



LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

31st October 2023 17:30-19:30

via Microsoft Teams

Minutes and actions from meeting

Attendees

Cllr Sof McVeigh	Lead Member for Housing Management, Housing Safety and Building New Homes (Chair)
Cllr Claire Simmons	Ward Councillor
Cllr Marwan Elnaghi	Ward Councillor
Cllr Mona Ahmed	Ward Councillor
Abbas Dadou	LWRA nominee, Chair and resident
Stewart Hall	LWRA nominee, Vice-Chair and resident
Susan Al Safadi	LWRA nominee, NDH Board Member
David O'Connell	Resident
Steve Bounds	Resident
Michael Dalziel	Head of Community Engagement, DLUHC
Doug Goldring	Director of Housing Management (RBKC)
James Caspell	Neighbourhood Director (LWNT)
David Mulligan	Senior Project Manager (LWNT)
Peter Inglis	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)

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Felicity Maries	Community & Development Partnership Manager (LWNT)
Janet Hall	Heat Network Stakeholder Engagement Manager (LWNT)
Mamadelo Awotesu	Assistant Project Manager (LWNT)
Muman Ali	Programme Performance & Monitoring Manager (LWNT)
Phoebe Cramer	Programme Performance & Monitoring Manager (LWNT)
Siobhan De-Alwis	Project Support Officer (LWNT)
Jeff Laidler	Heat Network Programme Manager
Hal Dervish	Project Manager / Interim Internals and Voids Manager
David Ward	LWRA nominee, and Resident

1.0 INTRODUCTION

1.1 Cllr Sof McVeigh introduced herself and the meeting attendees.

2.0 MINUTES & ACTIONS

2.1 James Caspell updated on actions from last meeting.

3.0 PROGRAMME DELIVERY UPDATE

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

3.2 Abbad Dadou asked what would happen to disabled residents at Bomore who require use of lift access. James Caspell responded to say the work would be unlikely to start in January 2024 due the recognised shortage of adequate accommodation for those residents, and would not start until all those who need to be decanted have adequate accommodation

3.3 Stuart Hall asked about the future arrangements of the Local Lettings plan as it is a more cost-effective solution compared to use of hotels. Cllr Sof McVeigh responded to say that a decision had not yet been made and that the community will be extensively consulted..

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- 3.4** David Ward asked why the LLP had not been introduced on Bomore Road. James Caspell responded to say that a consultation will be undertaken to include the LWRA, and that it has been raised in another forum also.
- 3.5** Abbas Dadou asked how soon the roof project could happen because we're getting leaks when it rains. Sharon Miller responded to say that work is ongoing. We're exploring emergency and temporary options because we cannot close the AOV's due to health & safety concerns. Abbas asked what timeline we should share with residents on when the work would be completed. James Caspell added we have a programme of work and would be sharing additional communications with residents.
- 3.6** Doug Goldring asked Andros Loizou what the biggest risk to the programme was. Andros commented that timelines, within the context of grant funding was a major risk item. Also, the changes to consultants did mean in some instances we had to go back and redo some design work. Andros Loizou added that although we'd lost some time consequently, we were primed to claw back some of it by going through a two-stage tender procurement process and working with proven contractors. Doug Goldring acknowledged the response and offered to provide support or assistance if there were any concerns raised.
- 3.7** James Caspell added that we had to bring in new multidisciplinary consultants (MDC) who were not keen to put their name on work previously done by another MDC without doing a substantial review. That did lead to some slippage, but their performance is much better than the previous ones.

4.0 PROGRAMME PERFORMANCE UPDATE

- 4.1** James Caspell offered an update, highlighting the positive progress across all key areas over the past six months. James Caspell acknowledged the challenges posed by the wider economic and cost of living challenges, particularly on costs and budgets.

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4.2 Cllr Sof McVeigh pointed out the need to have a more detailed conversation on the two areas that were red in the graphic. These were Budgets and Costs.

4.3 James Caspell shared a summary of the refurbishment programme progress. He also reiterated that we're doing more to publicise the work we're doing, following feedback from residents.

4.4 James committed to sharing individual block refurbishment programmes by the next meeting.

4.5 Refurbishment Progress – 53% of properties now have internal refurbishment with 46% of residents having the new heating systems.

4.6 Mainstreaming decarbonisation – We're now recycling metal and have made about £5,000 from this, which is being used towards our respite programme and other community initiatives such as garden.

4.7 Resident Co-design – 64% of households engaged to date and on track to achieve year-end target of 70%.

4.7.1 Cllr Sof McVeigh acknowledged the success of the engagement work and commended the team. James added that both the residents association and block representatives had been instrumental.

4.8 Commercial Performance – James Caspell provided an update on commercial performance and demonstrated that majority of contracts have been delivered in under the original contract value, with a cumulative saving of approximately £160,000.

4.8.1 Stuart Hall commented that the heat network may not be cost efficient if we do not do the insulation at Verity Close. Cllr Sof McVeigh acknowledged this comment and added that we do have a big budget deficit and need to ensure we get the basics right, first and foremost.

4.8.2 Michelle Active noted that while it is right there are financial challenges, it was important to remember the promise that was made following the tragedy. She added that if we went back on that promise, there would be an erosion of trust. Cllr Claire Simmons pointed out that funding at Lancaster West was not solely from the HRA budget and that we needed to ensure we were maximising the grant funding.

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- 4.8.3** Cllr Claire Simmons asked how the commercial performance slide married up with the previous slide that depicted budgets and costs as red. James Caspell responded that the previous slide was forward looking.
- 4.8.4** Doug Goldring added that the current budget was made with an inflation rate assumption of 2%. He added that the current climate meant that a review was necessary. He reiterated that this programme was and remains a priority, and that comments from the board meeting would be considered at the next budget meeting on November 20th, 2023.
- 4.8.5** Abbas Dadou added that the impact of the tragedy was still being felt, predominantly by Lancaster West residents and that it was the responsibility of the Council to resolve the financial challenges. Stuart Hall reiterated the RA's commitment to work with Lancaster West to maximise value for money.

4.9 Items to be removed from the programme scope – James Caspell provided an update on proposals for items valued at approximately £35 million to be removed from the programme scope for consideration. He added that these came from the Ideas Day and a result of feasibility reviews as well as considerations on the impact on the grant funding arrangements and the impact on residents.

- 4.9.1** Cllr Claire Simmons acknowledged the financial challenges but reiterated that the tragedy was not the fault of residents. She suggested that it may be worth exploring a conversation with central government to ensure that the promises to residents were met in full.
- 4.9.2** Stuart Hall responded to the list of proposed exclusions and added that those were not the things that were highest in the order of residents' priorities.
- 4.9.3** Steve Bounds added that they were happy with the proposal but pointed that the lifts at Talbot Grove House were an issue because we had elderly residents who relied on them. James Caspell acknowledged this and added that we're still introducing 5 new lifts which would serve approximately 220 homes. He added that through the LLP, we could

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move those individuals to those flat level access properties. James Caspell also added that we're still working to identify viable grant funding opportunities, but need to be candid on the choices we face at this time.

4.9.4 Stuart Hall suggested that we should keep the Talbot Grove House Lifts as the number one item to be reinstated, should funding become available.

4.9.5 Cllr Sof McVeigh requested more detail on the £25 million shortfall to understand how that is arrived at.

5.0 Funding opportunities being pursued – James shared an update on the funding streams being actively pursued which included opportunities from The GLA, Sport England, RBKC , Central Government and European Commission.

5.1 Shaun Haden provided an update on progress of discussions with UK Investment Bank.

5.2 Michael Dalziel offered support of colleagues from Department of Levelling Up and was happy to set up a meeting.

6.0 Key steps for next three months – James gave an update on the key milestones to be covered over the next three months.

6.1 David O'Connell asked how many residents were refusing to move from Treadgold House and was it causing delays as a result. James Caspell said there were very few people in that cohort, and we had provided good options for all. David Mulligan pointed out some technical challenges resulting from non-moves that he was working through.

6.2 Michael Dalziel added that his department holds monthly community drop-in sessions at the Leisure Centre and have been getting asked by residents from Treadgold House when the lift would be decommissioned, and what impact that would have on the residents. James Caspell responded that the lift would not be decommissioned until those residents that rely on the lift have been moved.

6.3 Cllr Sof McVeigh asked whether there would be any further works at Lancaster West that would require as much decanting as Treadgold House. James Caspell responded that there would not.

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6.4 Steve Bounds asked what happens to fittings such as showers where the works means that the ceiling is lowered. James Caspell responded to say that if we can, we will refit them. If we can't, we will replace them like for like. There however needs to be a level of reason to ensure we're not doing much work that leaseholders should be doing.

7.0 Notting Dale Heat Network

7.1 Jeff Laidler provided an update on the Heat Network including details on £1.14 million saving from UKPN.

7.2 Next steps will be to formalise contracts, submit planning application and issue section 20 consultation to leaseholders.

7.3 Work expected to begin by Spring of 2024, with heat on expected by Spring 2025 for the first blocks.

7.4 Cllr Sof McVeigh commented that the work to build the heat network will be a lot more disruptive and asked the residents in the meeting whether they felt they were fully aware of what to expect. Michelle Active added that she agreed with the sentiment. James Caspell added that half the tenanted properties had about 95% of the required hardware inside the properties, so would experience significantly less disruption.

7.5 David O'Connell added that more information was needed to clarify the billing system. James Caspell added that we have the Price Promise until 2030, meaning residents will pay the cheaper of what they would have paid if they stayed on gas or on our heat network until 2030.

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

8.1 85% of retrofit assessments have been completed. David Ward asked whether the figures at Verity Close look at all properties or just the rented ones. Hannah to remove freehold properties from the base as out of scope.

8.2 Cllr Sof McVeigh asked whether each tree planted counts as a carbon offset. Hannah Smith said not now but could be included in future.

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9.0 Equality Impact Assessment – Muman Ali provided an update on the Lancaster West Equality Impact Assessment Action Plan. This showed a total of 21 actions, of which 13 had been completed and 8 in progress.

10.0 FINANCIAL UPDATE

10.1 Financial Monitor - James Caspell provided an update on the financial tracker.

10.2 David Ward asked how the budget would be split across the different lots. James Caspell responded to say that grant funding is specific to particular blocks and added that we are in the process of revising the current cost forecast and will need to go through the tender process to fully understand the full picture.

11.0 RISK MANAGEMENT UPDATE – Samuel Gathogo shared an update on key risks and deferred to Andros Loizou to provide an update on the top risks.

11.1 Andros Loizou provided an update on the top risks, which included budgets and costs.

11.2 Cllr Sof McVeigh requested to understand the potential number of decant properties that will be required in the remaining part of the programme.

11.3 Cllr Sof McVeigh posed a question to James Caspell on when it would be useful to have a detailed conversation on costs and budgets. James Caspell suggested it would be good to wait to receive the updated cost plans from our design team and at the end of RIBA Stage 4 with contractors on board we will have market-tested prices.

11.4 Cllr Sof McVeigh asked for a meeting to discuss costs before contractors are appointed. Andros Loizou added that a benefit of following a two-stage tender process is that we will be able to secure price certainty earlier on.

11.5 Doug Goldring asked whether we would be using our own Clerk of Works, or the consultants'. Andros Loizou confirmed we will have both our own and the consultants' Clerk of Works.

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12.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE – Felicity Maries

shared an update on community development and social value.

13.0 Cllr Sof McVeigh commended the community development team and the Residents Association on the excellent work in resident engagement and nomination for a national award.

14.0 AOB

14.1 Stuart Hall expressed thanks on behalf of Residents Association and residents, recognising the effort that is going into delivering this project.

15.0 ACTION SUMMARY

ITEM REF	ACTION	OWNER	TARGET DATE
1	Refurb programme for individual blocks to be shared with residents.	Peter Brown/ Shaun Haden	By next meeting
2	Update on roof programme and temporary repairs to be provided	James Caspell	By next meeting
2	Leaseholder communication on HN Metering and Billing to be clarified	Jeff Laidler	By next meeting
3	Heat network engagement. Provide a summary of the resident co-design.	Jeff Laidler	By next meeting

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4	Provide analysis of potential numbers of decants that will be required for remaining projects.	James Caspell	By next meeting
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Next Meeting: 24/01/2024