

LWE Refurbishment Programme Board

Minutes and actions of 11th October 2022



LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

11th October 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) |
| Cllr Claire Simmons | Notting Dale Ward Councillor |
| Doug Goldring | Director of Housing Management (RBKC) |
| Abbas Dadou | LWRA nominee, Chair and resident |
| Stewart Hall | LWRA nominee, Vice-Chair and resident |
| David O'Connell | LWRA nominee, Treasurer and resident |
| James Caspell | Neighbourhood Director (LWNT) |
| Ashley Beaton | Assistant Neighbourhood Director (LWNT) |
| Nordeen Fahmy | Head of Community Development, Engagement and Partnerships (LWNT) |
| Steve Bird | Head of Repairs and Maintenance (LWNT) |
| David Mulligan | Senior Project Manager (LWNT) |
| Bunmi Shekoni | Senior Refurbishment Project Manager (LWNT) |
| Adnan Qureshi | Refurbishment and Building Performance Manager (LWNT) |
| Jeff Laidler | Heat Network Programme Manager (LWNT) |
| Hannah Smith | Sustainability Programme Manager (LWNT) |
| Alejandra Castillo | Assistant Project Manager (LWNT) |
| Shabir Jafari | Assistant Project Manager (LWNT) |
| Jenny Coates | Net Zero Assistant Project Manager (LWNT) |
| Rachel Appiah | Department for Levelling Up, Housing and Communities |

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Apologies

| | |
|---------------|---|
| Steve Mellor | Group Finance Manager (RBKC) |
| Andros Loizou | Head of Refurbishment Design and Delivery |
| Shaun Haden | Head of Strategic Programmes and Innovation |

1.0 INTRODUCTION

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

2.0 MINUTES & ACTIONS

Action 2.3 - Nordeen Fahmy updated on the launch of Your Neighbourhood, Your Voice update on the WeAreWII website. The update includes the ability to book online to speak with the resident engagement lead and live consultation on the co-design.

3.0 PROGRAMME DELIVERY UPDATE

3.1 **Programme and procurement update** – James Caspell shared an update on the programme and procurement. Made good progress for mechanical and electrical feasibility and designs and confident in being able to cover 10% of the roofs on Lancaster West with solar PV to supply the heat network. Goodbye Gas campaign to phase out gas from the estate to be shortly launched. Through investigation the team have found around 5-10 suspected properties that have installed their own gas boiler on top of the district system, which are likely to be buy-to-let landlords. Bomore Road video door entry system successfully installed as a pilot. Contract with KCA is ending as of 14th October and hoping to appoint new design team soon. Since the last meeting, the roofs at Camelford Walk and Talbot Walk have been completed.

3.2 Cllr Kim Taylor-Smith asked what lessons were learned from the other two roofs. James Caspell answered that the key learning is level of surveys and type of surveys required and the team struggled to get into 100% of properties. David O’Connell asked what the purpose of these surveys are and why samples cannot be taken. James Caspell replied that this is a requirement of grant funding, specifically for the Social Housing Decarbonisation Fund.

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- 3.3 **Grey water harvesting device** - Zyphe unit uses warm water from bath and shower and can generate between 30-50% carbon savings on showers.
- 3.4 **Master Programme and Procurement Update**— James Caspell shared an update on the Master Programme and Procurement. Budgets and costs are the current major risks. Resident buy-in is proceeding successfully. Procurement, consultant, contractor and building performance is at an amber rating and progress is being made. A workshop on logistics and programme sequencing has been held.
- 3.5 **Adapting and maximising budgets** – Main external works on Verity Close and Camborne Mews is being proposed to be postponed to 2024 and 2025 respectively because they have no grant funding attached to them and are currently the best performing properties in terms of thermal performance. This would account for around £12m of the £25m short fall. The lifts are being removed from the plans for Morland and Talbot Grove House. Bolt on balconies for lower floors of Clarendon and Camelford Walk are being removed from the programme. None of these measures will lead to compromises on fire-safety, and will not substantially impact ambitions with regards to carbon-neutrality
- 3.6 **Funding opportunities** – looking at around £4.75m additional SHDF Wave 2 funding and exploring a range of other grant funding opportunities.
- 3.7 Cllr Kim Taylor-Smith asked Abbas Dadou and David O’Connell for their opinions on the budget adjustments and how to communicate it to residents.
- 3.8 Stewart Hall and Abbas Dadou replied that it is important to continue to deliver what is committed and how to work around these budget restrictions through looking for additional grant funding.
- 3.9 Stewart Hall asked how much the programme will save from residents not taking up internal refurb works. James Caspell replied that the budget currently assumes 100% take up from residents which is unlikely to be the case but that this amount will not cover the shortfall in the budget.
- 3.10 Cllr Kim Taylor-Smith confirmed that we still aims for the refurbishment of blocks will still take place, however, they may take longer or be pushed back.
- 3.11 Cllr Kim Taylor-Smith asked if UPVC windows had been considered. James Caspell replied that UPVC windows do not achieve the thermal performance needed to reach carbon-neutral, and residents would like to keep their windows in character with the

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buildings. James Caspell stated that EWI is being offered at either a minimum or maximum and the minimum will save on budget but will still meet the carbon-neutral requirements of grant funding and the council's target of being carbon-neutral by 2030

- 3.12 Doug Goldring added that communication with residents need to be open, transparent and state the situation as of current rather than predictions for the future.
- 3.13 **Market engagement** – LWNT went out to speak to six large contractors and all said they had heard of the project and were interested in working on it. Contractors were very positive on co-design but a strong preference on being involved in stage 4 design which will increase timescales, but bring cost certainty and also.
- 3.14 **Potential procurement packages** – broken down by approximate lot values and have one main contractor for the Walkways, one for Camelford Court/Walk, Clarendon and Talbot Walk, one for Morland House and Talbot Grove House, and one for Camborne Mews and Verity Close. Spending time on contract strategy to ensure that if contractor pulls out, the team have as much contingency as possible. Now have fairly robust internal refurbishment supply chain, and also high performing roof contractor.
- 3.15 Cllr Kim Taylor-Smith asked how contactors are being scored. James Caspell confirmed that sticking with 80:20 quality price criteria, following co-design of strategy in 2019.
- 3.16 Cllr Kim Taylor-Smith asked if it would be possible to do one procurement and assess the results then use them again if it is a success. James Caspell confirmed that this is already occurring on internal refurbishments and pilots. Abbas Dadou asked if there was an option to breakdown the larger procurement packages to give contractors money in sections to ensure quality and accountability. James Caspell and David O'Connell agreed that procurement and contracts need to be done to an extremely high standard and James Caspell confirmed that external legal advice has been sought on this matter.
- 3.17 **High level master programme** – James Caspell shared a timeline of major works of the programme. Treadgold to start soon and Walkways to start in the new year. Lot 2 and 3 will likely be pushed back to later in 2023.
- 3.18 **DETAILED DESIGN UPDATE** - Bunmi Shekoni offered an update on the detailed design of the refurbishment. Camelford Court, Camelford Walk, Clarendon Walk and Talbot Walk have now completed the Phase 2 co-design process. 62% of eligible properties completed the survey. For windows, aluminium frame inward opening tilt and turn were

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chosen, for the external façade buff brick was chosen. The colour of the external façade diverges from the original colour of the blocks and will usher in a new colour to the estate. For Camelford Court, Camelford Walk, Clarendon Walk and Talbot Walk 70% of those that participated were in favour of enclosing the stairwells. 82% of those that responded were in favour of installing a new lift which will provide flat-level access. Phase 3 will offer more options on colours, textiles etc.

3.19 Stuart asked what the difference in cost is for units that have bolt-on-balconies. James Caspell replied that it is an additional £30,000 per unit for the balcony, and so this will only be installed where necessary.

3.20 **The Walkways roof improvement works** – works have been accelerated ahead of the refurbishment of the rest of the block due to grant funding requirements. Existing AOVs are currently jammed open and beyond their life usage. The works will also improve the thermal performance of the building. Residents were invited to speak to LWNT and architects about the improvement works. 29% of residents responded to the survey. Improvement works are also being carried out to terraces. Tender return date is currently set for 21st of December and then a tender evaluation will be completed with residents.

3.21 **Main refurbishment of Walkways** – phase 2 about to be launched. This survey will include minimum and maximum EWI options.

3.22 Cllr Kim Taylor-Smith asked about the thermal performance of the window options.
Action – Bunmi Shekoni to send Cllr Kim Taylor-Smith the u-values of the three different window options.

3.23 **Testerton pilot flat** – piloting all measures which are hoped to be rolled out across the estate. Residents will be invited to an open house. Bunmi Shekoni gave an update on how many households have engaged to date.

3.24 Abbas Dadou emphasised the importance of having a variety of times that residents can engage.

3.25 **Refurbishment and decarbonisation tracker** - Adnan Qureshi shared an update on the refurbishment and decarbonisation tracker. 43% of properties have had total internal refurbishments. 36% of properties have had new kitchens (up 5% since last board meeting), 37% have had new bathrooms, 35% have had new heating systems installed.

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3.26 Abbas Dadou asked how many teams are working on the internal refurbishment. Adnan Qureshi replied that the inhouse team has been increasing in pace and productivity. James Caspell added that this process is continually being monitored and improved, it currently takes around 100 working days to complete an internal refurb but that aiming to get it down to 80. Abbas Dadou added that the noisy works policy and restrictions contributes to these extended timescales.

3.27 Doug Goldring asked where internal refurb costs factor into overall capital costs. James Caspell confirmed that this is being factored into the capital costs for each block.

3.28 Treadgold costs came in around 25% over budget.

4.0 HEAT NETWORK UPDATE – Jeff Laidler shared an update on the Notting Dale heat network.

4.1 **Highlights from the last quarter** – resident poll has been relaunched. Entering business end of commercialisation stage – two main tender packs have been launched. Soft-market testing conducted. Tonkin Liu has been selected as the chosen architects. Pre-application site visit with the council’s planning team held on 26 September with a positive response.

4.2 **Resident preferences for the energy centre site** – engaging with residents to design what the energy centre will look like through the renewable heat network roadshow around the estate. These early concept designs that have been designed by Tonkin Liu will be adapted and co-designed with residents over the coming months.

4.3 **Notting Dale Heat (energy company)** – 2 new Council Board Members in place (Terry Oliver and Liam McCusker, 2 new resident board members Susan Al-Safadi and Daniel Chin. Recruiting for 2 industry board members.

4.4 **Next steps** – works going on towards phase 2 expansion, looking at cross borough energy masterplan, and setting up local energy company.

5.0 NET-ZERO AND SUSTAINABILITY UPDATE – Hannah Smith shared an update on the sustainability and net-zero programme.

5.1 **Monitoring and measuring carbon emissions** – work being done to measure baseline for carbon emissions to determine what are the biggest contributors to carbon emissions, where we are, and what we need to get to net zero. Gas and electricity are by far the

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biggest emission contributors. Majority of investment needs to go into removing gas and swapping to green energy suppliers. HS covered the measures that LWNT are installing/taking and the carbon savings.

5.2 Next steps – look at forecasting savings year by year to track the progress to net zero at 2030.

5.3 Future Neighbourhoods – launch event was held on 8th September in Avondale Park. Engagement also carried out with Ward Councillors, Resident Associations and local organisations to gather priorities from residents.

5.4 Next steps – funding decision from the GLA on phase 2 funding expected next month.

5.5 Cllr Kim Taylor-Smith asked how this is being communicated to other estates in the ward that come under the future neighbourhoods programme. HS replied that leaflets were sent to every household in Notting Dale Ward inviting them to the event and to take the survey.

6.0 FINANCIAL UPDATE

6.1 Financial Monitor - James Caspell provided an update on the financial tracker. Forecasted spend by the end of the year is around £12m based on the trajectory at the end of Q2.

7.0 RISK MANAGEMENT UPDATE – James Caspell shared an update on risk management. Reconfigured the way LWNT looks at risk internally as a team. Bi-monthly workshops to assess risk are being held. Finance remains a high-level risk. Health and safety is also a risk and this is being focused on.

8.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE - Nordeen Fahmy shared an update on community development and social value. Summary of financial impact on the estate – team has added £3.5m of value to the estate since June 2018. Around £825,00 in grant funding secured through the team or through supporting LWRA. Working with and supporting small businesses has generated £111,000 for these SMEs.

9.0 Training and employment – 8 people supported into paid work, 11 jobs created by LWNT and contractors, 19 residents have attended workshops or training, 37 being active supported, 18 accessing wider related support.

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9.1 Cllr Kim Taylor-Smith asked what kind of training is supplied. Nordeen Fahmy responded that this has involved signposting to other forms of support as well as establishing own training programmes through Green Skills Academy.

9.2 Doug Goldring asked how scalable LancWest Works is. Nordeen Fahmy replied that the scope to expand is there and has recently had a conversation about getting contractors from the wider council's projects to buy into the programme. Doug Goldring added that in the new year there will be a whole new group of long-term contractors onboard. **Action** – Nordeen Fahmy to brainstorm how this will look and to meet with Doug Goldring to discuss how to expand the programme.

9.3 **Evaluation of employment and training support** – engagement with residents on how to create an employment and training hub. This project is underway with training and employment hub being set up, together with LWRA, in Unit 38 In Baseline. Working with partners in the wider council and in the borough. Looking to launch this hub in November. Central government grant funding has helped to retrofit the room and LWNT, with LWRA, have helped to fit the hub out with computers and technology.

9.4 **The Green Skills Academy** – initiated to train LWNT staff and contractors in green skills. 20 staff trained to date. Through Future Neighbourhoods phase I funding, received grant to roll this out to the rest of the Estate.

10.0 AOB

11.0 ACTION SUMMARY

| ITEM REF | ACTION | OWNER | TARGET DATE |
|----------|---|---------------|-----------------|
| 4.3.1 | Bunmi Shekoni to send Cllr Kim Taylor-Smith the u-values of the three different window options. | Bunmi Shekoni | By next meeting |
| 10.1.2 | Nordeen Fahmy to brainstorm how this will look and to meet with Doug Goldring to discuss | Nordeen Fahmy | By next meeting |

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| | how to expand the programme. | | |
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Next Meeting: 25.01.23