Jeff Laidler gave an update on the Notting Dale Heat Network. We are looking to unlock sources of environmental heat, such as sewage, air and ground, as gas is being phased out of the UK and current heat networks on the estate need renewing. We are aiming to bid for additional funding in summer to help create the new heat network.
- 3.12 Cllr Judith Blakeman asked what area is included in the project. Jeff Laidler advised that we will be starting with Lancaster West Estate but plan to expand to the wider area of Notting Dale. James Caspell stated that this was a good example of how a potential investment in Lancaster West would be an investment in wider Notting Dale and North Kensington.
- 3.13 Cllr Kim Taylor-Smith asked if we know how big the project needs to be to make it viable. Jeff Laidler advised that the project is in its infancy and we await initial monitoring and modelling results to see what will be possible. Normally 2,000 homes would make a heat network viable.
- 3.14 Cllr Kim Taylor-Smith enquired about learning from previous case studies. Jeff Laidler advised that heat networks have been tried and tested in several places across Europe. Lessons learned include putting residents first, that local authorities have a key role to play, and that heat networks are future-proofed.
- 3.15 Cllr Marwan Elnaghi asked which government department we will be working with on the Heat Network. Jeff Laidler advised that it is the Department for Business, Energy & Industrial Strategy (BEIS) and that a BEIS representative sits on the project team.

4.0 FINANCIAL UPDATE

- 4.1 James Caspell presented the Finance Tracker (Appendix F). Forecast for expenditure is now slightly lower £6.4 million due to the impact of the Covid-19 pandemic, continued progress on the refurbishment and the level of progress on the programme. We also have additional income from grants and funded consultancy.
- 4.2 David Ward asked if, where grants are for specific blocks, the finance tracker can list these blocks. James Caspell advised those amendments will be made as they are formally confirmed. **(Action – Shaun Haden)**

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5.0 RISK MANAGEMENT

- 5.1 Shaun Haden gave an overview of the Risk Register (Appendix G). The top risk we are mitigating is regarding fire safety and concerns about fire safety, and we are ensuring all materials are non-combustible well beyond building regulations, wherever possible. This is already being applied to our internal refurbishment programme.
- 5.2 Cllr Judith Blakeman asked if leaseholders have a say in the programme. James Caspell advised we will consult with Leaseholders under Section 20. Whilst Leaseholders are not a majority in any block, we are looking to build consensus wherever possible and resident leaseholders and shared owners have been engaged throughout and would continue to be beyond legal requirements.
- 5.3 Sarah Mortell gave an update on the Equality Impact Assessment (Appendix H) and the related action plan. 50% of actions have been addressed, with progress made on an additional 30% of actions. Actions include adopting a multilingual approach to engagement and ensuring contractors understand equality and diversity are in the process of being delivered, as they have been previously in the early stages of the programme. The diversity of the LWNT team in particular is seen as an achievement which has helped build bridges with the local community.

6.0 PROPERTY REFURBISHMENT AND DECARBONISATION

- 6.1 Sharon Davies presented a Property Refurbishment and Decarbonisation Update, principally progress on the refurbishment of Morland House. Cllr Judith Blakeman asked if Leaseholder properties could be refurbished. Sharon Davies advised it is a question of capacity and we will look to enable leaseholders to buy into our programme at a later date. We have gathered lessons learned from pilots and Morland House, including regarding early discussions with residents, storage of items, and the extent of works. There have been Occupational Therapy assessments required and so we have defined the process for referrals and taken other responsive measures. We are minimising the noise of works wherever possible and adapting to the needs of individuals given the impact of the pandemic.
- 6.2 Abbas Dadou asked about respite and decanting options for residents whose properties are being refurbished. Sharon Davies advised we have developed a respite brochure and have a refurbishment decant scheme as well as the Local Lettings Policy. James Caspell advised we are seeing a rise in demand for respite properties and this remains something that we are looking at to increase. Abbas Dadou reiterated the issue of the amount of works that residents have lived through over the past years and the importance for residents of respite. David O'Connell asked if respite will be offered to Leaseholders. James

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Caspell advised that we have done this in the past and for Leaseholders who live on the estate we will do all that we can to provide temporary respite. **(Action – James Caspell)**

- 6.3 David Ward asked if any Morland House residents have said they want a full refurbishment. Sharon Davies advised that most are having a partial refurbishment but one resident has said they want a full refurbishment and they will be staying with friends and family whilst this is carried out.
- 6.4 Cllr Kim Taylor-Smith clarified if the current work is solely internal and asked what will happen regarding decanting when we carry out the external refurbishment. James Caspell advised that the majority of the most disruptive work is the internal work so less decanting should be required during the external refurbishment but we will be offering respite options where needed.
- 6.5 David Ward asked what will happen to residents who have been decanted when work starts near their new property. James Caspell advised that we will be as flexible as possible although for any permanent moves through the Local Lettings Policy or Refurbishment Decant Scheme, residents will not be able to move again.
- 6.6 Abbas Dadou asked if residents must move to a like-for-like property under the permanent decant scheme. James Caspell confirmed this is correct.
- 6.7 Sharon Davies gave an update on the carbon-neutral refurbishment of 50 Verity Close. We should be able to arrange a visit for board members in the week commencing 8th February and will be in touch to arrange this.

7.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE

- 7.1 Desmond Zephyr gave an update on the Community Development Dashboard (Appendix J). We have launched the LancWest Works initiative which offers residents a 3-month placement in the LWNT at the London Living Wage and we already have 2 residents on these placements. The Community Development team is continuing to secure grants to fund improvements to the estate. As part of tracking social value, the team contacted 25 residents to gather their feedback on service they received from January 2020 to October 2020 and 100% of residents rated the service they received as “Very Good”.

8.0 AOB

- 8.1 There was no other business.

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9.0 ACTION SUMMARY

ITEM REF	ACTION	OWNER	TARGET DATE
2.2	Develop an outline of a local master plan to be presented at the next meeting	James Caspell	Next board meeting
2.3	Establish assurances for the RA around the nursery development and community benefits	James Caspell	Next board meeting
4.2	Amend the financial tracker so that it shows where grants apply to specific blocks	Shaun Haden	Next board meeting
6.2	Provide an overview of the respite offer and assurances empty homes and community assets will be used for LWE residents and leaseholders who need respite	James Caspell / Sharon Davies	Next board meeting

10.0 Next Meeting: Thursday 29th April, 17:30 – 19:30