

## LWE Refurbishment Programme Board

Minutes and actions of 26<sup>th</sup> April 2022



## LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

26<sup>th</sup> April 2022 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)
Doug Goldring	Director of Housing Management (RBKC)
Abbas Dadou	LWRA nominee, Chair and resident
David O'Connell	LWRA nominee, and Vice-Chair and resident
David Ward	LWRA nominee and resident
Cllr Judith Blakeman	Notting Dale Ward Councillor
James Caspell	Neighbourhood Director (LWNT)
Peter Brown	Strategic Programme Manager (LWNT)
Susan Al Safadi	Lancaster West Resident
Rachel Appiah	Department for Levelling Up, Housing and Communities
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)
Ashley Beaton	Assistant Neighbourhood Director (LWNT)
Mushtaq Lasharie	LWRA Committee Member
Stewart Hall	LWRA Committee Member
Steve Bird	Head of Repairs and Maintenance (LWNT)
Adnan Qureshi	Refurbishment and Building Performance Manager (LWNT)
Alejandra Castillo	Project Support Officer (LWNT)
Steve Mellor	Group Finance Manager (RBKC)

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Hannah Smith	Sustainability Programme Manager (LWNT)
Bunmi Shekoni	Senior Project Manager (Refurbishment Design & Delivery) (LWNT)
Jeff Laidler	Heat Network Programme Manager (LWNT)
Shabir Jafari	Project Support Officer (LWNT)
Jenny Coates	Digital Engagement Officer (LWNT)

### **Apologies**

None

## **1.0 INTRODUCTION**

1.1 Cllr Kim Taylor-Smith introduced himself and the meeting attendees.

## **2.0 MINUTES & ACTIONS**

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

2.2 Shaun Haden updated on an action from the previous meeting to engage with RBKC flood prevention officers and wider Housing Management. LWNT have engaged with James Latham, the RBKC flood prevention manager, on an ongoing joint bid with other areas in the borough for flood prevention management fund from Thames Water. **Action – Shaun Haden to send to Cllr Kim Taylor-Smith details of the funding bid.** James Caspell added that the fund is £1.5m with a maximum bid of £200,000 which has led to constraints on how many areas the bid will include. Cllr Kim Taylor-Smith asked if the residents who were affected by the floods have been able to move back into their homes. James Caspell updated that some residents are moving back into their homes in the next few weeks, many have been permanently rehoused elsewhere, and all apart from one have moved out of temporary accommodation. These properties will be re-let once work has been completed. Finding suitable flat level access properties is an ongoing issue.

2.3 David O’Connell asked if LWNT could generate a central point to co-ordinate engagement and events. **Action – Nordeen Fahmy to work on co-ordinating engagement events in centralised location for residents, perhaps having a section on the app.**

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### **3.0 PROGRAMME DELIVERY UPDATE**

3.1 Andros Loizou shared an update on the programme and procurement.

3.2 **Mechanical and engineering** – Stage three design reports have been received from TACE on MVHR, sprinklers and lighting. Hikvision and Fermax door entry system pilots have been installed in Unit 29 and residents have been invited to give feedback. Notice of intent to Treadgold House leaseholders has been sent out to inform them about the renewal of the lift.

3.3 **Multi-disciplinary consultants** – tender process has begun for Walkways roof project with return date of 16<sup>th</sup> May. Phase 2 resident codesign process ‘Emerging Preferences and Choices’ is ongoing. Camelford Court bio-solar roof has been completed on budget. Contractor for roof works on Clarendon Walk and Talbot Walk has been appointed and works have begun. Looking at ways to upgrade roof before main works begin on Camelford Walk and will be going out to tender soon. Solution provider for Treadgold House has been engaged and is in the design process of the design and build contract with construction phase predicted to begin end of September. Triple-glazed windows, MVHRs, and sprinklers continue to be installed. Zyphe grey water heat harvesting tool has been piloted in Treadgold House with success and looking to install in the rest of the block.

3.4 David O’Connell asked what the overall recharge for leaseholders will be. James Caspell responded that it depends on grant funding and once these restrictions are known LWNT will be able to map this out to leaseholders and it will be a case-by-case basis. This information will be made available as soon as it is finalised but will take several months. David O’Connell questioned why this will vary across blocks. James Caspell replied that grant funding means there may be a variation across blocks but all resident leaseholders will be in a favourable position as a result of the funding. Leaseholders will only be charged once the works are done. **Action - once programme costs are finalised LWNT to discuss the recharge with resident leaseholders.**

3.5 Doug Goldring asked about the where funding for the deep retrofit for 54 Verity will come from and how it is different from the 50 Verity pilot. James Caspell clarified that it is the first major external-wall insulation pilot and there is no grant funding but that the property lends itself to being the first EWV pilot as properties can be done in isolation. This is one of several pilots being done on the estate.

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- 3.6 Cllr Kim Taylor-Smith asked whether it is more effective to phase some of the pilot schemes within blocks rather than phasing across the Estate given budget restraints. James Caspell answered that the lessons learned from the pilots will save money in the future by understanding feasibility and resident preferences
- 3.7 Abbas Dadou asked if the issues with the current automatic opening vents will be addressed in the Walkways roof upgrade and Andros Loizou confirmed these will be fixed in the upgrade. This will help to improve the safety of the block and the fire wardens will remain until the works are complete.
- 3.8 **Procurement strategy** – James Caspell shared an update on the procurement strategy. Nearly four out of ten residents have had a full refurbishment of their internal properties. Codesign is resident-led, collaborative, and LWNT want to offer a choice throughout. An agile approach to procurement has to be taken as a result of grant funding requirements, timescales, etc. throughout all of which there are opportunities for residents to be involved. Contractors need to be liked by residents, able to work to a tight timescale and have the ability to work to retrofit standards. Large amounts of procurement opportunities coming up.
- 3.9 Andros Loizou offered three examples of different procurement exercises: procuring multi-discipline with forty residents being involved; Treadgold House design and build procurement which involved meeting tight funding deadlines; Camelford Court green roof involved two residents moderating the approved contractors through “Langley” approved system. The approach aims to remain flexible, presenting clear principles, responsive to the needs of the estate, and having early engagement.
- 3.10 Cllr Kim Taylor-Smith asked if Treadgold house will be the first block to be completed. James Caspell answered that it has to be finished by November 2023 because of funding requirements.
- 3.11 Cllr Kim Taylor-Smith asked what the maintenance costs of green roofs are. Doug Goldring answered that they are low maintenance and James Caspell added that installing them on a larger scale will keep the costs down.
- 3.12 **CONSOLIDATED PROGRAMME OVERVIEW** – Peter Brown shared the consolidated programme overview that is being generated. Different strands that are included in the scope are refurbishment programme Lots 1-6, internal refurbishment

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programme, heat network, and public realm elements. As programme grows and expands important to consolidate and explain the multiple components, manage risks and present this information to funders.

- 3.13 Peter Brown shared the consolidated programme Gantt chart which listed the start and end date of all ongoing projects, number of homes impacted, and consolidated project data.
- 3.14 Doug Goldring noted the complexity of the project and asked who will be maintaining the programme. Andros Loizou and Stewart Hall said the tool can be used to minimise the impact of disruption on residents and Stewart Hall noted that noise complaints are reducing. David O'Connell and Cllr Kim Taylor-Smith asked if there can be a version available to residents. Cllr Kim Taylor-Smith asked Doug Goldring if this is something that can be considered on other estates. Doug Goldring answered that it is being used on similar estates, such as Silchester Estate.
- 3.15 **DETAILED DESIGN UPDATE** - Bunmi Shekoni offered an update on the detailed design of the refurbishment. Feedback from initial design ideas used to complete phase 2 engagement for Verity Close and Morland and Talbot Grove House. The preferences and choices will go towards finalising detailed design of the blocks which will be used to finalise the specification which will go out to tender for external refurbishment works.
- 3.16 **Verity Close** - 74% resident engagement involvement. Residents chose top hung, aluminium windows (external frame: Basalt Grey, internal frame: white); the houses chose matching brick slips and flats chose contrasting brick slips. Stewart Hall asked if residents could choose the internal colour and Bunmi Shekoni confirmed. Now have a clear idea of the design choices of the residents and can start discussing planning application with the planning department.
- 3.17 **Morland House and Talbot Grove House** – 76% resident engagement involvement. Residents chose white-painted composite heritage sash windows and matching brick slip external wall insulation.
- 3.18 **Resident co-design process** - Nordeen Fahmy updated on the resident co-design engagement statistics including the statistics of phase 2. Lots that have completed phase two have higher levels of engagement all of which exceed the 50% engagement target.
- 3.19 **Block level budgets** – James Caspell provided an update on the type and source of grant levels received for blocks. Spreadsheet shows block level and per unit budgets.

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Different block archetypes mean they have different needs and costs and some degree of differentiation. Investment so far around £19.5m resulting in a remaining budget of £102m. Seeing consistent budgetary pressures as is being seen across the country. Tenders are coming back significantly higher than predicted. If the cost increase of Treadgold House project is scaled-up across the Estate looking at around £20m more required.

- 3.20 **Managing costs and protect budgets** – Andros Loizou shared learnings from roof works of Camelford Walk including reviewing valuations on a monthly basis, asking for material and cost options, vigorous (daily) inspections regime from on site team and reviewing prelim items such as temporary roof.
- 3.21 Stewart Hall noted that the lessons learned from the pilot scheme save money in the long run and James Caspell added that if the pilot of 50 Verity Close was to be repeated the savings would amount to 15% from lessons learned.
- 3.22 James Caspell covered how the team are managing costs. Through pilots and finding good contractors the team are able to generate some cost certainty but upward push in terms of cost across the board. Assumed 10% contingency and making efficient use of enabling works. Non-resident leaseholders will be recharged which will provide income from non-resident leaseholders. Budgets have assumed 100% internal refurb take up which is likely to be less than 90%.
- 3.23 Concern from residents around the longevity disruption but from a cost perspective if LWNT were to carry out all works now then would run out of budget. Using consolidated programme to ensure not starting projects that cannot complete.
- 3.24 Working to gain additional funding and meeting fortnightly with BEIS – wave 2 of SHDF opens up in Autumn.
- 3.25 David O’Connell asked why the Walkways engagement is low. James Caspell responded that it’s due to engagement fatigue. Susan Al Safadi asked if walkways considered as different blocks. James Caspell replied that the Walkways will be considered as one block.
- 3.26 Steve Mellor asked if LWNT are confident that they have the right finance support from RBKC. James Caspell confirmed that LWNT are looking into different opportunities including borrowing, creative ways of financing, using a dynamic approach, and are open to advice from RBKC. RBKC are setting a standard that other boroughs are going to want to meet but Cllr Mushtaq Lasharie added that RBKC can still learn a lot from other councils.

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- 3.27 Abbas Dadou asked if funding can be ringfenced for tenants who chose not to have refurbishment if a future tenant would like it. James Caspell – rolling voids programme will help but the programme budget is finite, and the ongoing programme needs to be sustainable. Doug Goldring added that there has to be an end to the programme and while the void refurbishment standard has improved it is not possible to fully refurbish a void every time it comes available for the indefinite future. Stewart Hall noted that the standard of void refurbishment after the project ends has to remain high.
- 3.28 Cllr Kim Taylor-Smith spoke about the improvement to the budget through funding and an increase in spending on housing in the borough but that there are budgetary restrictions, and the council has taken measures to provide more funding.
- 3.29 **Walkways roof and AOV works** – grant funding requirements have meant that roof improvements works have been accelerated. Scope includes enabling works, thermal/fabric upgrades, AOV and skylight replacement, futureproofing of drainage works, fall prevention works, terrace works, and new support frame to support future PVs. Budget shown is the pre-tender cost and waiting for the official tender cost to come back in May.
- 3.30 Managing costs to protect budgets – reviewed different procurement route options, captured lessons learnt, worked closely with the MDC team, Fire Consultant and M&E consultant. Tendered on 25<sup>th</sup> March.
- 3.31 David O’Connell asked if contractors will be penalised if they do not improve their standard of work. James Caspell said that LWNT that trying to avoid a closed protocol systems where they can only use one contractor to avoid complacency from contractors.
- 3.32 **Action –mJames Caspell, Doug Goldring and Steve Mellor to get together to have discussion on cost.**
- 3.33 **Property refurbishment and decarbonisation** - Adnan Qureshi shared an update on the refurbishment and decarbonisation tracker. Changes since last board meeting include 38% percent of total properties refurbished. Two MVHRs have been installed in the last three months and 5-6 installations in the process. Removed gas from over 100 properties. A number of triple glazed windows are being installed and fifteen sprinkler systems have been installed. 756kg of metal recycling and looking at recycling materials from voids and refurbishment overall. Cllr Kim Taylor-Smith mentioned general provision within the council budget for greening works.

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- 3.34 **HEAT NETWORK UPDATE** – Jeff Laidler shared an update on the Notting Dale heat network.
- 3.35 **Highlights from last quarter** – resident engagement continuing including heat network poll (83% of residents support the new heat network), updated design delivers a zero-carbon heat network in 2024, launched resident price promise and, successful £220,000 grant application, well-attended Bidder’s Day and Heads of Terms signed with Kensington Aldridge Academy.
- 3.36 **Budget** - heat networks no longer going to have to pay business rates. Carrying out soft market testing and will report back when have more detail. Will not have full cost certainty until full financial decision.
- 3.37 **Grant funding** – successful with eight bids over last two years from Kensington and Chelsea’s Green Fund, Central Government, and GLA. These grants come to £2.5m in total.
- 3.38 **Timeline** – still on track to begin supplying heat for winter 2024. Looking to extend the programme for financial investment decision, pushed back to March 2023 due to further soft market testing and updating vision to make most reliable heat network in UK.
- 3.39 **Putting residents first** – creating customer charter, vulnerability policy, resident price promise, applying for accreditation of the Heat Trust, talking to Ofgem on regulation, working out board structure, and working on excellent customer service.
- 3.40 **Reliability** - combination of technical resources to ensure reliability and back up to generate significant amount of reliability. Want to use as much locally generated solar power for electricity as possible.
- 3.41 **Co-design** - Co-design of the energy centre with residents to decide on location for thermal stores and deciding whether to keep it hidden away or make a feature of it on the estate. Engagement on this is ongoing currently.
- 3.42 **Procurement** – three large procurement contracts include design and build of energy centre and primary heat network, operations and maintenance of heat network, design and build of secondary and tertiary networks.
- 3.43 **Local energy provider** - recruiting for two part-time paid roles for resident board members and want to reach as many people as possible, anyone over 16 is eligible and training offered. Abbas Dadou asked how long the roles will last for and asked for other



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residents to be present in the appointment meetings. Jeff Laidler replied that roles will last for three years and then board members will change and it is possible for the appointment meetings to be public. David O'Connell asked when the next board meeting will be, and Jeff Laidler said it is likely to end at the of July.

3.44 Cllr Judith Blakeman asked why it is called Notting Dale Heat and Jeff Laidler responded that the heat network is predicted to expand to the wider ward and further.

3.45 **NET-ZERO UPDATE** – Hannah Smith shared an update on the sustainability and net-zero programme.

3.46 **Funding update** – around £1.3m additional capital funding secured through SHDF Wave 1. Primarily for EWI for Clarendon Walk and Talbot Walk. Funding also received for green roofs and pilot properties

3.47 **Upcoming funding opportunities** – wave 2 of SHDF opening in late August and should be able to apply for same blocks for different projects. Phase 2 of Future Neighbourhoods Fund likely to become available later this year. Thames Water surface management programme also being looked into.

3.48 **Carbon emissions** – aiming to get an idea of starting point and goals for the future. Already making an impact through projects including food waste collection, electric vans and III properties disconnected from gas. Total of 159,581 Kg of carbon reduction annually.

### **4.0 FINANCIAL UPDATE**

4.1 **Financial Monitor** - James Caspell provided an update on the financial tracker. Finalising last year's spend. Slightly below forecast of £10.7mil reported in the last meeting. Financial monitor now shows different grants received by different blocks.

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

Seven key programme risks at high or extreme level. Key programme risks have not changed significantly since last programme board: disturbance and disruption to residents; increased cost of works; high demand for decant properties; lack of coherent fire strategy; climate change impacts; external risks to budgets; health and safety.

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5.1 **Changing risk profile** – Some risks have been escalated as some mid-level risks have been escalated in order to give them more visibility and to monitor them. Also risks that have been de-escalated through work of the team.

5.2 Stewart Hall noted that the improved communication with repairs operatives has improved resident satisfaction and whether this approach can be taken to bring other risks down. Shaun Haden clarified that the high-level risk refers to overall satisfaction with the timescale of the refurbishment and that communication with residents will be a significant part of that.

**6.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE** - Nordeen Fahmy shared an update on community development and social value. Breakdown of community development dashboard. Headline figures: since June LWNT have contributed £2.6m worth of value to the area which is above the goal of £2.5m. This is a substantial increase since March last year when the value was £1.3m. Large number of residents being helped into work (mostly LWNT), increase in grant funding and social value added through contractors has increased. **Action – Nordeen Fahmy to circulate his slides.**

6.1 Doug Goldring asked Nordeen Fahmy what his team is most proud of from the past year. Nordeen Fahmy replied that diversity of investment has been very successful and the addition of the PropTech fund will help with digital engagement and reduce digital exclusion.

### 7.0 AOB

7.1 Everyone wished a farewell to Cllr Judith Blakeman and thanked her for her hard work with the team and the project over the years.

### 8.0 ACTION SUMMARY

ITEM REF	ACTION	OWNER	TARGET DATE
2.2	Shaun Haden to send to Cllr Kim Taylor-Smith details of the funding bid.	Shaun Haden	By next board meeting
2.3	Nordeen Fahmy to work on co-ordinating engagement events in centralised location for residents.	Nordeen Fahmy	By next board meeting

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3.3.1	Discuss recharge costs with leaseholders once budgets are confirmed	James Caspell	TBC
3.17.1.2	James Caspell, Doug Goldring and Steve Mellor to get together to have discussion on programme costs.	James Caspell	By next board meeting
6.0	Nordeen Fahmy to circulate the community development and social value slides.	Nordeen Fahmy	After board meeting