

## LWE Refurbishment Programme Board

Minutes and actions of 25<sup>th</sup> January 2022



## LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

25<sup>th</sup> January 2022 17:30-19:30

via Microsoft Teams and Unit 1 Baseline Studios

### Minutes and actions from meeting

#### Attendees

Cllr Kim Taylor-Smith	Deputy Leader & Lead Member, Grenfell and Housing (Chair)
Doug Goldring	Director of Housing Management (RBKC)
Abbas Dadou	LWRA nominee, Chair and resident
David O'Connell	LWRA nominee, Vice-Chair, and resident
David Ward	LWRA nominee and resident
Cllr Judith Blakeman	Notting Dale Ward Councillor
Victoria Pitman	Department for Levelling Up, Housing and Communities
James Caspell	Neighbourhood Director (LWNT)
Shaun Haden	Head of Strategic Programmes and Innovation (LWNT)
Andros Loizou	Head of Refurbishment Design & Delivery (LWNT)
Nordeen Fahmy	Head of Community Development, Engagement and Partnerships (LWNT)
Adnan Qureshi	Refurbishment and Building Performance Manager (LWNT)
Chrissy Galerakis	Programme Delivery Lead (LWNT)
Alejandra Castillo	Project Support Officer (LWNT)
Steve Mellor	Group Finance Manager (RBKC)
Hannah Smith	Sustainability Project Manager (LWNT)
Bunmi Shekoni	Senior Refurbishment Project Manager (LWNT)
Jeff Laidler	Heat Network Programme Manager (LWNT)
Shabir Jafari	Project Support Officer (LWNT)
Jenny Coates	Digital Engagement Officer (LWNT)

#### Apologies

Susan Al Safadi LWRA nominee

### 1.0 INTRODUCTION

1.1 Cllr Kim Taylor-Smith introduces himself and residents attending the meeting.

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### **2.0 MINUTES & ACTIONS**

2.1 James Caspell updated on the actions from the last meeting.

2.2 Andros Loizou advised that the team are looking at various options and consultants to implement Sustainable Urban Drainage Systems (SUDS) to help solve flooding issues.

2.3 Doug Goldring pointed out that LWNT should speak to the council planning department as there is another scheme ongoing in the borough that has received grant money for SUDs.

**Action:** Liaise with wider RBKC flood prevention officers, and wider housing management.

2.4 James Caspell gave an update on the temporary decant scheme. On 34 occasions, people in temporary decant properties have returned home after works are complete. Currently there are around 18 temporary decant properties, of which 15 are occupied. Current issue is that there is a shortage of properties that have ground floor access and larger properties. LWNT have saved a considerable amount of finance in not having to provide hotels, though lose out on rent (which is around 75% less than the cost of a hotel). The friends and family discount will hopefully provide further options.

2.4.1 Cllr Kim Taylor-Smith asked if residents still pay rent when they move into a temporary decant property. James confirmed that residents continue paying rent on their original property and not the property they are temporarily decanted to.

2.4.2 Cllr Kim Taylor-Smith asked if LWNT have enough stock to continue decant successfully. James Caspell replied that LWNT do not think they will have enough currently, and will probably need around 50 properties, but the team are looking into all forms of accommodation as the refurbishment gears up.

2.4.3 Abbas Dadou asked if residents are being encouraged to decant into a like-for-like fully refurbished home. James Caspell replied that they are and that this is the most efficient form of decant as it is cheaper and less stress for residents. However, LWNT are aware that people are attached to their homes and understandably want to return. The friends and family offer should help with this.

2.5 Shaun Haden offered an update on the progress of new homes on Lancaster West. LWNT have finalised the funding agreement with the cabinet office and OPE (One Public Estate).

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Developed project plan to detail the scope of the project and analysing existing refurbishment projects ongoing in the Walkways. No major update at the moment.

2.6 Cllr Kim Taylor-Smith raised the issue of flooding and spoke of the disappointment with Thames Water's response to the flooding.

### **3.0 PROGRAMME DELIVERY UPDATE**

3.1 **PROGRAMME & PROCUREMENT UPDATE** – Andros Loizou shared an update on the programme and procurement.

3.2 **Mechanical and electrical consultants** – continuing with TACE on stage three designs on all the mechanical and electrical elements. Looking at solar PV solutions and with regards to positioning of the sprinkler tanks for Walkways. The lift at Treadgold House has been programmed into the refurb works and will be going through leaseholder consultation process for this.

3.3 **Multi-disciplinary consultants** - Lots 2, 3, 5 and 6 are proceeding to phase two which will include engaging with residents and showing more visualisation of all the elements of works. Drop in event in refurbishment showroom (Unit 29, Baseline) and a questionnaire will be sent out. Camelford Court bio-solar roof project is coming to an end and should be completed by mid-March. Finalised the tender process and governance for Clarendon Walk and Talbot Walk roof project and contractors will hopefully start by mid-February. Camelford Walk roof project will include some PV panels and upgrade to the roofing.

3.4 **Lot 4 Energiesprong project** - Delayed tender period by around two and a half months. Hoping to award the contract by the end of March.

3.5 **Pilot schemes** – Two video door entry systems have been installed in Unit 29. Part of resident engagement process as residents can come and try them out.

3.6 **411 Testerton Pilot** – Carrying out full retrofit measures in the properties and undertaking all fire safety works. Full refurbishment will be finished by the end of March/beginning of April.

3.7 **19 & 23 Morland** – Piloted these two properties and have been fitted with MVHR. All lessons learnt from this have been captured and will feed into an overall summary of different approaches to ventilation.

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- 3.7.1 Cllr Kim Taylor-Smith asked what lessons have been learnt from this. Andros Loizou replied that the LWNT looking at method and size of ducting that was installed and if this should be changed in the future. Looking at different block archetypes and ensuring not compromising fire safety.
- 3.7.2 David O’Connell asked as LWNT are issuing Section 20s to people, do they have any idea what will be recharged to people. James Caspell answered that LWNT is working this out currently. Given the complexities this is likely to be on a case by case approach initially. Some of the grant conditionality means that LWNT are unable to charge. What is being recharged depends on each project. David O’Connell asked if people will be charged different amounts depending on where they live. James Caspell responded that these discussions are ongoing internally, but currently that would indeed be the case.
- 3.7.3 Doug Goldring asked about the overall cost of MVHR and would like the costs to be shared with him. Doug Goldring queried whether it is affordable to put MVHR in every home on the estate and for these lessons learned to be passed on to him. **Action – Andros Loizou to share MVHR costs and lessons learnt with Doug Goldring.**
- 3.7.4 Doug Goldring asked about the financial cost of long-term maintenance of video entry systems. James Caspell answered that the team were looking at various archetypes to see which would be more durable.
- 3.7.5 Cllr Kim Taylor-Smith pointed out that it’s important to track overall budget. James Caspell replied that LWNT were keeping good track on the budget but there were a few areas of stress including fire safety works in the Walkways, lifts in Camelford Court, and lot 2 balcony work. As of today, the budget stands around £25 million short of everything LWNT would like to do.
- 3.7.5.1 Abbas Dadou asked if the £25 mil over budget is a concern for LWNT. James Caspell answered that there will be some savings if residents do not want full retrofits but that the team

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are clear that work will need to be done to meet the promises made to residents and that additional funding will need to be sourced.

- 3.7.6 Cllr Kim Taylor-Smith asked if the overall budget has been allocated on a block-by-block basis. To what extent are LWNT shaping decisions on one block that might hinder other blocks. James Caspell responded that each block is being allocated funding based on what needs doing. LWNT are being careful not to over promise to residents on what they will receive.
- 3.7.7 Steve Mellor commented that the spend level of the budget has increased significantly recently. Over the next year, LWNT need to work out what level of lending the HRA can sustain which is why the team is only setting a two-year budget. **Action – James Caspell to go through the budget in more depth with Cllr Kim Taylor-Smith.**
- 3.7.8 **54 Verity Close** – Looking into deep retrofit of this property to achieve EPC rating A.
- 3.7.8.1 Doug Goldring asked the reason behind the deep retrofit of 54 Verity Close. James Caspell replied that this will allow for the learning from 50 Verity Close to be applied. External Wall Insulation trialled that didn't get done on 50. It will be the first council house to achieve EPC rating A.
- 3.7.8.2 Cllr Kim Taylor-Smith has asked if there was a budget for this. James Caspell answered that the savings should be 15% less than Verity 50, and yes this is in the overall budget for Verity Close.

**3.8 DETAILED DESIGN UPDATE** - Bunmi Shekoni offered an update on the detailed design of the refurbishment. Emerging preferences and choices phase (phase 2 of the codesign) is commencing in February. Focus on visual element of the design process through engagement events. Targeting 50% resident engagement levels for all lots.

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**3.9 Results of initial design ideas** – phase 1 allowed the team to narrow down choices for phase 2. Different window options being explored for Verity Close based on resident feedback and considering key constraints and pros and cons.

3.9.1 Cllr Kim Taylor-Smith asked if there was a cost per U-value breakdown for the window options and if UPVC windows have been discounted completely. Bunmi Shekoni replied that UPVC has been discounted because of the low thermal performance value. James Caspell explained that UPVC are 20% worse for thermal performance than aluminium, timber or composite approach and so not viable to get to carbon-neutral.

**3.10 Video door entry system** – two options being explored Fermax and Hikvision.

Boards are set up in the refurbishment showroom and during phase 2 residents will be asked for their feedback.

**3.11 Morland House and Talbot Grove House** - in Phase 1 80% of residents were positive about EWI. Looking at different brick slip finishes and render finishes which will be presented to residents for their feedback.

3.12 Doug Goldring asked for the cost of these new door entry systems and whether they have been factored into the budget. James confirmed that they are included in the budget across the estate.

3.13 David Ward asked when it comes to residents making choices how thresholds will be dealt with. Bunmi Shekoni replied that the target is over 50% of residents engaging. David Ward asked about the risk of having a small number of residents who take part in engagement deciding for the rest of the estate. James Caspell said this will not happen, and that for Phase 2 an approach that ensures that that “largest minorities” are not automatically chosen.

**3.14 External Wall Insulation** - Doug Goldring pointed out that when deciding on the EWI options white render can require a lot of maintenance.

3.14.1 Some challenges with EWI including the Walkways where there will be many complex edge conjunctions meaning that EWI could be difficult in parts. Solutions for this are being explored.

3.14.2 David O’Connell asked if gas is being phased out in the Walkways. James Caspell updated that gas has been removed from 100 properties,

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however, some people want to keep their gas cookers and therefore it will take time to phase out entirely.

3.14.3 Cllr Kim Taylor-Smith asked if LWNT were liaising with the planning department to make sure that they have approved any external works.

Bunmi Shekoni confirmed that the team are doing this.

3.15 **Property refurbishment and decarbonisation** - Adnan Qureshi shared an update on the decarbonisation tracker. Still pushing ahead with refurbishment in voids and in residents' properties. Currently at 36% of total properties refurbished. 23% of properties are fully refurbished and 14% partly refurbished. 29% of all properties now have new kitchens and 37% have new bathrooms. 28% of properties have new heating installed.

3.16 Mainstream decarbonisation – 129 properties upgraded to LED lighting, 100 properties have had gas removed, installed 10 sprinklers in the Walkways, and piloting MVHR.

## **4.0 PROGRAMME STRATEGY UPDATE**

4.1 **SUSTAINABILITY AND NET-ZERO UPDATE** – Hannah Smith shared an update on sustainability and net-zero.

4.2 **Future Neighbourhoods Fund** – Successful in receiving FNF for whole of Notting Dale Ward from Mayor of London GLA to enable Notting Dale to become eco neighbourhood.

Four key themes:

4.2.1 **Lancaster West projects in FNF** – Combination of projects directly relating to Lancaster West Estate and wider ward projects which will benefit the estate. Projects include retrofit, renewable heat network and green skills.

4.2.2 **Fabric first** –retrofitting homes and schools and North Kensington Resource Centre. Funding for some elements to retrofit for over 200 homes and replacing boilers with air source heat pumps at over 5 schools.

4.2.3 **Powering up for the people** - replacing 47 gas boilers at Treadgold, schools and North Kensington Resource Centre with renewable energy systems. Connecting 38 homes to the new renewable heat network.

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- 4.2.4 **Cleaner and Healthier Notting Dale** -making active travel more accessible and improving health and wellbeing in Notting Dale Ward.
  - 4.2.5 **Building a Notting Dale Nature Recovery Network** - help improve biodiversity and protecting habitats. Making green spaces more accessible to a wider range of people.
  - 4.2.6 **Delivering new green jobs and skills in a circular economy-** training opportunities and moving towards more circular economy.
- 4.3 **Creating a garden space with a thriving environment** – looking at mapping the green space on the estate and the urban greening factor to help target work that is taking place and improving the score and biodiversity.
- 4.4 **HEAT NETWORK UPDATE** – Jeff Laidler shared an update on the Notting Dale heat network. So far have held three resident focus groups. Starting to codesign the location of energy centre with residents.
- 4.5 **Price Promise** - Aims to achieve three things: keep heat affordable, enabling Lancaster West to go green first and helping everyone to benefit from renewable heating. Ensuring that residents are not paying more than gas prices until 2030.
- 4.6 **Extra support for vulnerable residents** - at early stages of developing a promise for vulnerable residents who can't be left without heating for long. Making information accessible and bespoke for resident's needs.
- 4.7 **£1.1 million government grant received** – funding secured from central government from heat network investment project network fund.
- 4.8 **Energy centre** – setting up local energy company. 100% owned by RBKC. Allows the budget to be ring fenced. Gives opportunity to bring in specialists and expansion of the network. Structure of the board: two council board members, two non-executive directors, and two resident board members. Resident board members need to live on estate, recruitment taking place in next few months. Requirement from government funding is that a SPV (Special Purpose Vehicle) is set up and this must be set up fairly quickly.
- 4.9 David O'Connell asked if having only two resident members means they will be outvoted as it is possible that the industry professionals could be connected with the council. Residents



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not in a majority but do have an active voice. There would be an independent complaints trust to act as recourse for residents if they need it.

4.9.1 James Caspell explained that for the recruitment of the non-executive directors the Residents Association can be involved.

4.9.2 Abbas Dadou asked if a resident decides not to pay their heating bills how will that affect their tenancy. Jeff Laidler clarified that the council will be responsible for billing and customer relationship with residents and that decision is still being made. Doug Goldring responded that it is a condition of the tenancy that residents pay their hot water and heating. Doug Goldring responded that the council does not make a surplus or a deficit on the provision of heating and hot water.

4.9.3 Cllr Kim Taylor-Smith asked how LWNT is going to convince people to make the swap to new heat network as it is important for the residents to feel that this is an important project for the estate. Jeff Laidler added that risk management is ongoing, as is how the offer will be marketed.

4.10 **FUTURE NEIGHBOURHOOD VISION AND SOCIAL VALUE** – Chrissy Galerakis shared and update on future neighbourhood vision and social value.

4.11 **Future Neighbourhood Vision** - designing a way forward for the estate in terms of assets, services and how residents experience their estate. Using resident engagement data to map potential opportunities and solutions to gaps in services on the estate. Trying to expand connection between service providers and stake holders using neighbourhood vision as a vehicle. Coming to end of 'demonstrate' phase (final phase). Outcome of project is toolkit of different tools and deliverables that can help LWNT move forward in this vision.

4.12 **Resident engagement** – core part of this process and drawing on existing resident engagement data and multiple community days.

4.13 **Toolkit** - produced as part of the future neighbourhood project. Four key thematic areas: education and economic development, sustainability, health and wellbeing and community connectedness. Helps understand the issues and gaps in the community.

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- 4.14 **Playbook of ideas** – drawing on case studies from around the world that Lancaster West can learn from.
- 4.15 **Opportunities map** – this is in the process of being finalising. Identified 23 shortlisted projects based on resident feedback and identifying potential locations. LWNT wanted to focus on maximising existing spaces and working on what is already there. Toolkit will hopefully be beneficial not just for Lancaster West but all of the service providers involved.
- 4.16 **Social Value** – So far through the refurbishment LWNT have been able to secure around £236,000 of social value from consultants.
- 4.17 **£50,00 community fund through KCA** - Codesigned the fund with residents and with RA worked to allocate fund to residents.
- 4.18 **Piloting new social value approach** – doing this closely with RBKC. Looking to provide tangible and measurable benefit to residents beyond the scope of contractual works. Aligning this work to the new community development strategy and sustainability strategy. Social value needs to be contributed by contractors through either employment, health and wellbeing, sustainability or connected communities. Clear targets at each stage for contractors. Using national TOMS framework – using proxy values to estimate financial value of these benefits to provide standardising reporting progress.

## **5.0 FINANCIAL UPDATE**

- 5.1 **Financial Monitor** - James Caspell provided an update on the financial tracker. Forecasted expenditure has been revised down from £13.7m to £10.7m. Starting to scale up exponentially and this is going to continue for the next two financial years.
- 5.2 David O'Connell asked how much funding has been received so far for the Heat Network. James clarified that £1.5m has been gained in funding.
- 5.3 Cllr Kim Taylor-Smith asked what the £800,000 that has already been spent on the heat network has gone towards. James Caspell responded that this has mostly gone towards funding the project team and the stage 3 technical design of the heat network and a 300-page business case. **Action – Share breakdown of heat network budget.**

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**5.4 RISK MANAGEMENT UPDATE** - Shaun Haden shared an update on risk management.

Currently LWNT are monitoring 50 risks. Four key high rated risks:

**5.5 Disruption** – LWNT looking into communicating works in advance, respite offer and decant offer, and working on process to handle complaints.

**5.6 Cost** – continue to be high and continue to work with architects to validate costs.  
Continue to maximise income where possible.

**5.7 Demand for decant and respite offer** – will evolve throughout year to manage and mitigate refurbishment disruption.

**5.8 Climate change impact** – looking into SUDs and landscaping plans to manage effects of flooding.

**6.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE** - Nordeen Fahmy shared an update on community development and social value.

**6.1 Financial value added to Lancaster West Estate** - £2.25 million added to the estate and wider North Kensington since 2018. Nearly £1 million this financial year. Through income from jobs, grants and donations, supporting small to medium size businesses in the area.

**6.2 Employment** – supported 18 residents into work and supported 41 residents with employment and training.

**6.3 Health and wellbeing** – 80 volunteers contributing to 1323 hours volunteered to the estate. Big push on vaccination programme with a vaccine bus on the estate 3 times. Women’s only yoga sessions – 587 participants and free massage centres. These sessions act as a bridge to get people accessing more services.

**6.4 Creating a greener and more sustainable estate** - Launch of community fridge which is diverting food waste and creating social space. Added over 1000m<sup>2</sup> of green space to the estate.

6.4.1 Cllr Kim Taylor-Smith asked if the community fridge is still getting deliveries from the Co-op. David O’Connell explained that LWNT have been disappointed with the quality of the Co-op delivery. James Caspell added that LWNT are diversifying suppliers.

**6.5** Doug Goldring commented that this work should be expanded across the whole of the borough.

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### 7.0 AOB

7.1 David O’Connell commented that it would be useful to generate a central point in RBKC where residents can find out what all the different engagement events are to avoid the risk of engagement events happening at the same time.

7.2 Abbas Dadou asked if the impact of the flooding has reduced the overall budget. James Caspell explained that LWNT got insurance to cover this and are not worse off because of the flooding.

### 8.0 ACTION SUMMARY

ITEM REF	ACTION	OWNER	TARGET DATE
2.3	Engage with RBKC flood prevention officer and wider HM	Shaun Haden	Next board meeting
3.7.3	Andros Loizou to share MVHR costs and lessons learnt with Doug Goldring.	Andros Loizou	By next board meeting
3.7.7	James Caspell to go through the budget in more depth with Cllr Kim Taylor-Smith.	James Caspell	Next board meeting
5.3	James Caspell to send breakdown of heat network budget to Cllr Kim Taylor-Smith.	James Caspell/ Jeff Laidler	Next board meeting

**Next Meeting: April 2022**