

## LWE Refurbishment Programme Board

Minutes and actions of 31<sup>st</sup> May 2023



## LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

31<sup>st</sup> May 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	Resident
Michael Dalziel	Head of Community Engagement, DLUHC
James Caspell	Neighbourhood Director (LWNT)
David Mulligan	Senior Project Manager (LWNT)
Andros Loizou	Head of Refurbishment Design & Delivery (LWNT)
Alejandra Castillo	Assistant Project Manager (LWNT)
Hannah Smith	Sustainability Programme Manager (LWNT)
Samuel Gathogo	Programme Performance & Monitoring Manager (LWNT)
Felicity Maries	Community & Development Partnership Manager (LWNT)
Janet Hall	Heat Network Stakeholder Engagement Manager (LWNT)
Mamadelo Awotesu	Assistant Project Manager (LWNT)
Shabir Jafari	Assistant Project Manager (LWNT)
Alekhya Yalamanchili	Assistant Project Manager (LWNT)
Phoebe Cramer	Programme Performance & Monitoring Manager (LWNT)
Siobhan De-Alwis	Project Support Officer (LWNT)
Cllr Marwan Elnaghi	Ward Councillor

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## **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 actions from last meeting. Confirmed the finalisation of the timeline for the estate. Currently in the process of releasing to residents on estate noticeboards, Instagram, WhatsApp and block level newsletters. The next fortnight that will start to show residents what's going on, for each part of the estate in the next 12 months onwards.

**2.2** – Doug Goldring updated on action from last meeting. A number of discussions have taken place and the management of Baseline Studios is being reviewed and there should be an update by the next meeting.

## **3.0 PROGRAMME DELIVERY UPDATE**

**3.1 Programme and Procurement Update** – Andros Loizou shared an update on programme and procurement.

**3.2 Mechanical Electrical Consultants** – Currently installing the PV installations roofs, aiming to cover 10% off the roofs with solar PV. Installation on Camelford Court is underway and should be completed by next week.

**3.3 CCTV Door Entry & Digital TV Services** - Completed pilot installation for Bomore Road with video door entry fermax. Surveyed Talbot Grove House for replacement due to damage. Aiming to roll estate wide in the next year now specification has been chosen.

**3.4 Lifts** – Lifts for Bomore Road and Treadgold House to be procured by June 2023, with Treadgold to be phased with refurbishment work and Bomore lift upgraded asap.

**3.5 Main Works – Lot 1** – Currently reviewing options of appointment for a new Multidisciplinary Consultancy Team to take on a RIBA stages 3 all the way to delivery and handover for the refurbishment works. A decision report will be ready in the next 2-3 weeks for approval.

**3.6 Walkways Roof Project** – Amber Construction now appointed are on board undertaking finalizing design packages, anticipated presence and delivery construction phase late summer.

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- 3.7 Walkways Fire Rated Window Pilot** – Window now installed to 505 Hurstway, another pilots underway. Residents have two options of windows to choose from – frosted or clear.
- 3.8 Balcony & Terrace Pilots** – Pilots are commencing on a number of properties, there will be a range of different variations for residents to choose from.
- 3.9 Lot 2 – Camelford Walk, Camelford Court, Clarendon Walk & Talbot Walk** – Currently at Phase 3 of resident co-design process. It commenced with a webinar and various decisions to be made through engagement which will be ongoing until 9<sup>th</sup> July 2023.
- 3.10 Camelford Walk, Camelford Court, Clarendon Walk & Talbot Walk Roof Project** – All works are now completed, satisfaction surveys will be going out to residents shortly and u-value testing will be undertaken in the colder months.
- 3.11 Lot 3 – Morland House & Talbot Grove House** – As of April the contract with EDC has ended. Phase 2 co-design process with residents has now been completed. Documents are with a new MDC consultant and are looking to appoint in the next couple of weeks. They will be reviewing Stage 3 designs again and they will be taking the ownership of stage 3 onwards. The new MDC envisages a 18 week Stage 3 process.
- 3.12 Triple Glazed Windows** – A pilot for triple glazed windows has been done on 35 Talbot Grove House, which has been well received.
- 3.13 Lot 4 – Treadgold House – United Living South** – Letter of intent for United Living has now been authorised, they are able to mobilise and all the materials that have long leading times will be ordered in line with critical path.
- 3.14 Treadgold House – United Living South** – David Mulligan gave an update on Lot 4.
- 3.14.1** United Living are now on site and are finalizing the information from stage 4 and stage 5.
- 3.14.2** Rider Levett Bucknall have been appointed to do stage 4 and currently concluding negotiations on stage 5.
- 3.14.3** Concluded our Section 105 consultation for secure tenants and ongoing negotiations with non-residents leaseholders about their support during the works.

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**3.14.4** One planning application has concluded its statutory period and committee will be on 27<sup>th</sup> June 2023.

**3.14.5** James Caspell stated that a new Resident Liaison Officer has been recruited and have increased the number of channels that we communicate with residents.

**3.15 Lot 5 – Cambourne Mews** – Andros Loizou updated that currently proceeding with Phase 2 residents co-design in July and that both Cambourne Mews and Verity Close have received various quotes from alternative multidisciplinary consultants. They are being reviewed and a decision will be made in the next few weeks to replace ECD.

**3.16** James Caspell added that one of the things we are currently analysing is that we have 26 residents that want their house refurbished but we don't have anywhere to move them to. We are waiting on analysis on those households to see what the blockage is in terms of stock availability. However, with the current stress on social housing this remains the biggest challenge.

**4.0 PROGRAMME PERFORMANCE UPDATE** – James Caspell offered an update, overall programme performance has improvement in some areas.

**4.1 Consultants, Contractors & Building Performance** - A lot of the technology we're installing there is one or two manufactures and two or three installers, that has been a real issue which is national given we are at the cutting edge.

**4.2 Budgets** - In terms of budget in the last couple of months, we have had the HRA business plan with an inflationary adjustment which is across the whole programme. And provides an additional £15 million, that is just catching up with how the cost have gone, however we knew the costs were already high.

**4.3 Logistics & Programme Sequencing** - Progress has been made underneath Hurstway Walk turning a number of those disused garages to facilities, a number of contractors have come and looked at them and they will help to reduce preliminary overheads.

**4.4 Procurement** – The main focus has been getting the consultants on board, this resulting in some delays with procurement but are trying to pull forward the contractor's procurement as fast as we can.

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**4.5 Costs** – Remains the biggest issue.

**4.6 Refurbishment Progress** –We hit the milestone of 50% of properties now have internal refurbishment. The target was missed as it was supposed to be achieved by March, this is due the delay with MVHR ventilation system. We relied on one particular provider, and they let us down. By getting a more diverse supply chain will mitigate that happening in the future.

**4.6.1** Target for this year is 60% and this year should see leaseholders start to see main works start to being done to the building like windows and walkways roof.

**4.7 Mainstreaming Decarbonisation** - Currently measuring all sorts of things in terms of residents who benefited from energy efficient roofs, all block on Lot 2 on the east side all have energy efficient roof. The solar panels arrived yesterday for Camelford Court; they will be fitted on all viable roofs and should provide 10% of electricity demand for estate.

**4.7.1** The stats are currently showed on Instagram to show the progress that is being made.

**4.7.2** Cllr Kim Taylor-Smith asked what partial triple glazing is. James Caspell responded this was a trial on some windows that needed individual replacement whilst we tested pros and cons. But there will be no more partial triple glazing as we have locked in which windows we will be using.

**4.7.3** The fibre optic broadband is not being delivered to Verity Close, currently looking at a way to unblock with fibre optic broadband, potentially as part of heat network works.

**4.7.4** We have the walk-in shower now for adapted properties.

**4.7.5** Also mainstreaming the Zynpho wastewater heat recovery They're about £250 and they save probably about £50 a year, so that's part of the cost-of-living support we are now providing.

**4.7.6** Stewart Hall mentioned that his decant was good but he didn't have any support moving in to the other side of the estate, however he appreciates that his was a pilot but will have to have contractors in to do the windows and wall installations.

**4.7.7** Cllr Kim Taylor-Smith asked if there was a way all works could be completed before residents move into a property.

**4.7.8** James Caspell said as we lock things in this will be the approach to minimise resident disruption. A SME company has been sourced to help with the moves.

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**4.7.9** Cllr Kim Taylor-Smith asked would you have to decant everything or can you leave so every stuff there and move things around. JC confirmed that ideally we provide a contractor with vacant possession but we do work around that where we can.

**4.7.10** James Caspell responded 12 months ago were asking if we could work around people but with scope of what were doing especially with the ventilation, it makes it longer and the conditions and noise will disrupt the residents, so the best for all parties is a period of full decant.

**4.8** Goodbye Gas – We have been recognised for a number of national awards and one of them being the innovative Goodbye Gas programme. Something we started from day one with our voids programme, is to get residents off gas. It has massively expanded in block removal from Treadgold and Camelford Court will be next. It is a package that is available for tenants and leaseholders. Its not rechargeable to remove a gas supply but effectively something that we need to do anyway, so we are pulling it forwards as it bring carbon, energy, and logistical benefits to do so. We'll be supporting rest of leaseholders in terms of that package as well as our tenants and again a cost of living, smart thermostat scheme. There 25 residents who haven't had refurbishment yet. So we can help them by fitting a smart thermostat.

**4.9 Residents of Active Drivers of Change** - in terms of the level of resident input and engagement, we have increased our target for participation to 70%, with Treadgold we had 94% participation from residents.

**4.9.1** Lot 2 we are in phase 3, there was a webinar yesterday and an open house today. Received good feedback and showed residents some of the designs, they are getting excited with what it will look like.

**4.9.2** Cllr Kim Taylor-Smith asked about the Walkways being 54% participation. James Caspell responded that they are behind with the Walkways but in phase 2 they got 30% engagement, which has been the highest for Walkways participation.

**5.0 Design Process Updates - Walkways** – Since the meeting from last January residents have chosen the colour scheme which is whites, grey and creams for the exterior designs. There are a range of pilots being undertaken from the type of terrace flooring, pergola screening. Essentially, we are giving residents choices in what design they want.

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- 5.1.1 Cllr Kim Taylor-Smith asked if were giving residents so much choice will all the flats look different.
- 5.1.2 James Caspell responded in regard to the pergola the building structure is identical so it will be possible to have both.
- 5.1.3 There is the new video door entry on Bomore Road There has been positive feedback on the touch screen. You can search the web on it and Netflix, and it was in budget.

**6.0** Verity Close Low Carbon Energy Home – For Verity Close we now have the full year of data, and the good news is generated 69% of its own electricity. It has an air source heat pump for the heating and hot water. There has been zero repairs, only been round to do planned maintenance.

- 6.1.1 James Caspell said that things that most people were concerned about was the cost, both maintenance and install but for our residents we are not charging and also the energy efficiency. By having the battery storage, you can store the electricity and use it when you need it. Also we could sell it back to the grid at 7p kilowatt hours so if your battery get full its offsetting costs and carbon.
- 6.1.2 Cllr Kim Taylor-Smith asked where did that end up with EPC?
- 6.1.3 James Caspell responded three marks off an A – so a very high B.

### **7.0 Internal Refurbishment Programme Update** - Internal refurbishment

programme continues we have 20-25 on site at any one time based on where there's a need to do them or the opportunity to decant.

- 7.1.1 Camelford Walk roof is now complete. Camelford Court solar PV panels are going on, if that goes well we will roll that out east side.
- 7.1.2 Treadgold we are now on site, David Mulligan confirmed that the last week of June, the scaffolding starts to go up and from then we start to remove cantilevered balconies. Finalisation of CGI work brickwork so residents can choose. underway
- 7.1.3 Stewart Hall asked what the time framed for Treadgold finish from scaffolding going up to completion.
- 7.1.4 David Mulligan stated completion is last week of June 2024.

**8.0 Key Steps for the next 3 months** – To bring on the multi-disciplinary teams for the vacant lots and getting them to RIBA stage four and out procurement over the

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summer. Lots of learning from the Heat Network procurement, Treadgold House procurement on how to make sure we keep the cost certainty and also that we're not starting from scratch in terms of everything that residents told us.

**9.0 Notting Dale Heat Network - Janet Hall** shared an update on the Notting Dale heat network. Phase I is entering an exciting stage, where we are on track to complete commercialisation, which has been quite long phase of work to take the Heat Network to construction. Within the next couple of weeks, we will be appointing the contractors to start the final kind of design and build work before going on site. 43% now of tenanted homes, have new pipe work, ready to go for the heating system. The company itself has made a lot of kind of progress, there is a full board business plan in place.

**10.0 Update Leading to FID** - Over the last few months there has been a series of events inviting residents, stakeholders and politicians and to see other heat network sites and other places where they're using air source heat pump technology to supply heat to.

**11.0 Financial Investment Decision** – Some due diligence work has been completed with national energy action and Mazars, we have got the business plan and circulated and fully approved ahead of that investment decision.

**12.0 Business Development** – The contract agreements have been issued to the school and leisure centre hoping to get those signed by the end of this month. The Cross Borough Energy Master Plan event that happened on the 10th of May was well attended and was a successful event.

**13.0 Procurement** - Tenders are back from the DBOM and the D&B contractors, those are in the process of being evaluated at the moment and we will hopefully know within about 10 days who the preferred contractor is and then the negotiation period will follow before formally appointing. That will then lead to our planning application to be made in July when we've got that preferred contractor on board, and they can verify the designs that we've got in place and make any last-minute adjustments that are required before planning.



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**14.0 Contract Readiness** - Derisk have been appointed to the principal designer role for the design and build contract. We will be appointing a principal designer for the DBOM and contract administration for both contracts.

**15.0 Resident Co-design Overview** - Over the last two months we held an away day in 25th of April which LWRA attended. As mentioned, these field visits are relating to the company development and involving residents where we can with the design.

**15.1.1** David O'Connell asked how the business away days were advertised to residents.

**15.1.2** Janet Hall responded that it was advertised on the newsletter and WhatsApp, green group and Instagram.

**15.1.3** Designing the energy centre, we held our second Co design event where there were 1200 and households invited from around the Notting Dale Ward areas. That was a kind of one to two street boundary around LW that we reached out to attend that we had over 180 people attend both events and we will be following that with a letter confirming the designs to people over the next few weeks.

**16.0 Energy Centre Design Update** - For the Renewable Energy Centre there's been quite a few significant changes since we last met and their source heat pumps have now been relocated from the leisure centre roof to the Academy roof. The benefits to this is its out of the way of housing, specifically Bomore Road. The warm water store has been located outside the leisure centre opposite Avondale Park Rd. The decision has been made to go with a neutral or white finish to the screen, as opposed the green version shown at the last meeting.

**17.0** Mid July is when the planning application is currently scheduled to be submitted.

**18.0 New Location – Warm Water Store** - 4 locations were considered when deciding the new location. The residents didn't want it to be in the way of the leisure centre entrance. It was too tight to the memorial tree and the sub-station. It is will now be south of the leisure centre, where this is a 4 meter pavement either way tucked away in the corner.

**19.0 Net-Zero and PAS2035 Compliance UPDATE** – Hannah Smith shared an update on the net-zero programme and PAS2035 Compliance.

**20.0 Social Housing Decarbonisation Fund** – We are currently negotiating the demonstrator and wave 1 project timescales. The process of agreeing the new grant

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funding agreement for those projects which will be up to 15.8 million primarily for Lanc West, but there's some for elsewhere in Notting Dale. Allom and Barlow negotiated a small bit of funding, which would have been lost otherwise for those. That will enable us to keep spending that grant funding up until the end of March 25.

**21.0 PAS2035 Compliance & Surveys** – With the PAS2035 assessments it is providing very difficult to get access to all homes to do these surveys prior to work starting. The official line with the PAS2035 is that you do need to get into every home to complete their surveys prior to starting. We are aiming at the moment is to get to 90% prior to work starting. The majority of block are on track.

**22.0 PAS2035 Compliance Tracker** - Been doing some work to try and upskill ourselves and improve knowledge around within the team. Making sure there is comprehensive approach to making sure that what's needs to be happening is happening. A “sustainability series” webinar was held internally about 50 people came to that from housing management.

**23.0 Garden & Landscape** – Verity Close Garden of Life is now complete. The impacts that that's had are in terms of new green space, improving biodiversity and improving access to nature. For the gardens and landscape we have secured £40,000 from the GLA through their Green and Resilient Spaces Fund which will help with the kind of design and feasibility for the wider site wide landscape work.

**24.0 Future Neighbourhoods** – Two roof projects have now been delivered Clarendon & Talbot. 25K invested in the Green Skills Academy

### **25.0 FINANCIAL UPDATE**

**26.0 Financial Monitor** - James Caspell provided an update on the financial tracker. Forecasted spend is around £22m based on the increased expenditure trajectory by the end of the Financial Year

**27.0 RISK MANAGEMENT UPDATE** – Samuel Gathogo shared an update on risk management. Meetings have taken place with project managers as part of an exercise to just review and improve our risk management approach, once complete we have standardized the process. Looking at the risk scoring criteria and the review cycles and we've also implemented some monthly review meetings with the project managers where we monitor the progress of mitigating actions. There is an escalation

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process where a risk reported is created off the back of those meetings with project managers and that's presented to the Heads of Service and the Neighbourhood Director. We currently have 62 risks on our main programme risk register, but we've also got about 300 risks operational risks.

**28.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE** – Felicity Maries shared an update on community development and social value.

**29.0 Social Investment** – Phoebe Cramer gave an update on social investment. Been committed and delivered by our contractors through their social value contributions. It ranges from volunteer hours to work placements, all of which have been converted to these financial figures using a national social value framework. The figures speak more than just a monetary value, but to some pretty significant community impact. We have recruiting for now and three years of full-time employment.

**30.0 Green Skills Academy** - Transitioned from being a pilot to a soft launch initiative. A lot of staff RBKC staff have been on green skills training, more than doubled the number of staff since the last program board and this has been net zero and has 2060 training and PAS2035 training. Green Skills Academy does is now embedded in the Council plan. Our commitment to help change Notting Dale into an eco-neighbourhood and upskill local people to secure green jobs.

**31.0 AOB**

**32.0** James Caspell mention inviting the two resident board members from Notting Dale Heat to come to future meetings. Cllr Kim Taylor-Smith is happy for them to join the next board meeting.

### 33.0 ACTION SUMMARY

ITEM REF	ACTION	OWNER	TARGET DATE
3.13	James Caspell to present lesson learnt from Treadgold House	James Caspell	By next meeting

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7.0	James to present decant approach	James Caspell	By next meeting
16.0	Janet to find out if the mesh around the Air Source Heat Pump will be easy to maintain if it is vandalised i.e spray paint	Janet Hall	By next meeting

**Next Meeting:** 26.09.23