

LWE Refurbishment Programme Board

Minutes and actions of 22nd July 2021



LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

22nd July 2021 17:30-19:30

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

Michelle Active LWRA nominee, and Secretary

Stuart Hall LWRA nominee

Cllr Judith Blakeman Notting Dale Ward

James Caspell Neighbourhood Director (LWNT)

Shaun Haden Head of Strategic Programmes and Innovation (LWNT)

Steve Mellor Group Finance Manager (RBKC)

Andros Loizou Head of Refurbishment Design & Delivery (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)

Nordeen Fahmy Head of Community Development & Partnerships (LWNT)

Linda Fenelon Resident Engagement Lead (LWNT)

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Yvette Freestone	Refurbishment Project Manager (LWNT)
Sarah Mortell	Innovation and Digital Project Manager (LWNT)
Sofia Dadou	Project Engagement Officer (LWNT)
Chrissy Gelerakis	Programme Delivery Lead (LWNT)
Orla Webb	Refurbishment and Engagement Officer (LWNT) (minutes/actions)

Apologies

Apologies from Susan Al-Sadafi

1.0 INTRODUCTION

1.1 Kim Taylor-Smith introduces himself and all attendees to the meeting.

2.0 MINUTES & ACTIONS

2.1 No comments for minutes of previous programme board meeting

2.2 Actions from the previous meeting will be covered in items in the agenda

3.0 PROGRAMME UPDATE

3.1 Andros Loizou explained that Lots 1,2,3 and 6 have completed initial design ideas and are now finalising feasibility reports in addition to FAQs being published on the Lancaster West app/website. The plan now is phase 2 of engagement and this stage is called emerging preferences and choices and will be developed from the initial design ideas. The Multi-Disciplinary Consultants will be developing materials, sketches and drawings, models etc. to be able to offer residents something to look at feel and touch so that they can make decisions on going forward.

3.2 The preferred option on Camelford Court roof project is maximum solar panels with small areas of green roof at a 69:31 ratio. Contractor has been on site to look at logistics and they have discussed access and health and safety issues. Mobilisation has commenced this month (July).

3.3 Treadgold House; on the 15th July we held an event for residents to meet Energy Conscious Design Architects (ECD). ECD, discussed their ideas and the event provided an

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opportunity to look at designs and samples. Procurement process for contractors is set to commence late from September.

- 3.4 Camborne Mews initial designs resident engagement is in August. As a summary, the first stage has been done for lots 1,2,3 and 6 with various webinars and events taking place where residents could provide feedback. Technical surveys including utility topographical surveys are complete. Structural surveys have been difficult to complete and are still ongoing. They are intrusive and certain residents e.g. those on a top floor, have proved a challenge to gain access. CCTV drain surveys have commenced in order to discover any issues with the drains. Any issues will be addressed.
- 3.5 Kim Taylor-Smith asked residents to provide feedback from the engagement process.
- 3.6 David O'Connell asked if they could also look at the maintenance programme for the drains. Andros Loizou explained CCTV is more of a major works type of survey but maintenance will also be considered and that we are looking for more long-term solutions. Kim Taylor Smith thanked LWNT staff for their work after the flooding. Kim Taylor Smith shared concern regarding drains from other boroughs leading in to RBKC and suggested the importance of considering drainage on a wider scale as well as more regular maintenance for the drains.
- 3.7 David Ward pointed out a typo on the appendix and said he had been waiting two weeks for structural surveys and asked why has it taken over two weeks for the survey to take place? **Action - Andros Loizou to investigate**
- 3.8 Bunmi Shekoni shared update on the detailed design of the refurbishment. The update focused on the results and feedback from Initial Design Ideas engagement between March and June 2021. Events were held for the Lots 1, 2, 3 and 6. Treadgold House initial engagement was held last week and the team are currently analysing data from the event. For Camborne Mews we will be engaging in the next few weeks. We have also asked residents who have already been involved in the first stage to give feedback on the ideas presented to them.
- 3.8.1 Lot 1 - Walkways: 25% of 320 occupied properties engaged, Hurstway had the lowest numbers of engagement, followed by Barandon Walk and then Testerton Walk
- 3.8.2 Lot 2 31% of residents completed the survey

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3.8.3 Lot 3 39% of residents completed the survey and

3.8.4 Lot 6 38% of residents completed the survey

3.9 The vast majority of those who engaged were council Tenants followed by Leaseholders.

The majority of residents across all blocks were positive about the prospect of triple glazed windows, the main concerns were overheating and costs. MDCs are considering Mechanical Ventilation Heat Recovery (MVHR) ventilation, internal blinds and different opening mechanisms as a way of mitigating this issue. The MDCs are also undertaking overheating analysis to understand existing conditions.

3.10 Aluminium framed windows were the clear favourite from residents in the Walkways blocks and themes that emerged included maintenance – aluminium frames are easier to maintain and clean.

3.11 Lot 2 saw aluminium frames generally more positively. In the next stage we are considering these and also looking at colours, finishes and safety.

3.12 Lot 3 results differed significantly between resident Leaseholders and council Tenants regarding aluminium, timber or composite windows. There were concerns about maintaining the heritage as aluminium would not be doing so.

3.13 Wall insulation; Lot 1 indicated a preference for external wall insulation. Lot 2 – would prefer external and both Morland and Talbot Grove House (Lot 3) external wall was preferred. Verity Close (Lot 6) external wall insulation was the preference.

3.14 Although there is an opportunity to improve exterior of blocks and insulation of blocks concerns were raised over the level of disruption and access to properties, and loss of internal floor space loss. There were also concerns over the potentially intrusive nature of MVHR's and loss of space due to pipe work. Residents were largely positive about waste management proposals and the idea of having dedicated recycling areas in blocks.

3.15 Overall the feedback we received was invaluable. The feedback on windows, insulation and ventilation will inform the next phase which will launch with the initial ideas report. There will be pilots, residents will be able to look and feel materials for which will help them make more informed decisions. A key feature of this stage of the engagement process is to introduce MVHR systems and other materials and systems that we are considering.

3.16 We have now secured additional funding for roof works on Camelford Court, Clarendon Walk and Talbot Walk. Camelford Court roof improvement will provide

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thermal improvement for the blocks. Option 2 which has been put to residents would result in 11,500 pounds of energy savings per annum. Option 3 maximises the green roof by 45% to 55% and there is potential to save £8,000 per annum.

- 3.17 Councillor Taylor-Smith asked what the plans were to get to 50% engagement levels from the current 25%? Bunmi Shekoni explained that we are currently exploring innovative ways to get residents to come out, other than using phone calls or door knocking. We have had two brain storming meetings to generate ideas on what we could do for phase 2 of the engagement. We are exploring the idea of having a room in Baseline Studios which will showcase samples of installations for residents to come and see. . James Caspell added that across the whole process we are aiming to get 50% engagement as a minimum.
- 3.18 Cllr Judith Blakeman wanted to know if EW1 includes cladding? James Caspell explained that yes it is and despite none of our blocks being over 18 metres a commitment has been made to only consider A1 or A2 materials and only if residents know and are happy with it. No insulation will be installed unless residents are happy with it.
- 3.19 Stuart Hall asked in regard to the windows how far Lancaster West have got with the contractors? Mr Hall reported that Verity Close residents were promised better windows with double glazing in the past, but they got more noise. James Caspell said that windows are going to be an element which will make a big difference. James Caspell said that the team want to ensure that every lot has sample windows so that residents can come and see the elements for themselves and that the team absolutely understand the concerns residents have with the windows.
- 3.20 Kim Taylor-Smith asked why there had not been much discussion on composite windows? Bunmi Shekoni explained that composite windows still needs to be introduced to residents, and that this will happen in this next stage where residents will have the chance to see, feel and touch.
- 3.21 Abbas Dadou thanked W11 and Lancaster West with the flooding support.
- 3.22 Abbas Dadou explained the resident frustration with how long the refurbishment process has taken. Abbas Dadou went onto ask what is the timeline for Camelford Court solar panels and will it be possible for windows to be done at the same time? James Caspell explained that there is still more resident engagement to be done and that it is important not to rush the level of engagement with the windows.

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- 3.23 Abbas Dadou noted that it is important for people with children to be considered when moving around for the refurbishment.
- 3.24 Cllr Taylor-Smith asked whether the annual maintenance cost for solar panels includes the replacement cycle? James Caspell explained that it does not but it is every 30 years that they need to be replaced. Kim Taylor-Smith then asked how does it work with reducing rent does everyone have a specific panel that goes to their flat? James Caspell responded by explaining that the team have explored individualised options, but it is inefficient therefore planning for it to offset communal energy.
- 3.25 Hannah Smith provided a sustainability update with 5 main aims for the next year.
- 3.25.1 First aim being to refurbish homes to be comfortable and energy efficient. The Lancaster West team have set a requirement to achieve minimum of EPC C for every tenanted home. There has also been a commitment made to improve the energy efficiency of 100 additional homes through the internal refurbishment programme. In addition, Lancaster West will pilot every major energy aspect of refurb and train up internal team in retrofit and energy testing.
 - 3.25.2 Second aim includes creating a green and clean energy supply surrounding the Notting dale heat network. This includes installing solar panels to Camelford Court, Clarendon Walk and Talbot Walk. Collaborate with Groundwork Green Doctors and support to switch to greener energy providers.
 - 3.25.3 Thirdly, gardens and green spaces are to be maximised. Robert Halbert-Pereno the Lancaster West community gardener has planned over 2,000 new plant areas and this will continue and through the refurb. Another big area of work is climate adaptation and what can be done for flood mitigation in particular.
 - 3.25.4 Lancaster West also aim to achieve sustainable living in a local green economy. This includes the successful pilot in the walkways for food waste bins. There is also a commitment to ensure that every block has accessible recycling and composting facilities and to support at least 5 residents to complete sustainability training.

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- 3.25.5 Finally an aim to develop green skills and services. Including the installation of new windows and insulation to improve energy efficiency, conduct LEAN reviews on our refurbishment and repairs processes, increase number of staff employed in North Kensington area. In addition to carrying out as much as possible internally.
- 3.26 Hannah Smith went onto explain the future neighbourhood fund. It created by mayor of London and the Lancaster West team have found out last week that we are through to the next phase and invited to complete the full application. Proposed in this is creating a vision for Notting Dale by expanding the work already being done in Lancaster West to make Notting Dale the largest eco-neighbourhood. The aim is to improve the air quality, health and wellbeing of residents and being sure to co-design with resident in order to meet their priorities.
- 3.27 Michelle Active shared her concerns with the food waste pilot, explaining that the waste collection bins are in an inconvenient location for residents living in the 300s in the Walkways. Michelle Active went onto ask whether they could make this more convenient?
- 3.28 Hannah Smith responded by explaining that it is a pilot and when this is rolled out more permanently this will be taken on board. Yvette Freestone added that cleaners have agreed to clear them as soon as they are full, it is intense. Every Friday morning there is a wheely bin put outside the block at Testerton and residents are invited to empty them. Ways in which food waste can be kept to a minimum will also be looked into.
- 3.29 Sarah Mortell discussed the Equality Impact Assessment (EQIA) report conducted a year ago and specifically addressed the actions that have not yet covered from initial EQIA. The five items that are being or have been addressed are as followed
- 3.29.1 Ensuring that contractors are aware of the standards in dealing with residents that have mobility issues – this has been integrated into meetings with contractors
- 3.29.2 Data collection has also been addressed by ensuring richer data is collected to tailor services to meet more specific needs of residents.
- 3.30 Next three items have not yet been completed but are being addressed.
- 3.30.1 Respite needs

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3.30.2 Culture and religious norms, in the process of creating a leaflet for conduct expected from contractors.

3.30.3 The design team going to consider proposals for safe and fast insulation on the estate and considering minimum noise requirements.

3.31 Shaun Haden provided an update with the Risk Register. The majority of the risks are sitting in the mid-range at the moment. There are two risks which are a priority at the moment and drawing considerable attention to cost alignment and budget. The first is surrounding noise and disruption and how this can be mitigated through respite, communication, and planning. Cost aligned with budget is the second key risk, the focus remains on the budget by asking MDCs to work to costs rather than budget and to be confident on reasoning for each purchase. Detailed cost plans are being developed, grants are being discussed amongst colleagues and how this can be all managed effectively to meet resident needs over the next few years. **Action – Shaun Haden to incorporate climate change into risk register**

3.32 Kim Taylor-Smith asked if it was likely we would be over budget?

3.33 James Caspell explained that before the end of phase 2 everything needs to be cost evaluated at the moment the budget does seem feasible but it is our biggest risk at the moment. There are budgets per block, and adjustments can be made block by block. Certain blocks i.e. the Walkways are more expensive due to fire risk. Pilots are a good way to find out exactly with how much is being spent to help with cost and specification therefore they pilots will continue to be created and used. It is important not to promise something which later results in being out of budget. Shaun Haden followed with, the risk register is a snapshot in time, and this is if nothing changes, the budget may be maxed but by recognising the risk hopefully this can be mitigated.

3.34 Abbas Dadou asked considering the climate change and global warming, there is no ventilation and air flow what is the plan for this within the refurbishment? Shaun Haden responded by explaining that this has not come up as a risk, not something that would be put on this register.

3.35 James Caspell added that there has been investigations into overheating within properties which have shown that even with triple glazed windows there will be significant

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over heating therefore other elements such as Mechanical Ventilation with Heat Recovery units and integrated blinds are being considered.

3.36 Nordeen Fahmy provided an update with the respite offer. The purpose of the offer is in place to highlight existing provision and respite in the area for communities and residents. The most recent edition of the respite offer has 4 themes: work, welfare, social and relaxation. Based on a model estimation of potential decant needs for Morland house residents, it is clear that for residents wanting internal refurb it could be really challenging.

Action - Formalise updated respite offer for residents

3.36.1 The current offer includes the following, refurb decant scheme, co-working space, temporary welfare properties, tea garden and garden volunteering. Offers that are in progress include, delivering monthly massage sessions starting Tuesday next week, new passes for gym, cultural and heritage activities have been very popular with residents. Free tickets to Holland park opera House for example. Improvements to communal spaces starting with Camelford Court Roof Terrace are also being considered. In addition to activities the Community development team are also looking into noise cancelling headphones and bespoke 1:1 plans will be looked into to meet potential additional needs for residents.

3.36.2 On the 27th July there will be an all-day drop-in event to collect data from residents about their feedback regarding how their needs can be met. The first step is to finalise offers that are already in progress, and to discuss the offer with residents in order to ensure to meet their needs. The offer will be continually updated and in November-December there will be a Winter update.

3.37 Cllr Taylor-Smith suggests that flats do not always have to be fully refurbished to decant. David O'Connell asked if there is anywhere in baseline where residents can go down during the day? Mr. O'Connell is aware that 3 units in Baseline that were used for social purposes but were never taken out of the HRA. **Action – James Caspell to establish social use of three HRA Baseline units**

3.38 Stuart Hall asked how will the team keep up with the increasing demand from residents as the refurbishment becomes more disruptive?

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- 3.39 Nordeen Fahmy answered by explaining that the next few months will show the need and demand from residents. There is a commitment to have a continually evolving offer.
- 3.40 Michelle Active pointed out that although we are currently in the summer months the weather will change and outdoor activities for respite will no longer be suitable.
- 3.41 Cllr Judith Blakeman stated that one of the issues at the time of the Grenfell tragedy was that residents with babies were given inappropriate respite and this something she will keep an eye on and that Lancaster West Neighbourhood Team should be aware of.
- 3.42 Cllr Taylor-Smith asked if there is a separate budget for respite? James Caspell responded saying no but that Nordeen Fahmy has built on the team's success in securing grand funding, but as of now no specific budget.
- 3.43 Janet Hall provided an update for the Heat Network. During January-April a number of resident engagement events were held to introduce the concept of the heat network and to understand their priorities for the network. Heat Network surveys were sent out to residents and there were 96 responses. The key themes were as followed.
- 3.43.1 The first regarding delivery and execution of the installation. Residents quickly realised that it is an intrusive process and therefore expressed the want for the works to be done at the same time as other intrusive elements of the refurbishment. This is to prevent having to disrupt residents more than once.
 - 3.43.2 Another concern from residents as Janet Hall explained was in regard to space impact. Residents don't want a reduction in space within their property
 - 3.43.3 Thirdly, technology. Residents felt that we could be using solar panels to contribute to the system.
 - 3.43.4 Last concern from residents is in regard to the cost. Residents were keen to know how the Heat network would impact their bills.
- 3.44 Janet Hall explained that the survey highlighted how severely the current system is currently under performing. Walkways residents were asked why they cannot heat their current homes to their preferred temperatures. The most common themes that emerged from this included overheating, under heating and lack of heating control. There has been almost one issue per household in a 6 month period in the Walkways. Approximately 500

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residents have experienced a heating issue that was not anticipated suggesting that the performance of individual boilers is poor.

- 3.45 The new system will include heating controls, have cost benefits and be more sustainable. In addition to contributing to the top ten priorities of residents. A 'price promise' is currently being created with the Residents association and a wider resident working group as well as deciding what will entice residents to move over to a green supplier. A price match or cheaper is the aim.
- 3.46 David O'Connell expressed concerns regarding the price of the heat network. Mr O'Connell does want it to be anymore expensive than the current system. For example, with sprinklers there will be ongoing service charges. Do they have a better idea about cost for heat network? Councillor Taylor-Smith confirmed that there cannot be any promises made for costs at the moment.
- 3.47 Kim Taylor-Smith asked that If it is more efficient then why is there a risk of a rise in costs? To what extent have we engaged with residents about going from a flat rate to a pay as you go rate? James Caspell mentioned that the use of solar panels is being considered.
- 3.48 Stuart Hall asked that if the heat network is more expensive and lots of residents don't want to uptake it, how feasible is this programme? Jeff Laider explained next agenda item should address this question.
- 3.49 Jeff Laider provided update on Competitive Energy Bills. First session with residents on the 20th July was useful and highlighted resident expectations and how these expectations fit into sustainability. There are 5 things that residents are asking for as followed
- 3.49.1 Heating Control. Residents would like to like to be able to control the heating in their homes, with this new network it is going to be individually metred
 - 3.49.2 Affordability. The 'price promise' is in progress.
 - 3.49.3 Comfort. Residents would like instant hot water as currently hot water is unreliable. With the new system hot water will be available and it is pay by use
 - 3.49.4 Sustainability. From 2024 the majority from heating and hot water will be from renewables and gas is only there as a back up option and the system is 100% renewable.

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3.49.5 Customer service. The new Cross-borough energy masterplan will ensure excellent customer service. In addition to £150k grant funding secured from GLAs Local Energy Accelerator – opportunity to identify new heat work opportunities in Kensington and Chelsea.

3.50 Cllr Blakeman asked whether or not you have to have a tank with this system? Jeff Laider explained that you do not need a cylinder it is done centrally; residents can keep it if wanted but it is not essential.

3.51 Cllr Taylor-Smith asked when will there be an idea for the cost? Jeff Laider responded explaining that there are three elements to consider when looking at costs. There is the connection cost and the annual energy bill. It is complicated but competitive or same price as gas payments are being considered at the moment as well as moving to electrifying heat. The overriding message is that resident bills will be coming down due to the retrofit, but it is not completely clear at the moment. However, by November aiming to have a very clear idea on what that price promise is.

4.0 FINANCIAL UPDATE

4.1 James Caspell provided a financial update explaining that forecast are more robust than they have ever been this year we are forecasting to invest 11.8 million, this will include design fees and surveys. There has been more spending on surveys than intended but it has been necessary. Breakdown of costs/funding will be circulated after this meeting.

4.2 Cllr Taylor-Smith suggested that it would be helpful to look at a budget of component parts within a tracker. In doing this, Taylor-Smith suggests it will be possible to see areas of over spending and therefore highlight areas that need to be focused on. James Caspell confirmed this will be ready by the next programme board. **Action - Up to date costs for next meeting Andros Loizou**

5.0 PROPERTY REFURBISHMENT AND DECARBONISATION TRACKER

5.1 James Caspell shared that 30% of all tenanted properties have had full or partial refurbishment. For heat network 1 in 5 residents have new internal plumbing inside the properties. Lancaster West are now able to afford triple glazing across all blocks. In terms of waste management on the estate recycled metal is now bring measured by the kilogram.

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5.2 Councillor Taylor-Smith noted that there are now 100 empty properties that have been refurbished.

6.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE

6.1 James Caspell mentioned the amount of financial value that the team has generated, which totals over 1.5 million. Work is being done to refresh the community development strategy to reflect socio economic work but also looking at health interventions. Our first COVID-19 pop up has been held where 150 jobs have been administered on the estate. In the years ahead we will be looking particularly at young parents' provision.

7.0 AOB

7.1 Councillor Taylor-Smith noted that for future Programme Boards there should be timing allocation for each agenda item **Action**

8.0 ACTION SUMMARY

ITEM REF	ACTION	OWNER	TARGET DATE
3.31	Incorporate climate change into risk register	Shaun Haden	By next board meeting
3.36	Formalise updated respite offer for residents	Nordeen Fahmy	By next board meeting
3.4	David Ward has been waiting 2 weeks for structural surveys. Andros to chase why this is the case	Andros Loizou	ASAP
3.37	Establish social use of three HRA Baseline units	James Caspell	By next board meeting
4.2	Provide up to date project costs on a Lot to Lot basis	Andros Loizou	By next board meeting
7.1	Ensure there were time allocations for each agenda item for next meeting		By next board meeting

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9.0 Next Meeting: