

LWE Refurbishment Programme Board

Minutes and actions of 28th January 2021



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

29th April 2021 17:30-19:30

via Microsoft Teams

Minutes and actions from meeting

Attendees

Clr 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
Clr Judith Blakeman	Notting Dale Ward
James Caspell	Neighbourhood Director (LWNT)
Doug Goldring	Director of Housing Management (RBKC)
Faisal Butt	Programme Performance Officer (LWNT)
Steve Mellor	Group Finance Manager (RBKC)
Andros Loizou	Programme Manager (LWNT)
Sharon Davies	Programme Delivery Lead (LWNT)
Chrissy Galerakis	Programme Delivery Lead (LWNT)
Alejandra Castillo	Project Support Officer (LWNT)
Hannah Smith	Sustainability Project Manager (LWNT)
Bunmi Shekoni	Refurbishment Project Manager (LWNT)
Jeff Laidler	Heat Network Programme Manager (LWNT)
Janet Hall	Heat Network Engagement Manager (LWNT)
Michael King	Strategic Stakeholder Engagement Manager (LWNT)
Hibo Yussuf	Community Development Officer (LWNT)
Alice Adams	Sustainability Project Officer (LWNT) (minutes/recording)

Apologies

No Apologies

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1.0 INTRODUCTION

- 1.1 Cllr Kim Taylor-Smith, Chair, led on the introductions. 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 (2.3.) which was regarding assurances for the RA around the nursery development and community benefits. James Caspell held a meeting with colleagues in Early Years and Corporate Property to establish how we ensure residents benefit from this. RBKC is currently exploring investment in some playground areas, lighting and CCTV improvements and some traffic calming measures. The funding for playground areas has been secured.
- 2.2 Cllr Kim Taylor-Smith updated the board on action 2.2 from the last programme board meeting regarding the development of an outlined local master plan. James Caspell and Cllr Kim Taylor-Smith met with Lord (Stephen) Greenhalgh (Minister for Building Safety and Communities) and gave a presentation and update on the local area master plan and what is happening on the estate. Feedback was positive.

3.0 PROGRAMME UPDATE

- 3.1 Andros Loizou gave a Programme Update (Appendix B), including updates on each Lot or area of the estate. TACE have completed all M&E surveys for lot 1, however it has been noted that further inspections are required to provide specifications as the lateral mains need renewal. There is an aim to increase CCTV coverage in the external and internal communal areas for Lot 2 and reduce the need for satellite dishes. The replacement lift design for Treadgold House by Chapman BDSP will be reviewed as part of the design and build Energiesprong refurbishment. Chapman's lift renewal options for Clarendon, Camelford and Talbot walk will be presented at next resident engagement phase. All MDCs have presented initial ideas to residents. First stages of engagement with residents have seen two successful events for Lots 1, 2, 3 and 6. All feedback is going to be noted and addressed at stage 2 consultations which will be some in May and majority in July. Topographical surveys and utility surveys have been completed. Structural surveys have been undertaken to all blocks but have been slightly delayed. We are looking at incorporating the Notting Dale Heat Network project fitting into the wider refurbishment to reduce possibility of later disruption. Pilot scheme updates include plasma radiators fitted in Testerton Walk and a photography competition launched to residents regarding the Light Follows Behaviour pilot scheme where engagement has started with lighting specialists to design a comprehensive approach to the project.
- 3.2 Cllr Kim Taylor-Smith asked whether the lateral mains renewal is our responsibility. Andros Loizou highlighted that the lateral mains are quite old and in need of

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modernisation. There is chance to incorporate this electrical renewal in the overall refurbishment works. Apart from this, TACE has done all the work apart from the supplementary work on the mains. Andros Loizou further clarified that nearly all surveys have been completed but just now waiting for more specific information on costings and what is required.

- 3.4 Cllr Kim Taylor-Smith asked a question regarding CCTV and asked what happens to the recordings and how can we access them. Andros Loizou explained that this is heavily dependent on what we specify. A localised hybrid solution could be developed, but this is all dependent on how long we can store the information. The team are looking to the CCTV being futureproofed to ensure that any adjustments can be made at a later stage.
- 3.5 David Ward asked what the timelines are around CCTV as in previous meetings the board asked if CCTV could be done sooner given the increased levels of anti-social behaviour. Andros Loizou said some aspects are coming sooner rather than later – particularly the external areas. Internal communal areas will come later when the refurbishment and cabling situation is sorted.
- 3.6 Cllr Judith Blakeman queried whether we are allowed to have more CCTV due to the cost of monitoring. Cllr Kim Taylor-Smith explained that a solution of information storage in the cloud will give us an opportunity to monitor and access the information at a later date. He stated that whatever the solution, there is a need to ensure we link into what is happening elsewhere.
- 3.7 Cllr Kim Taylor-Smith asked what a plasma radiator is. Andros explained there are 2 types. A wet type and a plasma solid type. It is an electrical radiator. Once you plug it in it heats up the solid plasma inside it and generates the heat.
- 3.8 Andros Loizou updated the board on the Overall Programme (Appendix C) where all stages are going well.
- 3.9 Cllr Kim Taylor-Smith asked to clarify the refurbishment delivery lead time and Andros Loizou stated this work will likely start end of this year. Cllr Kim Taylor-Smith then also asked how we are approaching the impact of the work going ahead on residents. Andros Loizou reassured that we have got respite areas that we are looking into to make sure that effected residents have somewhere to go. The team are also trying to make sure noisy work is only carried out at certain times but will be able to provide further details when we are aware of the types of work going on.

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- 3.10 Doug Goldring stated that he would like to see more detail about the future plans across the programmes to get a broader overview about how all the programmes look. Cllr Kim Taylor-Smith suggested a high-level block by block overview of this would be appropriate and helpful. **(Action – Andros Loizou)**
- 3.11 Bunmi Shekoni briefed the board on the Detailed Design Update (Slides D). We are reprofiling all projects to reflect additional funding, all surveys are ongoing, the initial design phase is being concluded, initial fire strategy review has been undertaken with RBKC Fire Safety and Trigon, the Whole House Retrofit Approach has been agreed in compliance with Trustmark & PAS2035 framework requirements and we have started the Light Follows Behaviour pilot. Bunmi Shekoni then gave an update on possible improvements to windows, wall insulation, MVHR, green roofs with solar PV and lifts in Camelford Walk, Clarendon Walk and Talbot Walk - that have been presented to residents alongside pros and cons of each option.
- 3.12 Cllr Kim Taylor-Smith asked whether it is possible to do a hybrid of both internal insulation and external insulation. Bunmi Shekoni assured that this is a possible option and there are various approaches.
- 3.13 David queried whether it has been demonstrated to residents how much space they'd be losing due to the insulation either inside their homes, or externally on the balcony? Bunmi Shekoni explained that this is a con that has been communicated to residents but there are options to reduce the impact of this, such as insulation boards being very slim. The next phase would include showing these board options to residents.
- 3.14 Cllr Kim Taylor-Smith asked whether a cost comparison between external or internal wall insulation is possible at this stage and whether both options have the same environmental benefits. Bunmi Shekoni explained that a review of a cost comparison is underway. **(Action – Bunmi Shekoni)**
- 3.15 David Ward asked whether we could get reassurance that no materials made by companies involved in the tragedy will be used. James Caspell said we are vigilant to this risk and aware of the materials and companies involved so we will not be using them. We have already specified materials to the design teams and there is choice in every element. David Ward then asked whether it is a problem to exclude certain manufacturers and James Caspell explained that we are still exploring the legal procurement hurdles but in terms of designing options we are allowed to choose and specify, so will be in full control.
- 3.16 James Caspell presented the Master Plan Update to the board, which is an item that was raised in the last board meeting (Slides E). The team have secured £100,000 from the

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Government's One Public Stake Programme to develop a master plan. Given everything going on across the area and ward, there is a key opportunity to develop an 'eco-neighbourhood masterplan'. Four key principles have been established and a visual of all the sites of activity/derelict buildings/new builds across the ward has been developed to identify where there is opportunity to develop a joined-up approach. A key aim is to bring together LWE and the wider community with public services providers and asset owners from RBKC, NHS, TfL, Police etc. Next steps are to explore case studies across the UK and overseas, of where there are existing eco-neighbourhoods, then to work with residents to look at these all and draw out what the residents like. A timeline has been developed with the Masterplan aiming to be completed by December 2021.

- 3.17 Hannah Smith briefed the board on the Sustainability Update (Slides F). The Sustainability Strategy has been reviewed to better reflect resident's feedback and what our priority areas are. Results from the Sustainability Survey that took place in January 2021 highlight residents' views and their sustainability priorities that can be adopted and linked into all work on sustainability. The strategy has been split into 5 key priorities and an action plan for the next year is being developed, to start tackling these priorities. Hannah Smith explained various funds we have received, and projects subsequently set up for delivery of programmes utilising these funds. We are exploring opportunities for training and development and have a plan to develop an online multilingual training hub. Hannah Smith then explained some upcoming priorities for sustainability.
- 3.18 Jeff Laidler briefed the board on the Notting Dale Heat Network (Slides G). The heating system in each flat and block will be improved as part of the refurbishment programme to ensure the heat network does not add any disruption for residents. Co-design has been essential to this work and 200+ residents are actively engaged through events and a resident heating survey. Such engagement has highlighted top priorities for residents regarding their heating and hot water with the common theme that residents are supportive of a new heat network. Residents also want affordable bills, so the heat network are keen to establish a Resident Heat Network Working group to co-design a 'Resident Price Promise'. The team are exploring three publicly owned delivery options to complete the delivery of the Heat Network in 2024: leave things as they are, mainstream the work with housing management or to use a local energy provider – special purpose vehicle (SPV) to install and operate the new heat network. The approach needs to be agreed. These publicly owned options allow for endorsement of a bid to the UK government for £1.1m HNIP grant.
- 3.19 David O'Connell suggested it'd be nice to involve the residents in this energy company. He prefers the third option of a local energy provider SPV to be adopted. David O'Connell also queried where the Heat Network Energy Centre would go. He stated that round the

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back of the academy near the station might be a good place to put the energy plant as it is out of the way.

3.24 Jeff Laidler stated that we would have a resident board member if we did approach a local energy company. The expansion would have potential to reach 500-800 council homes in the Notting Dale Ward that could benefit from this as a phase 2 development. Further expansion would include a cross-borough masterplan.

3.25 Abbas Dadou asked for RBKC to ensure that affordability for residents is the same or less when the Heat Network goes live. It would also be good to know how reliable the system would be. Both of these issues will be explored moving forwards.

4.0 FINANCIAL UPDATE

4.1 James Caspell presented the Financial and additional income trackers (Appendix H1 and H2). We are starting the financial year in a good place, just above £110m of investment has been secured for the estate from various sources as we start the financial year, and we are now looking at how to invest this in partnership with residents. We have started listing the different grants that have been received, in response to a request from residents as all the grants can become complicated. We are in the process of working out the leaseholder implications, which are more positive as a result of grant funding secured so far. The move from double glazing to triple glazing windows would not be chargeable for leaseholders, for example.

4.2 David O'Connell raised the need to keep in mind the RA's request that no leaseholders are to pay for their refurbishment work

4.3 Cllr Kim Taylor-Smith wants further clarification on what money came from the Council and what came from National Government as figures are different from his calculations.
(Action – James Caspell and Cllr Kim Taylor-Smith)

5.0 PROPERTY REFURBISHMENT AND DECARBONISATION

5.1 Sharon Davies presented a Property Refurbishment and Decarbonisation Update (Appendix I and J). Another 5% of fully refurbished properties have been achieved since January. Contractors are all fully mobilised that has increased the speed of refurbishments so in the next quarter can review target times in place at the moment. We are looking at Morland House and lessons learnt, such as respite needs to predict respite scenarios for the whole estate. The Verity Close low energy home refurbishment is completed.

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- 5.2 Cllr Kim Taylor-Smith asked why for Morland House there 8 people are whose refurbishment is on hold and why some state that they have not been able to be contacted. Sharon explained that no contact means that letters haven't been responded to. Refurbishment on hold relates to situations such as residents who have been isolating during COVID and have asked for more time, or the resident wants more time to think about the refurbishment in general.
- 5.3 Cllr Kim Taylor-Smith asked whether the respite scenarios for the whole estate are feasible. James Caspell assured that they are, but the scale of the task cannot be underestimated. These scenarios would need to be planned across the 3-4-year programme to ensure feasibility. **(Action – James Caspell)**
- 5.4 Abbas Dadou raised concerns about the importance of considering the mental wellbeing of residents during this refurbishment and Cllr Kim Taylor-Smith agreed that this is very complex and important.
- 5.5 Abbas Dadou asked whether James can give a debrief on how many voids and decant properties we have. James Caspell responded explaining we have done a push on the Refurbishment Decant Scheme, so we only have 6 empty properties at the moment. Temporary decants are at 15 at the moment but we are looking to increase this. One of the things we are looking to do is to ensure we have more flat level access properties and to have multiple in different blocks - such as Verity Close where there are none at the moment. We also want to develop a concept of quiet blocks/areas so there isn't work going on everywhere at the same time.
- 5.6 Cllr Kim Taylor-Smith asked whether a compensation scheme is something that has been thought about. James Caspell reassured that there is a compensation scheme around loss of home element. As things start to open up post-COVID then there might be more options.
- 5.7 David Ward asks whether the decision between IWI/EWI for Morland House will be decided before the internal works start. James Caspell said no but there are regular meetings to understand whether it is worth us putting in IWI as a back stop. If residents want to wait for this decision, then we can do so.

6.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE

- 6.1 Hibo Yussuf debriefed on the Community Development Dashboard (Appendix K). The team has added over £1.4 million into the estate, just under the target of £1.5 million. Have secured just over £200,000 in grants and donations. Out of 20 bids submitted, 9 have been successful. Are now delivering on projects that have received funding.

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7.0 AOB

7.1 There was no other business

8.0 ACTION SUMMARY

ITEM REF	ACTION	OWNER	TARGET DATE
3.13	To provide a high-level block by block overview of the future plans of the projects	Andros Loizou	Next board meeting
3.17	To provide more specific cost comparison information on IW/EWI	Bunmi Shekoni	August 2021
4.3	Clarification on what money came from the Council and what came from National Government	James Caspell and Cllr Kim Taylor-Smith	Next board meeting
5.3	To finalise a model plan for the 3-4-year plan and the implications of respite scenarios	James Caspell	Next board meeting

9.0 Next Meeting: