

## LWE Refurbishment Programme Board

Minutes and actions of 25<sup>th</sup> January 2023



## LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

25<sup>th</sup> January 2023 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
Stewart Hall	LWRA nominee, Vice-Chair and resident
David O'Connell	LWRA nominee, Treasurer and resident
James Caspell	Neighbourhood Director (LWNT)
Nordeen Fahmy	Head of Community Development and Codesign(LWNT)
David Mulligan	Senior Project Manager (LWNT)
Arnis Cela	Site Coordinator
Khadra Ibrahim	Community Development Officer
Jeff Laidler	Heat Network Programme Manager (LWNT)
Maria Martinez-Alvarez	Project Support Officer
Hannah Smith	Sustainability Programme Manager (LWNT)
Samuel Gathogo	Programme Performance & Monitoring Manager (LWNT)
Alejandra Castillo	Assistant Project Manager (LWNT)
David Ward	Resident
Shabir Jafari	Assistant Project Manager (LWNT)
Shaun Haden	Head of Strategic Programmes and Innovation (LWNT)
Andros Loizou	Head of Refurbishment Design and Delivery (LWNT)
Steve Mellor	Group Finance Manager (RBKC)
Sharon Miller	Senior Project Manager (Net Zero) (LWNT)

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Sian Heeley                      DLUHC  
Cllr Claire Simmons        Notting Dale Ward Councillor

### **Apologies**

Ashley Beaton                Assistant Neighbourhood Director (LWNT)  
Jenny Coates                Net Zero Assistant Project Manager (LWNT)  
Rachel Appiah                Department for Levelling Up, Housing and Communities  
Bunmi Shekoni                Senior Refurbishment Project Manager (LWNT)  
Adnan Qureshi                Refurbishment and Building Performance Manager (LWNT)  
Steve Bird                      Head of Repairs and Maintenance (LWNT)

## **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 action from the last meeting. Confirmed that requested explainer was included relating to windows. James Caspell said action was why we had different figures for same window, but we can provide comparison of UPVC windows versus composite aluminium, but UPVC is poorer.
- 2.2 Nordeen Fahmy updated on action from last meeting. Working with wider housing colleagues. We're not seeing outcomes yet but sent talent their way. Learning lessons that current posts not flexible enough. Outcomes will be known in about a month. Doug Goldring asked if there were any blockages he could assist with and reiterated he was fully supportive of project. Nordeen Fahmy - put down lessons learned. We've put about 2 people forward who have not been recruited. Doug Goldring – keen to appoint people on flexible hours.

## **3.0 PROGRAMME DELIVERY UPDATE**

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

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- 3.2 Heating, Hot Water, Ventilation, Electrical, Lighting** – Good progress. Currently out to tender for two Notting Dale Heat Network contracts and looking to include option of ventilation and sprinklers.
- 3.3 PV meetings with various supplier** – Discussed with three suppliers. Quotes received for Camelford Court and Camelford walk. Camelford Court will be first project. Cllr Kim Taylor-Smith asked whether we'd observed any big changes in prices to which Andros Loizou said no for PV solar panels, and that prices remain very competitive at high specifications.
- 3.4 Goodbye Gas – Gas pipe removal strategy** – Cadent on board with programme to remove gas by 2030.
- 3.5 CCTV, Door Entry and Digital Services** – Pilot at Bomore Road where Fermax video door entry system installed. Positive feedback on system and will be used estate wide. Site visit at Talbot Grove House for replacement door entry system due to damage.
- 3.6 Two lifts at Treadgold and Bomore being procured by end of March 2023** via framework. Treadgold phased with rest of refurbishment. Bomore to be upgraded as soon as possible. Doug Goldring clarified that current lift at Bomore Road was underspecified and keeps breaking down. Doug Goldring stated that we must be mindful that where we're procuring these contracts, we need to be able to maintain the items installed. David O'Connell questioned the phasing of work as currently money is being spent on repairing a failing system because they're breaking down regularly.
- 3.7 Lot 1 – The Walkways** – KCA contract ended on 14<sup>th</sup> October. Reviewing options for a new MDC to pick up from RIBA Stage 3 all the way to delivery and handover. Successful consultant should be confirmed in the next two to three weeks. Cllr Kim Taylor-Smith asked what the target start date is. Andros Loizou said we're looking at various options with incumbent contractors at wider RBKC with hope that they can start quickly.
- 3.8 Phase 2 of the resident co-design process** – Emerging preferences concluded in November 2022 and residents were invited to view 411 Testerton and have seen all energy efficiency measures done to this property. Stuart Hall raised issue about rooms getting smaller following internal wall insulation. Cllr Kim Taylor-Smith said the insulation is best practice to which Andros Loizou concurred. James Caspell added that we're trying to minimise the drop of the ceiling height. We'll continue to look at optimising space to ensure

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minimal loss of space. David O'Connell added that if the ventilation system is not put in, the bedrooms are freezing because there are two vents. Having to use more heating than ever before at night. Reported but not yet sorted. Andros Loizou will investigate this.

**3.9 Walkways Roof Project** – Tender process nearing completion. Quality and commercial assessments have been finalised and we are in the process of finalising the Key Decision Report for the appointment of the selected contractor for the works. Anticipated duration for works is 86 weeks and works to commence on site Spring 2023. Involves erecting scaffolding, details will be supplied in the upcoming key decision report.

**3.10 Lot 2 Camelford Walk, Camelford Court, Clarendon Walk and Talbot Walk - Penoyre & Prasad** - Currently at Phase 3 of the resident co-design process – 'Finalising Detailed Designs' - where the design options chosen through the resident co-design process have been developed and costed and the implications of decisions made clear to residents. P&P to provide engagement materials including samples, models and 3D rendered visualisations for the outstanding aspects of the retrofit design such as communal areas and landscaping. Resident engagement will re-commence in February 2023 with a booklet and resident engagement (yet to be formalised).

**3.11 Clarendon Walk and Talbot Walk Roof** - Roof works were completed July 2022. Final account £118,511 below original contract sum.

**3.12 Camelford Walk Roof Project** - Roof upgrading works brought forward to commence before main works, including new warm roof and PV panels with some green roof depending on residents' decision. Works currently in progress, forecast to be completed March 2023.

**3.13 Lot 3 Morland House and Talbot Grove House** - Completed Phase 2 of the resident co-design process Emerging Preferences and Choices. ECD provided engagement materials which included samples, models etc, for residents to feel and see the design options developed. This completed the Initial Design Ideas feedback, and communal finishes to walls, floor, rails, light fittings and waste management to the blocks are now to be finalised and shared with all stakeholders, for ECD Architects to complete RIBA Stage 3 and start to prepare the planning pack. Triple glazed timber sash windows have been installed at 35 Talbot Grove House as a pilot and have been well received.

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- 3.14 **Lot 4 Treadgold House** – ECD Architect / United Living South. – We're behind programme. In regular conversations with UL to bring it back on track. Expected on site in March 2023. Cllr Kim Taylor-Smith asked if we're still likely to start in February – Andros Loizou and James Caspell said no – Start of new financial year is more likely. James Caspell and Andros Loizou meeting with them on a weekly basis and there's a grant funding risk of £1.6 million.
- 3.15 **Lots 5 & 6** – Looking at Phase 4 resident engagement. Pilot scheme at 54 Verity Close near enough to go to planning.
- 3.16 **Pilot Schemes** Doug Goldring asked whether we had factored in costs of pilots and confirmed they're affordable. We need to avoid creating expectations which cannot deliver on down the line. Andros Loizou confirmed costs are considered and are affordable.
- 3.17 **Walkways Balcony Doors and Windows Pilot** – James Caspell provided an updated that we should be installing the remainder this financial year. We've met with Idealcombi to seek assurance on window fire safety performance as they have tested their products.
- 3.18 Cllr Kim Taylor-Smith asked for an update on Grey Water Harvesting – We're putting them in now. Zypko has estimated energy cost savings while showering between 30% - 50% and carbon savings of 143kg/annum. Based on evidence, it has been decided to roll Zypko to all viable properties as part of our approach to dealing with the energy crisis.
- 3.19 **PROGRAMME PERFORMANCE UPDATE** – James Caspell talked through dashboard, highlighting overall performance of programme through a red, amber, green visual.
- 3.20 **Budgets and Costs** – At red in line with country-wide situation.
- 3.21 **Consultant, Contractor and Building Performance** – Noted performance issues with existing consultants besides P&P and Derisk and a few others who are doing well. We'll be in place by next quarter to announce who we're working with. We're building up a good supply chain such as our void contractors and roofing contractors – e.g., at Treadgold UL have agreed to use existing contractor.

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- 3.22 **Procurement strategy** – two stage approach. We have a lot going on but have not progressed as fast as we'd like but will have progressed by next meeting.
- 3.23 **Logistics and Programme Sequencing** – A lot of work done internally led by Chris Kemp – Senior Heat Network Project Manager. Looked at welfare facilities and storage facilities and building ongoing relationships with Deconstruct, who manage the Grenfell Tower Site.
- 3.24 **Resident Buy-in** is going well. James Caspell praised the level of support from residents and noted we need to improve how we communicate to them to tailor individually.
- 3.25 **Internal Refurbishment Progress** – We're on track to hit 50% of all tenanted properties to have had full internal refurbishment by the end of this financial year.
- 3.26 Cllr Kim Taylor-Smith asked what the resident perception is on the internal refurbishment. David O'Connell said feedback is positive upon completion although some frustration noted during works. It was also noted that we don't always get a lot of feedback but expect more when the works start.
- 3.27 Cllr Kim Taylor-Smith asked how we define a heating system when we refer to 'number of heating systems.' James Caspell said that refers to the tertiary network in system terms and includes things like radiators and all the piping inside the home. James Caspell added that 40% for tenants and about 33% of the overall residents had been done and ready to be connected.
- 3.28 James Caspell added that we're still maintaining an 8-point increase on the EPC rating, and that the windows and external wall insulation are what would move us from an average of D to B. James Caspell also noted that EPC measure is highly flawed, and that Hannah's team were working to help us understand what will decarbonise things most.
- 3.29 **Design Process Update** – 58% of Walkways households now fed into design phase. Highest level of engagement at the Walkways we've had to date.
- 3.30 Video door entry system pilot at Bomore Road a success and will be rolled out in budget.
- 3.31 Cllr Claire Simmons stated that she was somewhat concerned to hear that there are issues with contractors around safety advice and value. Given that DLUCH has some oversight here, she was surprised that this should be happening even on this project. James

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Caspell said that the state of the building market in the UK is not where we'd like it to be and we're increasingly of the view that we're driving improvements and assurances in the sector.

- 3.32 Door entry – Doug Goldring suggested we should keep maintenance in mind. Avoid going to a bespoke supplier providing a closed system. James Caspell said we have a 1yr warranty from the installer on top of the parts warranty and the Contractor agreed to train our in-house team to do some of the repairs. KTS keen on us being able to maintain these after a year.
- 3.33 Who will be up and running this year? The walkways we could have the roof and AOVs, but we need to consider CDM issues and cannot have everyone on site at the same time.
- 3.34 Heat Network Final Investment Decision due in June 2023. James Caspell noted that we've spoken with other local authorities in Sutton and Ealing who are also facing similar delays due to the complexity involved and supply chain problems, to capture lessons learned
- 3.35 Abbas Dadou asked whether we have a timeline on the door entry system and roofs that can be shared with residents. James Caspell said the roofs would start in Spring 2023 but it's a very long programme likely to take up to two years.
- 3.36 **Cllr Kim Taylor-Smith asked how we would communicate? Timeline chart on each of the block so people can see? – ACTION – Shaun Haden to take forward action.**
- 3.37 Abbas Dadou asked if when the roofs are done, could we get rid of the fire curtains. James Caspell replied we couldn't but would put fireproof glass so it would be fixed closed windows, allowing fire curtains to be removed eventually. We'd also need to put the right ventilation system. The AOVs we're putting in would improve smoke egress in the event of a fire. We're also procuring an independent fire engineer to work in partnership with internal fire safety team.
- 3.38 Adapting and Maximising Budgets
- 3.39 Heat Network tenders received for The Walkways came in substantially less than our last forecast. Walkways Roof contract has come in at slightly higher. However, when you look at the two together, they're coming out on budget as things stand. Reasons for that

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are we've managed to generate a lot of competition and have learned a lot of lessons from previous procurement exercises, so have become an expert client, especially on prices of specialist items.

- 3.40 SHDF Wave 2 bid in for £7m in total. We're exploring other funding opportunities including preferential lending through UK Investment Bank. Future Neighbourhoods Phase 2 (£600k) and phase £1.3m which will benefit wider ward, not just LWE.
- 3.41 **Decant Demand** – Scale of intrusiveness at Treadgold demands decanting due to potential disruption. We will be working with individual residents to ensure that this is as smooth as possible for residents.
- 3.42 Demand likely to stay high and increase. Expect more demand for respite units. Stuart Hall raised concern about need for decant units to be furnished as currently they are not. Need chairs, beds etc. James Caspell said feedback is being received and Felicity is sourcing furniture so that moves are quicker and easier for all concerned.
- 3.43 We're supporting residents during the refurbishment of their homes through four key offers; Local Lettings Plan, Refurbishment Decant Scheme and Temporary Decants, Respite activities, and the Friends and Family Offer, which will be launched soon.
- 3.44 Cllr Kim Taylor-Smith asked if we had factored Temp decants into the budget? James Caspell said we're going to use existing void stock. If we don't use own stock, we're looking at upwards of £1.8m spend on hotels.
- 3.45 Cllr Kim Taylor-Smith asked if we're assuming everyone will be decanted or whether we're looking at the extent of disruption in making the decision. James Caspell said there will need to be some sort of mix between decanting and respite offers, but that majority will need to be decanted for at least a short period of time.
- 3.46 Abbas Dadou reiterated how important LLP is as the alternative would be use expensive hotels. He asked what the future looks like for LLP. Cllr Kim Taylor-Smith said there's a meeting in place to look at the future options which will either extend, amend or stop the LLP option.
- 3.47 **Higher Level Master Plan** – James Caspell stated that Peter Brown has produced a consolidated master programme which includes the many facets involved. We're now putting together a construction programme to add in the detail and will be using an industry



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specific software to add the detail to the master programme and will be sharing some further information on this at the next board meeting.

3.48 James Caspell shared the key steps for the next three months.

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

3.50 **Highlights from the last quarter** – Two main Heat Network procurements. On the Design, Build, Operate & Maintain (DBOM) contract, we ended up with high quality bids and shortlisted three bidders and had good input from residents on the evaluation panel. On the Design & Build (D&B) contract, this is a few weeks behind. Looking to shortlist three bidders and again we've had great input from residents adding assurance to the quality of bids.

3.51 Competitive prices from bidders received and we're now in the negotiation stage on the DBOM contract and feel this is heading in the right direction. The same approach will be taken in the D&B contract.

3.52 UKPN and Power upgrades – Lancaster West residents suffered a 20-hour power cut in early December 2022. As a gesture of goodwill UKPN has agreed to honour the existing electrical power upgrade and renewable boiler room quotes. They have also extended both quotes to June 30<sup>th</sup>, 2023. Cllr Kim Taylor-Smith asked if the Kensington Leisure Centre pay for their connection. Jeff said yes, there'd be a connection fee.

3.53 **Resident preferences – Renewable Heat Network** – Public consultation event in November and December on energy centre design and locations. Good attendance with over 112 people attending of which 47% were from the estate. We also had ward councillors as well as representatives from the Leisure Centre and the Academy. The design and architectural appearance of the Renewable Boiler Room and the Heat Store were well received.

3.54 Work ongoing on the potential location of the Heat Store and we'll return to residents with a final public consultation once all planning work is completed.

3.55 Planning application – we've signed a planning performance agreement with The Council, and this guarantees council resource to determine planning application by June 2023.

3.56 Final investment decision expected in June 2023.

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- 3.57 **Notting Dale Heat (energy company)** – 2 Council Board Members in place (Terry Oliver and Liam McCusker, 2 resident board members Susan Al-Safadi and Daniel Chin. Recruited two Industry Board Members, Faisal Butt and Heidi Hellmann.
- 3.58 **Next steps** – Phase 1 concluding two procurement exercises and we'll have certainty on budgets and heat supply agreements in place going into the final investment decision. Also looking at Phase 2 and expansion into Notting Dale Ward. Initial technical review done, and potential heat network routes identified. However, this will largely be on hold until after the final investment decision.
- 3.59 Finalising company Business Plan for the local energy company which will go to the company Board and Shareholder Board in Feb 2023.
- 3.60 Cross Borough Energy Masterplan – Draft report due April 2023 and Final report due Summer 2023.
- 3.61 Cllr Kim Taylor-Smith asked whether there's a limit to how far away we could service once we have a central boiler and source. Jeff responded that we do have some extra capacity that could allow us to add 10% extra heat load onto the edge of the estate, but we'd need to add extra ASHP, heat store and electric boilers to service further areas.
- 3.62 **NET-ZERO AND SUSTAINABILITY UPDATE** - Hannah Smith shared an update on the sustainability and net-zero programme.
- 3.63 **Social Housing Decarbonisation Fund** – Ongoing delivery of retrofit projects funded through Demonstrator and Wave 1 and continuing negotiations around the timescales for the delivery of works and exploring ways of redistributing any funding that cannot currently be used. Expecting to sign a new grant funding agreement with BEIS to extend the timeline to spend the remaining amount and claim based on milestones up until March 2025.
- 3.64 PAS2035 Compliance – Looking to procure an independent expert to make sure we're compliant with the framework.

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- 3.65 David O'Connell asked whether we're anticipating any major hurdles that could negatively impact on the extension request negotiations. Hannah Smith responded that the issues raised were largely procedural.
- 3.66 Hannah Smith added that 70% of homes have now had a retrofit assessment.
- 3.67 Doug Goldring asked to see our approach on Switchee's and other devices to deal with damp and mould.
- 3.68 **FUTURE NEIGHBOURHOODS** – Hannah Smith provided an update on progress. Ongoing delivery of Phase 1 and Phase 2 starting off.
- 3.69 ARUP selected to work with the community to develop Notting Dale Future Neighbourhood vision and action plan. Inception meeting was held with residents in January to kickstart vision programme and agree approach to co-design. Next meeting to take place in a few weeks.
- 3.70 Goodbye Gas – Evidence of carbon emissions reductions through refurbishment and Goodbye Gas programmes. We're seeking an external organisation to verify baseline emissions and pathway to net-zero.
- 3.71 Landscape, biodiversity and access to nature – Developing tender for estate-wide landscape consultant and reapplying for Green Flag award.
- 3.72 Air Quality – LWRA and LWNT working with Breathe London & Imperial College London to install an air quality node.
- 3.73 **Next steps** – look at forecasting savings year by year to track the progress to net zero at 2030.
- 3.74 **Future Neighbourhoods** – launch event was held on 8<sup>th</sup> September in Avondale Park. Engagement also carried out with Ward Councillors, Resident Associations and local organisations to gather priorities from residents.
- 3.75 **Future Neighbourhoods Funding Update** – Subjected to terms agreement and contract signing but GLA confirmed Phase 2 Future Neighbourhoods funding for both LWE and wider Council.

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### **4.0 FINANCIAL UPDATE**

- 4.1 **Financial Monitor** - James Caspell provided an update on the financial tracker. Forecasted spend by the end of the year is to be just over £13.5m. Revised down due to delays to projects at Treadgold House and Walkways.
- 4.2 Cllr Kim Taylor-Smith asked to see where report highlights shortfall in terms of funding. James Caspell said current report did not but accepted suggestion to start bringing in the budget.

**5.0 RISK MANAGEMENT UPDATE** – Shaun Haden shared an update on high scoring risks and talked through mitigations in place.

- 5.1 Cllr Kim Taylor-Smith asked whether we'd make a payment to residents taking us up on the friends and family scheme. James Caspell confirmed we would, and we have a resident liaison team that would help manage queries from residents.

**6.0 Health & Safety Update** – Andros Loizou shared an update on Health & Safety.

- 6.1 Developing Health & Safety procedures bespoke for LWNT
- 6.2 Well include an update on H&S in all programme board meetings with discussions around any risks and issues
- 6.3 Other allied actions that support the H&S policy will become well understood and embedded in our thinking and service delivery.
- 6.4 Investing in H&S learning and development for staff.
- 6.5 David O'Connell highlighted the need to avoid placing scaffolding adjacent to windows such that residents cannot open them. Andros Loizou reiterated that is something that is always taken into consideration but can sometimes be unavoidable. David O'Connell suggested that where it is unavoidable, we should be proactive in informing residents that would be affected.

**7.0 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 £3.8m of value to the estate since June 2018. Around £863,000 in

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grant funding secured through the team or through supporting LWRA. Working with and supporting small businesses has generated £117,000 for these SMEs.

**8.0 Training and employment** – 9 people supported into paid work, 41 residents have attended workshops or training, 78 being actively receiving employment support, and 27 accessing pre-employment or related support. We've also had 9 residents signed up to digital mentoring.

**8.1 LancWest Works** – 7 successful recruitments into LWNT, 7 jobs created within LWNT, 5 opportunities created with contractors and 4 opportunities created with wider RBKC, partners or businesses.

**8.2 The Green Skills Academy** – 32 staff trained to date with £32k invested so far through grant funding. Additional £25k funding secured for resident training.

**8.3 Retrofit Academy** - Opportunity for additional funding currently in negotiation.

**8.4 Employment and training Space** – At Baseline

**8.5 Respite Offer** – Engagement with residents has been pivotal. Over 500 offers delivered, and 122 surveys received. Over 100 ideas received from residents.

## **9.0 AOB**

9.1 James Caspell asked whether council officers or members can sign up to be mentors through the digital mentoring scheme. Nordeen Fahmy confirmed they can.

9.2 James Caspell asked whether we could offer the TACE Building Technician role to the wider Borough, and this was welcomed.

9.3 Abbas Dadou asked about Heat Network pricing cap considering issues at Bomore. James Caspell said a Block meeting with Bomore residents took place in January and lessons learned captured. He reiterated offer remains affordable relative to alternatives.

9.4 Abbas Dadou asked about resilience of Heat Network considering past power outages. Jeff confirmed we have high resilience on the heat side including emergency backup. Challenge remains on the electricity needed for heat pump and that is work in progress.

9.5 Abbas Dadou suggested there would be wider benefits if Baseline Studio offices were under management of LWE. Cllr Kim Taylor-Smith to take this away.

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**10.0 ACTION SUMMARY**

ITEM REF	ACTION	OWNER	TARGET DATE
3.36	Communicate the timeline of refurbishment with all stakeholders	Shaun Haden	By next meeting
3.67	Agree approach on Switchee's and other devices to deal with damp and mould	James Caspell	By next meeting
9.5	Councillor Taylor-Smith to take away the idea of LWNT managing Baseline Studios	Cllr Kim Taylor-Smith	By next meeting

**Next Meeting:** 16/05/2023