

## LWE Refurbishment Programme Board

Minutes and actions of 24<sup>th</sup> January 2024



## LANCASTER WEST REFURBISHMENT PROGRAMME BOARD

24<sup>th</sup> January 2024 17:30-19:30

### 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)
Felicity Maries	Community & Development Partnership Manager (LWNT)

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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.

2.2 Cllr Claire Simmons wanted it to be noted that from last meetings minutes she wanted to clarify point 4.9.1 'Although the tragedy was not the fault of residents, its also not 100% the fault of RBKC and there are other parties that bear responsibility.'

### **3.0 PROGRAMME DELIVERY UPDATE**

**3.1 Programme and Procurement Update** – Andros Loizou shared an update on programme and procurement. The lift replacement for Bomore and Treadgold will be done next month. The Invitation to Tender, along with documentation for Lots 1,2 and 3 are scheduled for February 2024.

**3.2** Cllr Sof McVeigh asked when we expect the tenders back. Andros Loizou responded that we would expect the partners on board between May and June to begin work on RIBA Stage 4, detailed design for an additional twelve to sixteen weeks.

**3.3** Stewart Hall asked about Treadgold residents that are refusing to move out. Andros Loizou responded that the current decant strategy is being looked into and suitable means for residents to go, the team are currently reviewing this. There is a lack of suitable decanting and lack of housing. James Caspell mentioned that the only hard refusals have been from leaseholders.

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- 3.4** Andros Loizou added that enforcing was not a preferred approach and Cllr Sof McVeigh agreed. Cllr Sof McVeigh asked what our approach would be if this issue emerged in other projects. Andros Loizou replied that we had learned lessons from Treadgold project and would start exploring temporary decant options earlier and across the Borough and refurbishing and keeping some of our void properties vacant to use as temporary decants. However, he acknowledged that even that might not be enough.
- 3.5** Cllr Claire Simmons asked are their specific reason why the leaseholders are refusing to move. James Caspell responded that the three leaseholders are non-residents. James Caspell added that we're getting a lot of good positive partnership working now with colleagues in housing needs. He added that we're aware there will be substantial demand for temporary decant housing. Peter Brown mentioned that there is a level of complexity as the three properties are tenanted in the private rented sector by non-resident leaseholders. There has been good dialogue with the leaseholder to see how we can move ahead.
- 3.6** Doug Goldring added that was quite unusual for us to decant leaseholders as we have on Treadgold House and advised against doing a scheme of this magnitude that would create similar issues. Cllr Sof McVeigh asked whether we expect to have a repeat of the same. James Caspell added that we do not expect a repeat of the same on the remaining Lots. He noted that on Treadgold House, the grant funding was contingent on us doing the whole block. On the remaining Lots, the funding is based on property per property.
- 3.7** Cllr Sof McVeigh requested additional information about the Tender process, the timeframe, and the expected time for us to do work. Andros Loizou confirmed he would be sharing that information for the three Lots.
- 3.8** Cllr Sof McVeigh commented on the door entry, will that be taking place? James Caspell responded yes, and added that for Barandon Walk, Morland House, Camelford Walk it would be progressing at the start of spring and Talbot House would be starting within a

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fortnight. James Caspell added there would need to be a section 20 leaseholder consultation for the rest of the estate.

**3.9** Cllr Sof McVeigh asked about North Kensington Resource Centre design progress. Andros Loizou responded that the Consultant and MEP (mechanical, electrical, and plumbing) were on board and had been signed to RIBA Stage 3.

### **4.0 FINANCE & BUDGET MONITOR UPDATE**

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

**4.2** James Caspell highlighted total spend in the year at £13.7 million. That compared to a forecast of £22 million but expect actual spend to be at approximately £18 million at the end of the year.

**4.3** £500k secured from government Waking Watch Fund for additional fire safety work to be undertaken at the Walkways.

**4.4** Cllr Sof McVeigh asked about the 48 million spend to date. James Caspell responded more than half of that is on internal refurbishments and other schemes such as the 4 roofs, solar panels and PV and a considerable amount of work in term of design, retrofit and surveys. James Caspell added that we would provide a breakdown of that spend at the next meeting.

**4.5** Cllr Sof McVeigh commented on the 50% of homes that had been refurbished, and asked what would be happening with the remaining 50%. James Caspell responded that we were building a modelling approach to try and work out how much we would need to complete the internal refurbishment, considering we've had several refusals. The issues of a shortage in decant properties was also a concern in this regard. The intention was not to move residents out of their home's multiple times.

**4.6** Doug Goldring added that it was highly possible those refusals were because the residents did not want to move out of their homes and that this presented a challenge several years down the line when those properties would need to be upgraded.

**4.7** David Ward mentioned that with previous grants had a lot of strings attached and the situation we are in now is because of this. For future grants we will be taking a different approach to the grants we take and the £50 million short fall. Cllr Sof McVeigh said that we

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will not be taking a grant for the sake of taking the grant, we must want to carry out the work.

- 4.8** James Caspell mentioned in regard to the short fall it about 25 million as it stands, that's due to Verity Close and Cambourne Mews. The Terms we thought we were engaging in were not the terms that ended up being presented to us. Cllr Sof McVeigh said that this all links back to the tenders, were still working with budget as opposed to exact costs.
- 4.9** Stewart Hall asked how confident we were on minimising that gap. James Caspell responded gap is much smaller now than when we started. There are numerous people who have secured funding, he is confident that we will get there with time but cannot give an exact date.
- 4.10** Cllr Sof McVeigh wanted it noted that late summer is when we can be more certain of the tender actuals.
- 4.11** Steve Bounds asked about the returning of £15 million out of £22 million. Hannah smith explained that SHDF social housing decarbonisation fund, the original timelines was back in 2021, which was not met and are currently in the process of renegotiating. As a part of it new grant funding agreements were signed, the renegotiated timeline is up in till March 2025. This meaning that we had to return the grant that was not spent and are now able to claim the grant back under the new grant funding agreement.

## **5.0 PROGRAMME PERFORMACE & PROGRESS UPDATE**

- 5.1** 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.
- 5.2** Resident Co-design Engagement – 87% of households engaged for Talbot Grove House & Morland House
- 5.3** Cllr Claire Simmons asked if the water pipes in Talbot Grove House & Morland House going to be included in the works carried out. James Caspell responded there will be boosted cold water first, better pressure both for heating and hot water. Also, the taps and the new heat network will replace the pipes that keep bursting.
- 5.4** Cllr Sof McVeigh wanted it noted that Airex will be offered were appropriate.

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**5.5** Stewart Hall mention that for the Friends and Family Decant Scheme, there needs to be a breakdown in writing what the residents actually have to do, as there has been some confusion. James Caspell responded that there will be a procedure for this.

**5.6** David Ward asked for the temporary decant how many are like for like. James Caspell responded that this is one of our biggest challenges that we don't have adequate housing for those who most need it. That's were accessible hotels and private rented opportunities are coming into play.

**5.7 Consolidated Programme** – Peter Brown provided an update on Consolidated programme.

**5.7.1** Peter Brown shared details on how the Consolidated Programme is supporting the overall programme through driving conversations at project level, as well as highlighting risks and opportunities across the different Lots to provide clarity and confidence.

**5.7.2** Peter Brown offered to meet with individuals who wished to have a more detailed look at the consolidated programme at a later date.

**5.7.3** Cllr Sof McVeigh found the consolidated programme timeline very useful and wanted to know if residents can look at the detail for their block. James Caspell responded yes, we wanted to provide something that doesn't necessarily show the in-depth detail but more of a quick summary and confirmed this can be shared with residents.

**5.7.4** David Ward asked how do you feedback from the residents in the huddles. James Caspell responded that the feedback sessions for the residents happen separately.

## **6.0 Notting Dale Heat Network**

**6.1** Jeff Laidler provided an update on the Heat Network

**6.2** Cenergist has been appointed to carry out the secondary and tertiary network installations for the design and installation in residents' homes and blocks.

**6.3** Vital Energi have been procured for all the external work such as the primary network between the blocks and the energy centres.

**6.4** Planning application was submitted on 20<sup>th</sup> December 2023 and we expect that to be determined at committee on 27<sup>th</sup> February 2024. A few weeks allowance following that to allow resident co-design and comments.

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- 6.5** A section 20 for leaseholder consultation has been done and have received six formal responses.
- 6.6** As part of resident co-design, we've undertaken a roadshow across the estate and had two public exhibitions over several days at different times to ensure we give residents the best opportunity to provide input. So far, over 200 residents have provided input which has resulted in the final designs submitted to Planning.
- 6.7** A communications milestones plan was shared through to December 2024 with emphasis on training to support residents best utilise new technology. In addition, Jeff Laidler pointed out that we will need to vary tenant and leasehold agreements to enable the Heat Network to operate.
- 6.8** Jeff Laidler shared the top risks associated with the project, and provided assurance that these are effectively managed.
- 6.9** David Ward asked as you will be fitting the new electric boilers in the current boiler room does that mean you will have to remove the other boilers and will you be putting a temporary boiler on the other side of the estate. Jeff Laidler responded there will be temporary boilers for the heat network on that side of the estate, and its part of the planning permission it will be directly outside of the boiler room and will be there for nine months.
- 6.10** David Ward asked if the temporary boiler would affect the residents' bills. James Caspell responded no it should not, but we would ascertain the efficiency compared to the current.
- 6.11** Cllr Claire Simmons asked in terms of the price promise ending in 2031 what will happen after that. James Caspell responded that we could speculate however we would need to wait closer to the time to see.
- 6.12** Cllr Claire Simmons asked about the section 20 from the six leaseholder what were their responses and have they been addressed. Jeff Laidler responded it was to do with the cost of the two contractors and what was going to be recharged. All queries were responded to.
- 6.13** Cllr Sof McVeigh asked about the co-design, the lights will be able to be turned off at night. Jeff Laidler responded yes.

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- 6.14** Cllr Sof McVeigh asked about the construction start date, which is April. Jeff Laidler responded yes; they will start to dig the trenches from end of April.
- 6.15** Steve Bounds asked is there going to be any overlap of the heat network going live and EWI going on the blocks for the heat pricing. Jeff Laidler responded no its in two stages the primary network will need to be connected to the homes. The residents will not be charged with the heat network until they had the tertiary network installed in their homes.
- 6.16** Stewart Hall asked how much risk to heating costs there would be if the Heat Network went live before the fabric work was completed. James Caspell referred to the price promise deal. Stewart Hall further asked what would happen if we were to run out of money mid-way through the Project. James Caspell responded that much of that would be clear once we have the tenders in from the contractors.
- 6.17** Cllr Sof McVeigh wanted it noted that there are contingency plans if funding was to run out and not all properties would benefit from the heat network. There is a gas boiler that will be in the leisure centre and temporary boiler could be brought in on a block level.
- 6.18** Abbas Dadou asked that with all these backup solutions doesn't that have an impact on the efficiency. James Caspell responded that to lose a degree of heat will take a lot.
- 6.19** Steve Bounds asked whether we had unit costs on energy use and standing charges. Jeff Laidler responded that regarding the standing charges, the Model was being updated based on the contractor values and would provide an update when available.

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

- 7.1** Since 2019, there has been a 28% reduction in emissions, of which the biggest contributor has been gas removal, accounting for 44 tonnes of CO2 emissions to date.
- 7.2** Ongoing work to establish where milestones to achieve Net Zero by 2030 and will update at the next meeting.
- 7.3** New grant funding agreement signed, covering SHDF Demonstrator, Wave 1 and Wave 2 and are now able to claim. Currently in process to complete appointment of retrofit coordinators and overseers for Lots not currently covered.



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**7.4** 86% of retrofit assessments completed. Remaining homes are ones that are hard to access. Discussed progress with retrofit coordinators and grant funders and have agreement that provided all archetypes are covered, the remainder can be done during works.

**7.5** Additional £1.25 million secured through Future Neighbourhoods for projects across Notting Dale through phase 3. Grant funding agreement to be finalised.

**7.6** Good outputs from our energy advise and resident support service, with over 100 residents accessing energy advise service.

**7.7** Lots 2 and 3 landscape design work completed. Expect work on site to begin in February 2024.

**7.8** £40,000 grant funding secured for sitewide landscape project. Currently working on two additional bids.

**7.9** Stewart Hall asked we are on track for lots 2 and 3 Thames water deadline. Hannah Smith responded yes; the deadline is March 2025.

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

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

**8.2** Cllr Sof McVeigh was concerned about the fire strategy. Andros Loizou responded that before there no fire engineers, we have now procured our own fire engineers to be our critical friend. We have also instructed our consultants to bring their fire engineers on board for the designs. James Caspell added that we need someone independent of the consultants.

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

**9.1** Abbas Dadou asked that these are bring delivered with partner such as Nova. Felicity Maries yes they can support and advocate for the resident

**9.2** Cllr Sof McVeigh commended the team.

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**9.3** Cllr Clair Simmons asked about which grant funding was given on the MOT. Felicity Maries responded that the grant came in a few years before, but Covid came and shifted it slightly, it was called the Housing Advisor Programme and then Fusion 21.

### 10.0 AOB

**10.1** Abbas Dadou asked how RBKC is doing financially. Doug Goldring was not in a position to say, the major issues council are facing is with homelessness.

### 11.0 ACTION SUMMARY

REF	ACTION	OWNER	STATUS
1	Agree how to process decant needs for leaseholders	James Caspell/ Ashley Beaton	Ongoing
2	Share details on procurement process for main contractors. Clarify the key stages.	Andros Loizou	Covered in slides
3	Water leak issue at Lancaster Road to be checked and fixed.	Steve Bird	Completed
4	Model the risk impact of Heat Network going live before fabric work is completed. Consider both tenants and leaseholders.	Jeff Laidler	Completed
5	Hold a meeting on impact of standing charges and costs of Heat Network and invite Councillors	Jeff Laidler	Completed
6	Remove 'Slippery when Wet' signs at Testerton.	Toby Alake	Completed
7	Inspect and report anti-slip treads in Walkways 300s	Amy Nolan	Completed

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8	Inspect Bomore Road faulty Door	Steve Bird	Completed
9	Shaun Haden to meet with Michael Dalziel on Central Government funding opportunities	Shaun Haden	Completed
10	Provide insights on financial intelligence on actual costs and forecast costs in advance of tender returns	Andros Loizou	Ongoing
11	Explore reducing Grounds Maintenance costs through volunteering or In housing.	Ashley Beaton	Ongoing investigations on tasks involved.
12	Explore whether temporary boiler will have adverse cost impact to Tenants and Leaseholders	Jeff Laidler	Completed
13	NDHN – Impact of digging up roads.	Chris Kemp	Completed
14	Explore opportunity of Buybacks for Social Rented Sector	James Caspell	Ongoing
15	Develop visual graph to show programme spend to date	Alejandra Castillo Pineda	Completed
16	Break down spend to date across programme so far	Alejandra Castillo Pineda	Completed

**Next Meeting: 07/05/2024**