

## **LWE Refurbishment Programme Board**

Minutes and actions of 12<sup>th</sup> December 2024



## **LANCASTER WEST REFURBISHMENT PROGRAMME BOARD**

12<sup>th</sup> December 2024 17:30-19:00

### **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   |
| Michael Dalziel     | Head of Community Engagement, DLUHC   |
| Michelle Active     | LWRA nominee, Secretary and resident  |
| 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)                                    |
| Muman Ali           | Programme Performance & Monitoring Manager (LWNT)                                 |
| Samuel Gathogo      | Programme Performance & Monitoring Manager (LWNT)                                 |
| Felicity Maries     | Community & Development Partnership Manager (LWNT))                               |
| Nordeen Fahmy       | Head of Community Development & Co-Design (LWNT)                                  |
| Siobhan De-Alwis    | Project Support Officer (LWNT)  |
| Sharon Miller       | Senior Project Manager (LWNT)   |
| Jeff Laidler        | Heat Network Programme Manager  |
| Hal Dervish         | Project Manager / Interim Internals and Voids Manager                             |
| Daniel Chin         | LWRA nominee, and Resident  |

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|                   |   |
|-------------------|---|
| Cheryl de Freitas | Deputy Director: Grenfell Engagement, MHCLG |
| Sarah Cross       | Sustainability Programme Manager            |
| Khadra Ibrahim    | Community Development & Careers Manager     |

### **1.0 INTRODUCTION**

- 1.1 The meeting commenced with the introduction of attendees.
- 1.2 The minutes from the previous meeting were reviewed and approved without amendments
- 1.3 Key actions from the previous meeting were discussed, with a focus on addressing the funding shortfall, project delivery timelines, and resident engagement improvements.
- 1.4 Chair stressed urgency in securing promised funding and highlighted ongoing discussions with government officials
- 1.5 Apologies were noted for Shaun Haden.

### **2.0 PROGRAMME DELIVERY UPDATE**

- 2.1 **Programme Update** - Andros Loizou shared an update on the overall programme.
- 2.2 Lot 1 Roof and Main works – the roof project is nearing completion with final checks on rain checks and smoke detectors scheduled for early 2025.
- 2.3 The pre-construction service agreement phase is progressing, with contractor engagement ongoing
- 2.4 Target commencement date for main works: Summer 2025.
- 2.5 Amber Construction has been proactive in resident engagement and site readiness.
- 2.6 Lot 2 and Lot 3 Procurement activities are in progress, with market engagement sessions completed
- 2.7 Dual tendering options are being considered, including a co-design approach for optimal cost efficiency
- 2.8 Financial viability assessments are ongoing, with the expectation of securing tenders by Q2 2025.
- 2.9 Lot 4 Treadgold House Delays have resulted in a revised completion target of May 2025, with phased resident reoccupation expected by March 2025.

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- 2.10 Primary causes of delays include unforeseen structural issues and supply chain disruptions.
- 2.11 Cost overruns estimated at £1.5 million, with potential further contingency measures being evaluated.
- 2.12 Lot 5 and Lot 6 Progress remains contingent upon securing additional funding from government grants and private sector investment.
- 2.13 Estimated budget requirement: £6-£7 million per project
- 2.14 Funding strategies under review to align with council budget cycles

### **3.0 FINANCE & MONITORING UPDATE**

- 3.1 **Finance Update** – James Caspell shared an update on finance and monitoring
- 3.2 Current expenditure: £14 million as of December 2024.
- 3.3 Projected expenditure for 2024/25: £33.6 million, subject to potential adjustments due to delays.
- 3.4 Continuous efforts with local and national government stakeholders to secure additional funding.
- 3.5 Exploration of Green Finance Fund and Social Housing Decarbonisation Fund for targeted investments.

### **4.0 Notting Dale Heat Network**

- 4.1 Jeff Laidler provided an update on the Heat Network.
- 4.2 External network installation remains on schedule, with primary pipework completed in Camborne Mews and Bomore Road.
- 4.3 Internal pipework (secondary network) to commence in Clarendon and Camelford from February 2025.
- 4.4 Resident engagement sessions scheduled, starting 17th December 2024, with additional sessions in January 2025.
- 4.5 Increased efforts in signage and communication to differentiate contractors involved in heat network, refurbishment, and other construction works.
- 4.6 Metering and billing frameworks are under development, with resident consultation on expected tariffs and customer service models.

- 5.0 COMMUNITY DEVELOPMENT AND SOCIAL VALUE** – Nordeen Fahmy and Felicity Maries shared an update on community development and social value.

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5.1 75 residents employed through the Lancaster West Works programme since 2018, including three recent hires within refurbishment projects.

5.2 £1.75 million secured in social value contributions, with a focus on skills training and employment pathways.

5.3 Over 2,000 volunteer hours recorded within the past 20 months, including contributions to community green initiatives.

5.4 Plans to further integrate social value commitments into procurement contracts to maximize local employment opportunities.

### **6.0 RISK MANAGEMENT UPDATE**

6.1 Samuel Gathogo shared an update on key risks.

6.2 Funding Constraints: Ongoing measures to secure required financial support, including alternative funding streams.

6.3 Resident Engagement: Enhancing real-time communication mechanisms to manage expectations and provide timely updates.

6.4 Project Delays: Addressing governance and procurement challenges to maintain delivery schedules.

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6.6 Health & Safety Compliance: Rigorous monitoring and mitigation of construction-related risks, with recent safety audits identifying key areas for contractor compliance improvements.

6.7 Supply Chain Challenges: Ongoing risk assessments of material availability and procurement strategies to avoid further delays.

### **7.0 NET ZERO & SUSTAINABILITY UPDATE –**

7.1 Sarah Cross update on net-zero programme.

7.2 Achieved a 24% reduction in estate-wide carbon emissions since 2018, primarily through the "Goodbye Gas" initiative and energy-efficient upgrades.

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- 7.3 65 households enrolled in the "Goodbye Gas" programme, with ongoing resident feedback sessions to optimize the transition process.
- 7.4 Active collaboration with the Greater London Authority to implement a borough-wide food waste collection programme, targeting a further reduction in carbon footprint.
- 7.5 Exploration of additional energy efficiency grants to support low-carbon refurbishment efforts

### **8.0 AOB**

- 8.1 Scheduled follow-up meetings with residents and stakeholders to refine implementation timelines and address key concerns.
- 8.2 Upcoming governance review session to streamline decision-making processes across refurbishment and heat network projects.
- 8.3 Further updates on funding negotiations to be provided at the next meeting

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### 9.0 ACTION SUMMARY

| REF | ACTION  | OWNER                           | STATUS   |
|-----|---|---------------------------------|----------|
| 1   | LWE to provide interim procurement strategy/approach for Lots 2&3 to Doug   | Andros Loizou                   | Complete |
| 2   | Continue to develop programme update to residents in a more accessible way.   | Andros Loizou / Nordeen Fahmy   | Ongoing  |
| 3   | Develop joined up approach to Christmas works shutdown across LWE Refurb  | Andros Loizou                   | Complete |
| 4   | Update capital spend pie chart  | Alejandra Castillo-Pineda       | Complete |
| 5   | Highlight committed and uncommitted costs within the forecast spend of available budget.                                  | Alejandra Castillo-Pineda       | Complete |
| 6   | Define Lots by their names to help Non-LWE familiar stakeholders.   | Shams Barik/ All                | Complete |
| 7   | Ensure learning around metering and billing approach is shared as borough-wide approach is developed                      | Jeff Laidler / Shaun Haden      | Ongoing  |
| 8   | Focus on youth engagement to further enhance impact of Community Development offers, particularly employment and training | Nordeen Fahmy / Felicity Maries | Ongoing  |
| 9   | Ensure refurbishment programme continue to deliver employment and skills benefits to local residents                      | Nordeen Fahmy / Felicity Maries | Ongoing  |

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|    |  |             |          |
|----|--|-------------|----------|
| 10 | Review risk summary to ensure alignment with overall programme update sentiment. | Sam Gathogo | Complete |
|----|--|-------------|----------|